The University Club of Chicago, 76 East Monroe Street, Chicago, February 9, 1919

Mr. Billings F. Crandall, Norwich, Connecticut.

My dear Sir:

I have received here your letter of February

1, and should like to thank you for your appreciative
words with reference to my book, "Industry and Humanity",
as well as for the compliment you pay me in asking my
advice on such an important question as that of the
possible career afforded in the field of industrial
diplomacy.

I am of the opinion that real diplomacy, which is the art of successful government, always affords a wide field for those who possess the kind of talents which fit them for such service; and nowhere is the need greater for men of this calibre than in matters pertaining to industrial relations. I have no doubt, therefore, that if a man possesses by nature and training qualifications for work of the kind, it should be possible for such an one to contemplate a career which would be alike remunerative and honorable.

When you ask how you should go about it, I can only reply that, as I am able to see it, this is itself part of the art, which, if a man does not possess by instinct and intuition, he is not likely to gain in other ways. It would be impossible in a letter to make suggestions of any value, beyond, perhaps, the very obvious one that the study of the lives and particularly the characters of successful diplomats in any field is likely to throw much in the way of light on the particular sphere of interest to which one desires to relate his activities.

Regretting the inadequacy of this acknowledgment of your kind letter, and hoping, nevertheless, it may be of some service, I am,

Yours very truly,

WLMK

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