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machines with stones that whirl at high speed and move back and forth at the same time. Grind 'em to limits. And what limits! Tens of thousands, not thousandths! Why, in some places a thousandth of an inch looked as big as the Grand Canyon! Cam shafts. Takes too much time to buy drop forged cams, drill 'em and stick 'em on a shaft; pay the price and get a die with the cams forged right on the shaft—and grind a surface on 'em. Stock chasers, whose job it was to clamp at a forge shop or a foundry or a steel mill, and get the orders out; living right there in that town and sending reports back to the plant.

"Say, you founders got to speed up. We ain't got more'n a week's supply o' castings on hand right now!"

"Well, we're going as fast as we can. Capola's got 'n'ight and day; we're building more. Can't get any more men."

"All right, ever go through our plant? Why don't you try some o' this progressive stuff?"

"Ha-ha! Put the cupola on wheels, huh? Trundle it down the line! You're crazy!"

SO THE Herrick Automobile Company built its own foundry—with molding machines that jolted the sand down to replace the old hand-rammung methods, with a conveyor belt that carried a parade of molds beneath a casting spout and eliminated those sweating, heaving men who staggered along a stationary line and dripped hot iron from hand ladies. Cut, cut, cut! Costs must go down! Prices too.

"Tell me you're after my hide," chortled big Jim Wendlen to Gil Herrick one day in the Pontchartrain soon after the news broke.

"I sure am. And I'll have it nailed on the wall of my office before you get much older."

Afterward, when all the associations that had been formed because of the Seiden affair had decided to get together, they had their words across a common director's table—in the rooms of the National Automobile Chamber of Commerce. And men looked at the steady light in Gil Herrick's eyes—and were thankful that he was not against them.

Motors Incorporated wasn't in such bad shape at first. Jim got a listing for it on the Stock Exchange, and that was no small feat. It was one of the first motor stocks to get a listing. And he kept it moving, too. Some there were who

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