

CARNEGIE'S  
LIEUTENANTS.

Little Things That Decided the  
Ironmaster's Choice.

Start of the So-Called Carnegie  
Millionaires—One a Good Salesman,  
Another a Hustling Horsehooper—  
Mr. Corey Wheeled a Barrow Well  
—All Worked Hard.

(New York Sun.)

Andrew Carnegie was recently asked:

"What influenced you most in the selection of your lieutenants in the steel industry?"

"Apparently trivial incidents," was the reply.

Then, after a moment's pause, he added, by way of explanation:

"I watched young men with whom I came in contact, and whenever I ran across one who, all unconsciously, by some small action or word uttered in ordinary conversation, made me feel that he had the qualities demanded in my business, I gave him a chance to prove he really had them. And when he did, then he became one of my lieutenants, and in return for his assistance I endeavored to let him have a fair share in the profits of my business."

This, in brief, is the story of the selection and making of the so-called Carnegie group of millionaires.

Charles M. Schwab is one of these men. James Gayley, vice-president of the United States Steel Corporation, is another. Thomas Lynch, successor of H. C. Frick at the head of the world's biggest coke company, is a third; Mr. Frick himself a fourth and William E. Corey, the youthful president of the Carnegie Company and the Carnegie Steel Company, a fifth.

Then there are H. P. Bopp, Daniel M. Clemson, A. R. Peacock, F. T. F. Loveloy, W. W. Blackburn and Thos. Morrison, a cousin of Mr. Carnegie's, brought over from Scotland and placed in a humble way in a mill; and Andrew M. Moreland, George Lauder, Albert C. Case and Joseph E. Schwab, brother of Charles; Lawrence Phillips, Mr. Carnegie's life-long partner, had to start at the bottom and work up with men who had no rich relatives; A. R. Hunt, W. E. McCausland, who began life as a messenger in a mercantile agency office, and many others.

The incident that led Mr. Carnegie to select A. R. Peacock, formerly holding the important post of purchasing agent of the Carnegie properties, as a lieutenant, is typical of the manner in which the majority of the members of the group were picked out. Mr. Peacock owes his millions to a remark that his last employer liked.

Twelve years ago Mr. Peacock was salesman for a New York decorating house. At that time Mr. Carnegie arrived in the metropolis to see about some decorating that he was to do in the Fifth avenue house that he recently discarded for the more magnificent one further east.

He asked the firm that had Mr. Peacock in its employ to send him samples of wall-paper, and Mr. Peacock was assigned to the task. The salesman's manner of displaying the samples and conducting business so favorably impressed the prospective customer that Mr. Carnegie, who Mr. Carnegie wanted to inspect more samples of wall-paper, he expressly requested that Mr. Peacock be sent with them.

His second talk with the salesman pleased Mr. Carnegie more than the first, and just as Mr. Peacock was leaving, the millionaire said, apropos of nothing that had gone before:

"Young man, you will be rich some day."

"Mr. Carnegie," he answered, "if I thought so, I'd be willing to give a liberal discount."

Mr. Carnegie's reply all but took away his hearer's breath.

"I'll take you at your word. Go to your employers, resign at once and come with me."

MR. PEACOCK DID

as he was bid, and, judging by results, he gave Mr. Carnegie a liberal discount in work, for his fortunes is conservatively estimated at \$1,000,000.

H. C. Frick not long ago named Mr. Peacock as one of the thirty men in Pittsburgh who are worth this sum and over. He has recently moved into a new house which cost \$1,000,000 and is said to contain the finest interior woodwork of any private residence in America.

Daniel M. Clemson is another of these fortunate men. He got the good will of Mr. Carnegie and a fortune because he could shoe a horse well and wasn't afraid of work.

Mr. Clemson was born on a farm in central Pennsylvania. When he was 9 years old he was apprenticed to a blacksmith. The recompense was all blacksmith. The recompense was all blacksmith.

He drifted to one of the Carnegie mines.

"What can you do?" asked the superintendent.

