Chicago, January 23, 919.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G., 335 Laurier Avenue East, Ottawa, Carada.

My dear Sir Wilfrid:

I am sure you will be interested in reading the enclosed letter from Mr. McCall. It breathes the spirit which, I believe, means everything for the future of our country, industrially, and also for the future of Liberalism in Canada. Though I have not met Mr. McCall personally, I am sure he is very much a man after my own heart; and I have written expressing the hope that before very long I may have the pleasure of making his personal acquaintance.

You will be interested, I am sure, in knowing that at present I am working out a plan of representation for the employees of the Standard Oil Company of Indiana, and completing the work that I have been carrying on for the International Harvester Company. Since coming to Chicago, I have had a communication from the Brier Hill Steel Company, of Youngstown, Ohio, asking if I would be able to advise their officers in the near future in the installation of a plan of representation for their employees. I expect also, before leaving here, to complete a plan for the Illinois Steel Company, who have already made overtures indirectly for my co-operation. Yesterday, in visiting the refineries of the Standard Oil Company at Whiting, Endiana, I found that the Inland Steel Company, who have properties adjoining theirs, have adopted, without variation of a comma, the plan I prepared for the Youngstown Sheet and Tube Company: and I have also learned of other large industrial corporations in this vicinity that are about to follow suit.

The work I am doing in this connection is so important in its influence upon future relations of Capital and Labor in America that I have felt, as long as present engagements keep up, I should postpone the trip I had planned for England. The other matter of which I told you in Ottawa

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