

## Chapter 1 Building General Electric: Source Notes and Bibliography

### Source Notes

#### Figures

- 1.3 "I had ... distinction" "careless" "boyish" (Insull 1934, pp. 29–30)
- 1.4 "star assistants" (Jehl, p. 940); "prophet" (Insull 1934., p. 880)
- 1.7 200 to 6,000 employees (Insull 1934, p. 49)
- 1.8 "hideous ... wires" (Dyer and Martin, p. 389)

#### Footnotes

- 2 "Never provoke ... on top" (Insull May 28, 1924, pp. 5–6)
- 4 "the best ... in Boston" (Winkler, p. 46); "ablest ... his day" (Chernow, p. 133)
- 5 "I was ... knowledge" (Insull 1919, p. 188)
- 7 "Edison ... achieved" (Insull [1922c, p. 365]); "midnight luncheon" (Israel, p. 221)
- 8 "not to make ... gas" (quoted in Passer, p. 82).
- 9 "I have ... heard" (quoted in Runes, p. 48)
- 10 "His Bible ... was not" (quoted in Runes, p. 157); "there's an engineer--somewhere" (quoted in Tate, pp. 64)
- 14 "original nerd" "shabby ... habits" (McCormick, p. 22); "the wonderful ... eyes" (Insull 1934, p. 30)
- 15 "That was . . . followed" "I found ... money" (*United States vs. Insull*, pp. 4243–44.
- 18 "became hysterical" (quoted in Jonnes, p. 13)
- 22 Westinghouse (Bright, pp. 98–100; McDonald, p. 37; Prout, pp. 22–23, 27, 101–102)
- 23 "helped ... in 1900" (Carlson, p. 2); "an excellent ... engineer" (McDonald, p. 46); "cowbird ... others" (McDonald., p. 45); Thomson as great inventor (Carlson, pp. 1, 33, 66)
- 26 "It was found ... basis" (quoted in Hammond, 175)
- 28 "I guess ... president" (Insull January 15, 1929, p. 18); "I really ... Edison" (Insull 1937, p. 10)
- 29 "marvelous grasp ... business (Insull 1934, p. 139)

### Chapter 1 Source Notes

- "the most useful American" (Gunderson, p. 175)
- Edison's *killer app* (Downes and Mui, p. 3)
- incandescent bulb; distribution system (Insull 1919, pp. 189–90)
- "When Edison ... curse of night" (quoted in Jehl, p. 357)

#### Prodigy

- birth and family (Insull 1934, p. 3)
- "Children of the Soil" (Insull 1934, p. 5)
- "one of ... life" "a fine English ... door" "a man ... pocketbook" (Insull 1934, p. 7)
- demon rum (McDonald, p. 4)
- never took a drink (Insull 1934, p. 7)
- family traits (McDonald, pp. 5–6)
- "combination ... blood" (Insull 1934, p. 6)
- "Don't carry ... memory" (P. Crissey, p. 542)
- "He invariably ... night" (McDonald, p. 6)
- Oxford education (Insull 1934, p. 7; McDonald, p. 8)
- "Very early ... the better" (McDonald, p. 8)
- mental attributes (McDonald, p. 13)
- Victorian platitudes, italics added (McDonald, p. 10)

first job (Insull May 28, 1924, pp. 3–4; Insull December 14, 1926, p. 4)  
58-year career (McDonald, p. 11)  
“big black ruler” (Insull December 9, 1925, p. 5)  
“I learned ... knew” (Insull, December 14, 1926, pp. 4–5)  
self-study; work; activities (Insull May 28, 1924, pp. 6–9, 18; Insull 1934, pp. 14–15; McDonald, pp. 12–14)  
“writing ... handles” “opened up ... career” (Insull December 9, 1925, p. 5)  
“laid ... an audience” (Insull 1934, pp. 15–16)  
“the link ... Avenue” (McDonald, p. 14)  
Edison essay (Insull 1919, p. 195)