"Shoe horses," was the reply.

Mr. Clemson shod horses so well and so many in a day that when Mr. Carnegie was inspecting the mine the superintendent said:

"That fellow shoeing horses over there is the fastest and best man in the shop. He's not afraid of work, either; he'll work all day and all night if necessary."

"Give him a chance in the mechanical department," ordered Mr. Carnegie.

Mr. Clemson soon had charge of all the mining machinery. Next he became the mine superintendent.

In 1885 he was transferred to Pittsburgh. Now he has charge of the 115th street and Lake Erie works owned by the Steel Trust, and is head of a natural gas company which has under lease 85,000 acres, operates 130 wells and furnishes 40,000,000 cubic feet of gas each day in the year.

He still lacks a year of being 50. Like the great majority of Pittsburgh's men of money, he is comparatively young.

Andrew M. Moreland, former secretary of the Carnegie Company, owed his present financial position to his ability to send and receive telegraph messages with lightning-like rapidity and unerring accuracy. This accuracy of heart toward him, for Mr. Carnegie himself a splendid telegrapher, thoroughly appreciates one.

Therefore, Mr. Moreland did not long remain an operator on the private lines connecting the Carnegie plants with one another and all with the New York office of the great iron master. The first thing he knew he was rising rapidly in the steel business.

Like Mr. Moreland, W. W. Blackburn, the present secretary and treasurer of the Carnegie Company and also second vice-president of the Carnegie Steel Company, started in and attracted attention without the aid of outside help. He was a clerk in a country store in central Pennsylvania before he went to the Carnegie mills, and there he had picked up a knowledge of the steel business, which shortly caused his new employer to see evidence of splendid business acumen in him.

After that this poor son of a poor farmer went forward gradually and when Mr. Moreland

RESIGNED THE SECRETARYSHIP of the Carnegie Company he succeeded to the place. Frick and Mr. Moreland may be called boy millionaires, for each is still on the shady side of middle age.

Like the rest of Carnegie's lieutenants, these two ambitious employers had to work hard to keep the good will of their employer and get a share of the profits. How closely the Carnegie group was kept down to business is shown by the following incident:

Mr. Moreland, the auditor of the company, was summoned to New York to consult with his commercial master. At dinner Mr. Carnegie set wine before his guest.

"No, thank you, I don't drink," said Mr. Moreland.

Later on Mr. Carnegie brought out the cigars.

"No, thank you, I don't smoke," said Mr. Moreland.

Still later in the evening Mr. Carnegie proposed a game of cards.

"No, thank you, I don't play cards," said Mr. Moreland.

Mr. Carnegie looked at his guest.

"Tell me why you don't do any of these things?" he said.

"I've kept me working too hard all these years. I've had no time to learn," was the reply.

Mr. Carnegie thought a moment.

"And," he said, "I'm going to give you a three months' vacation for heaven's sake, go off somewhere and learn to do something besides work."

The Carnegie Company one day advertised in the newspapers for a bookkeeper. F. T. F. Loveloy, while working in a laundry, had picked up a good knowledge of accounting, and so when he read the advertisement decided to apply.

By good luck he managed to arrive at the manager's office ahead of all other applicants, and, after a short interview, he was selected.

His balance sheet at once attracted attention, and then step by step he began rising until he attained the secretaryship.

This he held until he took sides with Mr. Frick in his controversy with Mr. Carnegie, and then he was succeeded by Mr. Moreland. Mr. Frick is said to be in the \$1,000,000 and over class.

H. P. Bopp, who, although not quite so young in years as Mr. Blackburn, is still on the sunny side of middle age, was selected by Mr. Carnegie to be the company's first stenographer because he presented a clean, neat appearance and had the reputation among his associates of being close-mouthed. In this place Mr. Bopp came to Mr. Carnegie's confidential relations with Mr. Carnegie, and his proved ability to guard business secrets gave him his golden opportunity, which has yielded him \$2,000,000.

