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61 Livingston Street,  
Brooklyn, N.Y., Sept. 22, 1915.

W.L. MacKensie King, Director,  
The Rockefeller Foundation,  
61 Broadway, New York.

Dear Sir:-

Your letter of October 2nd, 1914, is at hand directed from The  
Roxborough, Ottawa, in reply to mine of the day previous. You said:

"I shall be pleased to give consideration to the application you  
have made to serve as investigating agent in connection with the investigation  
into Industrial Relations at such a time as I may be contemplating making any  
such appointments."

"I thank you for forwarding with your application the enclosures  
which it contains."

It was my contention, you may remember, that industrial leadership  
should assume as an essential function a personal responsibility for the  
welfare of the individual worker. The work should be along two lines: First  
to create co-operative benefits in due proportion with the increase of the  
prosperity of the industry as a whole; Second, to make the living conditions on  
the minimum wage as fair as possible. Unless a man is physically fit, he can  
not do his best work. Unless a man has some incentive to use the full play of  
his energy, he will not do his best work. To make my statements more clear,  
I ask you to look for a moment at my plan of work. (See enclosure)

Having read this morning's Tribune, it appears that you and John  
D. Rockefeller, Jr. have been digging into things. I hope the diggings are  
good. But at least it is evident that a certain mule was not quite  
physically fit to do his best work. Take that mule for an example, he was  
sore because his harness was not properly adjusted. You have found, no  
doubt, that there are other industrial relations that need to be adjusted to  
meet new conditions.

Like the harness and the mule, capital and labor are complementary  
means of accomplishing work. You have undertaken the task of removing the  
cause of friction.

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