### **Breakthrough!**

firing (Insull 1934, p. 16; McDonald, p. 15)  
“untouchable area” “even ... unforgettable” (McDonald, p. 15)  
new job; Edison-related work (Insull May 28, 1924, p. 15; Insull 1934, pp. 21–23; McDonald, pp. 16–17)  
“panic ... shares” (Gouraud to Edison, October 7, 1878, reprinted in Collins and Gitelman, p. 86)  
succession Junius Morgan to J. P. Morgan (Chernow, p. 42)  
“a matter ... Light” (J. P. Morgan to Walter Burns, October 30, 1878, reprinted in Collins and Gitelman, p. 86)  
duties for Edison (Insull 1934, pp. 24–26; McDonald, pp. 16–17)  
“the first glimmer ... batteries” (Insull November 14, 1928, p. 12)  
telephony and electricity (Insull 1910, p. 125)  
“Things American ... me” (Insull, May 28, 1924, p. 185)  
Edison detractors (Insull 1934, p. 39; Josephson, pp. 129–30, 210–11; McDonald, p. 19; Tate, p. 56)  
Insull’s plan; call to America (Insull 1934, pp. 24–29; McDonald, pp. 18–19)  
“parental roof” (Insull 1934, p. 56)  
Drexel Morgan offer (Insull 1934, p. 25; McDonald, p. 18)  
“One ... themselves” (McDonald, p. 19)  
“could ... gambling” (McDonald, p. 19)  
“peculiar” (Josephson, p. 105)  
“private secretary ... nursemaid” (McDonald, p. 27)  
“tireless as the tides” (quoted in Simonds, p. 204)

### **Thomas Edison**

“As he invented ... invention” (Israel, p. 167)  
“field of fields” (Edison, quoted in Collins and Gitelman, p. 58)  
“reorganize ... world” (Edison, quoted in Collins and Gitelman, p. 58)  
first interest in electricity (Josephson, pp. 177–78)  
“long vacation ... inventions” (quoted in Wasik, p. 17)  
“God ... workshop” (quoted in Simonds, p. 182)  
“I am ashamed... chores” (quoted in Collins and Gitelman, p. 60)  
“Wherever ... the result” (quoted in Wachhorst, p. 113)  
Insull recollections (Insull December 14, 1926, p. 25; 1929, pp. 11–12)  
“Putting off ... Edison” (Jehl, p. 233)  
“For fourteen years... a day” ([1898], quoted in Collins and Gitelman, p. 57)  
“1 percent ... perspiration” (quoted in McCormick, p. 29)  
remembering what did not work (Insull 1934, p. 39)  
“marvelous experimenter” “wonderful guesser” electrical center in Chicago (Insull 1919, p. 192)  
*homo economicus* (Josephson, p. 181)  
“I find out ... invent” ([www.thomasedison.com/quotes.html](http://www.thomasedison.com/quotes.html))