When Albert C. Case, now of New York, where many of Pittsburgh's moneyed men have moved in late years, attracted Mr. Carnegie's attention, he was connected with the Pittsburgh office of a big mercantile agency. One day he gave the Carnegie Company a piece of information that saved it several thousands of dollars.

Shortly after that he was asked how he would like to become the head of the credit department of the Carnegie plants. For five years thereafter he handled the credits and in that time only nine one-hundredths of 1 per cent. of the many millions of dollars involved was lost.

ONLY A FEW YEARS AGO

William E. Corey, president of the Carnegie Company and the Carnegie Steel Company, and frequently talked of as a future president of the United States Steel Corporation, was pushing a wheelbarrow in the yards of one of the Carnegie mills in Bradford. He wheeled so much more iron in a day than the men at his elbows that he was soon made foreman over them.

Then his employers noticed that he got three times as much work out of his men as the other foremen, and at the same time the men worked harder without any grumbling and swore by their new and youthful boss. Corey was straightway picked out by Mr. Carnegie as a promising acquisition, and he had constantly widening opportunities.

He worked hard, studied at night to improve his public school education, and in time became an expert chemist and an armor plate authority. He was made superintendent of the mill and that department, and invariably increased the output.

When Mr. Schwab resigned to become president of the Steel Trust, Mr. Corey was the only man considered for his successor at the head of the Carnegie Company and the Carnegie Steel Company.

Thomas Lynch, the young head of the world's biggest coke company, was partly brought forward by Mr. Carnegie, although Mr. Frick found him. But after the latter had done this, Mr. Carnegie, recognizing Mr. Lynch's worth, helped to place advancement in his way.

Mr. Lynch went to Pittsburgh from

a country town in southwestern Pennsylvania, where his father, a hard-working Irishman, had put him through the common school, and started clearing the wholesale store. After a few weeks trial he was discharged.

He drifted to the little coke town of Broad Ford, near his home, and became a clerk in the company store.

O. A. Timman, who had coke ovens in the neighborhood. When Mr. Frick secured the Timman property a few months later, he put Mr. Lynch in charge of the store, because he was its only clerk.

Mr. Lynch made the store pay, and as a result he was told to superintend the various company stores of his employer. Soon he was superintendent of all the coal mines operated by the Frick-Carnegie interests in the Conneville coke region.

Like Mr. Moreland, Mr. Frick brought into the coke regions and all sorts of trouble resulted. The riotous strike of 1892, the way of mine and county officials hid themselves, because drink-crazed strikers swore they would kill the first American who attempted to interfere with their anarchic doings.

Everybody was scared—everybody except Mr. Lynch. Despite the pleadings of his friends, and the mob would walk into the midst of a group of strikers and order them to do as they were told, and they obeyed. He did more to quiet the Conneville region than a dozen officials.

So Mr. Lynch was made superintendent of everything that Frick and Carnegie owned in the coal and coke line. Five years ago, when Mr. Frick retired, Mr. Lynch took the place of independent of the coke company. He is worth about \$2,000,000.

WHAT THIS YEAR  
MAY BRING FORTH.

(Toronto Empire.)

Prophets, real or false, have always been. Even in these latter days there are people who pretend to be able to peep behind the thick veil that obscures the future, and to foretell events that are yet a long way off.

By most sensible persons the modern prophet is regarded as a humbug, but that does not mean that he cannot be useful. He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

He can amuse, and he can instruct. He can amuse, and he can instruct. He can amuse, and he can instruct.

AMHERST MEN IN A BIG DEAL.

C. J. Willis & Co. Secure the Timber

Co.—The Property Purchased Com-

prises 300 Square Miles of Virgin

Timber Land.

(Halifax Chronicle.)

On Friday last C. J. Willis, J. P.

Atherton and J. W. Lynch, of Am-

herst, went to New Glasgow to

consummate the purchase of the tim-

ber lands in New Brunswick held by

the St. George's Timber Company,

which is almost entirely composed of

New Glasgow men.

The deal was made in New Glasgow

and the deal was made in New