“I measure ... no good” (quoted in Tate, p. 126)  
“We can’t ... fuzz on a bee” (quoted in Wachhorst, p. 35)  
democratic, capitalist inventor (Josephson, p. 138)  
uses of wealth (Tate, pp. 126, 128)  
“millionaire inventor” (quoted in Josephson, p. 270)  
“machine-rich and cash-poor” (Edison, quoted in Josephson, p. 270)  
“The most ... never will” (Paine, p. 3)  
“I never ... accident” (quoted in Collins and Gitelman, p. 57)  
“was regarded ... wanted to solve” (Jehl, p. 11)  
arc lighting the future (Jehl, p. 199)  
“All those ... fail” (McDonald, p. 26)  
“I can hire ... hire me” (quoted in Josephson, p. 357)  
“voracious ... life-long” (Baldwin, p. 25)  
Edison reading and conversation (Tate, p. 63)  
“wonderful” “frills and fancies” (Josephson, p. 272)  
“ultimate resource” (Simon 1981, p. 348)  
“From his neck down... produce” ([www.thomasedison.com/quotes.html](http://www.thomasedison.com/quotes.html))  
“master resource” (Simon 1996, p. 162)  
“Darwinian harshness” (Jonnes, p. xiv)  
“perennial gale of creative destruction” (Schumpeter, p. 84)  
earned and lost fortunes (Tate, p. 128)  
“capitalist reality” (Schumpeter, p. 81)  
“barbarous” “wasteful” “almost ... light” (Edison, quoted in Baldwin, p. 137)  
electric vehicle failure versus Model T (Israel, pp. 420–21)  
“Darwinian harshness” (Jonnes, p. xiv)  
“electric feet” (Collins and Gitelman, p. 128)  
dissatisfaction and progress (Edison 1925a, p. 108)  
*New York Times* poll; enterprise estimate (Simonds, p. 313)  
*Life* rankings (McCormick, p. 21)  
**“Financial Factotum”**  
Edison Light (Josephson, pp. 188–89; Passer, pp. 84–88)  
New York Edison (Passer, pp. 89–90)  
Edison’s peak (Josephson, pp. 273–74)  
patent statistics (Israel, p. 208)  
Insull’s physical size (Insull 1934, p. 15; McDonald, p. 20 n34)  
“hero ... imagination” “looked ... oil” (Insull December 14, 1926, p. 3)  
first meeting, \$150,000 need (Hughes, p. 203; Insull 1922a, p. 332; Klein, pp. 396–97)  
Johnson information (Insull 1922a, p. 332)  
Edison awed about Insull (McDonald, p. 21)  
European centers (Insull December 8, 1927, p. 6)  
“From ... financial factotum” (McDonald, p. 22)  
“factories or death!” (quoted in Josephson, p. 248)  
needed parts of an electrical system (McDonald, p. 26)  
half-million dollar investment (McDonald, p. 27)  
Morgan lending philosophy (Josephson, p. 298)  
Edison lieutenants (Dyer and Martin, pp. 328, 386; Insull 1934, pp. 35, 47–48; Jehl, pp. 29, 512, 731, 937–40; Passer, pp. 96–97)  
“leaden collar” (quoted in McDonald, p. 26)

bookkeeping opportunity and work (Insull December 9, 1925, p. 7)  
Insull appointments (Insull 1934, pp. 34–35; McDonald, pp. 29–30)  
Edison and board meetings (Jehl, p. 935)  
Insull powers for Edison (Hogan, p. 6)  
“He trusted ... a boy” (Insull May 28, 1924, p. 30)  
“the acorn ... to grow” (Josephson, p. 254)  
second generation (Jehl, p. 881)  
“His mind ... was handling” (Tate, pp. 263–64)  
Insull traits (Tate, pp. 262, 264–65; Wasik, pp. 23–25)  
“[Insull] ... efficiency” (Tate, p. 264)  
loyalty to Edison; systemization (McDonald, p. 29)  
“His lamps ... coming here” (Insull, letter to Kingsbury, 1881, pp. xxxvii–xxxix)  
“wunderkind” (Baldwin, p. 178)  
overly sure of himself (Israel, p. 220)  
appearances (Insull 1934, p. 45)  
“exaggerated ... propriety” (McDonald, p. 35)  
debt proclivity (Tate, pp. 264–65)  
“loved ... authority” (Tate, p. 264)

### **J. P. Morgan**

“to finance ... cream” (Winkler, p. 55)  
J. P. Morgan companies (Satterlee, pp. 116–17, 119, 147–49)  
“spawned ... muckrakers” (Chernow, p. xii)  
“malefactors ... wealth” (quoted in Flynn, p. 511)  
“Money men ... his word” (Jonnes, p. 5)  
eagle eye for detail (Chernow, p. 66)  
J. P. Morgan invisible force behind Edison (Josephson, pp. 188–89)  
Vanderbilt and Morgan (Collins and Gitelman, pp. 85–86)  
European patents (Collins and Gitelman, pp. 88–90)  
J. S. Morgan and Edison (Strouse, p. 232)  
J. P. Morgan standing order (Josephson, p. 292)  
“Living well ... doing well” (Strouse, p. 160)  
advantages of electricity over coal gas (Jonnes, pp. 6–7, 14)  
nuisance solutions (Josephson, p. 8; Satterlee, pp. 207–08)  
“Pierpont sent ... grapes” (quoted in Jonnes, p. 11)  
engineers present (Jonnes, p. 7)  
library fire (Satterlee, pp. 212–13)  
“weeks” (quoted in Strouse, p. 182)

### **From Dynamo to Jumbo**

*dynamo* improvements by 1879 (Israel, pp. 181–83)  
“make ... burn candles” (Edison, quoted in McDonald, p. 20)  
Menlo Park central station (Insull 1898, p. 16)  
“Central Station” (Edison, quoted in Klein, p. 400)  
dynamo versus Pearl Street jumbo (Josephson, pp. 257–58)  
lower Manhattan lighting area (Insull, 1898, p. 20; Josephson, p. 265)  
“The dim ... mellow” (quoted in Friedel & Israel, p. 222)  
“soft ... daylight” (quoted in Josephson, pp. 264–65)  
“I have ... promised” (quoted in Strouse, p. 233)  
“I have it now!” (quoted in Strouse, p. 182)

“Seldom ... anticlimatic” (McDonald, p. 28)  
Peal Street cost overrun (Passer, p. 119)  
Morgan house rewiring (Strouse, p. 233)  
Edison priorities (Israel, pp. 212–14)  
“go slow” “until ... established” (quoted in Josephson, p. 269 n.)  
“the characteristic ... capital” (Edison, quoted in Josephson, p. 269)  
Morgan investments (Josephson, p. 293)  
Pearl Street profitability (Insull 1916, p. 43)  
electricity versus gas profitability (Insull 1916, p. 44)  
“tremendous pressure” (Hammond, p. 63)  
Edison dynamos profitable (Israel, p. 214)  
Eaton interest, Edison refusal (Israel, pp. 225–26)  
Edison Light and dynamos (Israel, pp. 210, 214, 226; McDonald, pp. 26–27)  
Edison Construction business plan (Insull 1934, p. 42)  
“village business” (quoted in Israel, p. 219)  
“place ... every purse” (quoted in Hammond, p. 59)  
franchise politics of central stations (McDonald, p. 30; Tate, pp. 98–100)  
engineering staff thin (McDonald, p. 43)  
“Trouble ... end” (Josephson, p. 271)  
“[Edison] Destruction Department” (Insull 1915, p. 349)  
liquidation of Edison Construction (Insull 1934, p. 43; Tate, pp. 58–59)  
“This looks ... a stenographer?” (quoted in Insull 1934, p. 44)  
“That was ... courage” (Insull December 8, 1927, p. 10)  
sheriff bribe (Tate, p. 63)  
end of Edison’s creative period with electricity (McDonald, p. 33)  
conflicts Edison Light and manufacturing (Josephson, p. 297)  
Insull/Eaton conflict (McDonald, p. 31)  
“to a large extent ... partners” (Israel, p. 227)  
“devious means” (McDonald, p. 31)  
Eaton demotion (Josephson, p. 298)  
“There is ... money” (quoted in McDonald, p. 32)  
antagonism with Drexel Morgan (Israel, p. 226; Josephson, p. 296)  
“seven years’ war” (Josephson, pp. 341, 354)  
square-mile network (Israel, p. 324)  
daytime demand (Insull 1910, p. 146)  
streetcar statistics (Passer, p. 248)  
Edison streetcar work (Israel, pp. 198–99; Josephson, pp. 238–42)  
traction demand greater than for lighting (McDonald, p. 36)  
partial purchase of Sprague (Hammond, pp. 84–86)  
around-the-clock generation (Israel, p. 198)  
1886 Edison Light statistics (Josephson, p. 301; Passer, pp. 102, 121)  
1886 corporate changes (Friedel and Israel, pp. 194–95, 198; Jehl, p. 836; Passer, p. 102)  
“I ... no authority” “Well ... your job” “Now go ... it go” “That ... in life” (quoted in *United States vs. Insull*, p. 4250)  
Insull’s show (Insull 1934, pp. 47–48; McDonald, pp. 37–38;)  
friction with Batchelor (Wasik, pp. 40–41)  
Edison Machine Works activity and progress (McDonald, p. 37)  
Insull remuneration after nearly broke (Insull 1934, p. 51)

short-term loans, low cash position (Carlson, p. 289; Insull 1934, p. 50)

“Raising money ... battle” (quoted in P. Crissey, p. 543)

“frantic ... disgusting” (McDonald, p. 39)

20 percent interest rate (Josephson, pp. 340–41)

antagonism toward New York banks (McDonald, p. 39)

### **Competition Maximus**

early gas lighting (Passer, p. 22)

1875 gas companies (Passer, p. 12)

early arc lighting (Hammond, pp. 28–30)

“blue moons” “bottled sunlight” (Hammond, p. 95)

“Edison’s ... filling it” (quoted in Hammond, pp. 65–66)

USELC versus Edison (Passer, p. 115)

Westinghouse description (Bright, pp. 98–101; Jonnes, chapter 5)

wire-on-wire competition (Jonnes, pp. 133, 144–45)

“ubiquitous” (Edison, quoted in Jonnes, p. 117)

Thomson-Houston product lines, profitability (Carlson, pp. 164–67, 172, 217, 229)

Thomson-Houston external strategy (Carlson, pp. 216, 257)

Eli Thomson patents (Carlson, p. 1)

AC advantages (McDonald, pp. 37, 44)

“new titan” (Jonnes, p. 159)

“shyster” (quoted in Baldwin, p. 202)

“Tell ... air brakes” (quoted in Tate, p. 150)

“the Apostles of Parsimony” (quoted in Jonnes, p. 151)

“The tide ... frown” (Jonnes, p. 243)

investor concern about underground cables (Jonnes, p. 79)

“westinghoused” (Wasik, p. 47)

New York electrocution law (Insull 1934, p. 141)

evidentiary arguments for AC (Jonnes, pp. 168, 202)

state-level attempt to ban AC (Carlson, p. 285; Jonnes, pp. 203–04; McDonald, p. 45)

European AC opportunity (Bright, pp. 99–100; Jonnes, p. 145)

Sprague study (Passer, p. 172)

Tesla to Westinghouse (Bright, p. 100)

Edison enters AC business (Israel, p. 333)

“hundreds ... codes” “best ... die” “avoid ... memory” (quoted in McDonald, p. 45 n38)

technologies and political capitalism (Hughes, p. 107)

### **Going Napoleonic**

Edison as Napoleonic (Baldwin, pp. 106, 202, 216)

electric trains (Dyer and Martin, p. 460; Hammond, pp. 76, 78)

phonograph distraction (Israel, pp. 278, 280–83)

“the first ... fraternity” (Baldwin, p. 187)

“phonograph fiasco” 20-year litigation (Baldwin, p. 189)

“most consuming obsession” (Baldwin, p. 213)

“monopoly ... the U.S.” “This venture ... known” (quoted in Baldwin, p. 216)

“Edison’s Folly” (Jonnes, p. 349)

iron ore prices; venture failure (Josephson, pp. 376–78)

arc lighting opportunity (Josephson, p. 201; Tate, p. 73)

delay with Isolated Lighting; investor interest (Hammond, p. 63; McDonald, pp. 26–27)

more than a thousand dynamos (Passer, p. 117)

patent-litigation strategy (Hammond, p. 59; Passer, pp. 99–101, 151–64)

“build[ing] ... Locomotive” (Edison, quoted in Israel, p. 261)

“[Edison] wants ... laboratory” (quoted in Israel, pp. 263–64)

Insull advantage away from Edison (McDonald, p. 28)

Edison micromanaging; Edison train time (Josephson, pp. 270–71)

### **Edison General Electric Company**

Villard plan (McDonald, pp. 39–40)

eight entities, name consolidation (Passer, pp. 103–04)

“world cartel” (Josephson, p. 353)

“We shall ... capital” “goodbye ... et al.” (Johnson, quoted in Strouse, p. 312)

J. P. Morgan sets terms (McDonald, p. 40)

Edison General Electric earnings (Jonnes, p. 225)

LDC stock and receivables (Hammond, pp. 156, 176–77)

Edison payday (Jonnes, p. 225)

“I have been ... field” (quoted in Jonnes, p. 225)

Morgan group profits (Josephson, pp. 352–53)

Edison Light Company never paid dividends (Insull 1934, p. 53)

Villard, Insull, Edison (Israel, p. 323)

regional offices (Hammond, p. 176)

intelligence group (Chandler, p. 427)

extensive Insull travel (Insull 1934, p. 54)

“Out of their work ... today” (Hammond, p. 176)

“Never pay ... promptly” (quoted in McDonald, p. 34)

Insull’s volume strategy (McDonald, pp. 41–42)

cash policy (Hammond, 176; McDonald, p. 49)

*Insullization* (McDonald, p. 197)

need for Morgan debt (Jonnes, p. 219)

Villard strategy (McDonald, pp. 42–43)

Insull desire for arc lighting and streetcar innovation (Carlson, p. 276)

competitor interest in arcs and streetcars (Carlson, p. 277)

### **General Electric Company**

“the most ... industry” (Carlson, p. 272)

competitors with central stations (Carlson, p. 218)

other advertised competitors (Tate, p. 89)

Westinghouse Electric difficulties (Israel, p. 334)

Westinghouse dislike of Coffin (Jonnes, pp. 234–35)

Villard attraction to Westinghouse Electric (Hogan, pp. 32–33)

loss-leader bids (Carlson, p. 278)

“ruinous” competition (quoted in Strouse, p. 312)

patent victory (Jonnes, pp. 237–38; Josephson, p. 358)

interest in Thompson-Houston (McDonald, pp. 48–49)

merger discussions (McDonald, p. 49; Woodbury, pp. 203–04)

reasons to merge with Thompson-Houston (Israel, p. 335; Jonnes, pp. 233–34; Passer, 324–27)

“a strong talker” “wonderful ... magnetism” “J. Pierpont Morgan ... dazzle” (quoted in Jonnes, p. 240)

“We don’t ... managed” (quoted in McDonald, p. 50)

comparison of 1891 earnings (Insull 1934, p. 55; McDonald, p. 50)

debt to Morgan (McDonald, p. 51)

terms of the deal (Strouse, p. 313)

“courteous ... received” (quoted in McDonald, p. 51)  
“Morganized” (Jonnes, p. 242)  
“as white as his collar” “Send for Insull” (quoted in Tate, p. 261)  
Edison’s reduced company involvement and financial interest (Josephson, pp. 365, 367)  
“I feel ... business” (quoted in Josephson, p. 361)  
Edison spat with Insull (Baldwin, p. 229)  
“To anyone ... incredible” (Tate, p. 262)  
Edison’s spell on Insull broken (Insull, 1934, p. 56)  
“Our orders . . .” (Conot, p. xv.)  
“When Mr. Henry Villard . . .” (Connot, p. xv)  
“I cannot ... consolidation” (quoted in Israel, p. 336)  
“so different ... electrical” (quoted in Josephson, p. 366)  
“The impaired condition ... imperative” (quoted in Wasik, p. 52)  
Schenectady most profitable (Conot, p. 307; Wasik, p. 52)  
“the first ... in America” (Insull 1934, p. 59)  
Insull at General Electric; payouts (McDonald, p. 51)  
“Edison” name out (Insull 1934, p. 55)  
Edison payout (Hogan, p. 33; McDonald, 51)  
Insull position (Hammond, 197; Insull 1922b, p. 343; Insull 1934, pp. 55, 62)  
Coffin adapts Insull’s network (McDonald, pp. 51–52)  
“standard ... enterprise” (Chandler 1977, p. 433)  
“to put it ... [General Electric] (Insull December 9, 1925, p. 13)  
“center firm” (Strouse, p. 315)  
1892 sales (Hammond, p. 206)  
1895 position (Chandler, p. 429)  
Panic of 1893 woes (Passer, p. 8)  
“the electrical trust” (Jonnes, p. 250)  
**Farewell, New York**  
Insull opinion of Coffin (Insull 1934, pp. 58–59; McDonald, p. 51)  
former shoe salesman (Jonnes, p. 249)  
“a man ... greatest vision” (Insull November 14, 1928, p. 5)  
clean break from Edison (Insull 1934, p. 60)  
central stations and General Electric (Platt, pp. 67–68)  
Insull interest in utility business, not manufacturing (Insull 1934, pp. 60–61; McDonald, p. 52)  
Villard offer (Insull 1934, p. 59)  
Villard apology (McDonald, p. 51)  
first dividend (Seymour, p. 170)  
Chicago Edison opening, approach to Insull (Hogan, p. 35; McDonald, pp. 52–53)  
Chicago Edison capitalization (Insull May 28, 1924, p. 343)  
employee comparison (Berry, p. 54)  
three-year contract (Howe, p. 88)  
central-station challenges relative to manufacturing (Insull, 1934, p. 61)  
mother’s influence (Insull 1934, p. 60)  
consolidation strategy for Chicago (Platt, p. 74)  
Insull joins Chicago Edison (Insull 1917, p. 133 editor note; McDonald, pp. 53–54)  
“yes” from Edison (“Samuel Insull’s Useful Life”)  
salaries (*United States v. Insull*, p. 4257)  
“intimate friends and intimate enemies” (quoted in Insull 1934, p. 62)



farewell dinner, Insull's boast (Insull 1934, pp. 63–64; McDonald, p. 54; "A Farewell Banquet...")

## Chapter 1 Bibliography

Allen, Frederick. *The Great Pierpont Morgan*. New York: Dorset Press, 1948.

Baldwin, Neil. *Edison: Inventing the Century*. Chicago: University of Chicago Press, 1995, 2001.

Berry, Burton. Notes from Insull conversations (copyright 1962 Samuel Insull Jr.). Loyola University of Chicago Archives. Samuel Insull Papers, 1799–1970. Box 17. Folder 2.

Blühm, Andreas, and Louis Lippincott. *Light! The Industrial Age 1750–1900: Art & Science, Technology & Society*. New York: Thames & Hudson, 2001.

Bright, Arthur, Jr. *The Electric-Lamp Industry: Technological Change and Economic Development from 1800 to 1947*. New York: Macmillan, 1949.

Carlson, W. Bernard. *Innovation as a Social Process: Elihu Thomson and the Rise of General Electric, 1870-1900*. Cambridge: Cambridge University Press, 1991.

Chandler, Alfred. *The Visible Hand: The Managerial Revolution in American Business*. Cambridge, MA: Harvard University Press, Belknap Press, 1977.

Chernow, Ron. *The House of Morgan*. New York: Atlantic Monthly Press, 1990.

Coleman, Charles. *P.G. & E. of California: 1852–1952*. New York: McGraw-Hill, 1952.

Collins, Theresa, and Lisa Gitelman. *Thomas Edison and Modern America*. New York: Bedford/St. Martin's, 2002.

Conot, Robert. *Thomas A. Edison: A Streak of Luck*. New York: Da Capo, 1979.

Crissey, Forrest. "Story of the Commonwealth-Edison Company," 1922. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 50. Folder 6.

Crissey, Paul. "Samuel Insull." *Power Plant Engineering* (June 15, 1919): 541–43. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 73. Folder 7.

Downes, Larry, and Chunka Mui. *Unleashing the Killer App*. Boston: Harvard Business School Press, 1998.

Dyer, Frank, and Thomas Martin. *Edison: His Life and Inventions*. New York: Harper & Brothers, 1910.

"A Farewell Banquet to Mr. Samuel Insull," *Electrical Engineer* (June 29, 1892): 664. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 73. Folder 4.

Flynn, John. "J. Pierpont Morgan: The Promoter," in Flynn, *Men of Wealth*, 452–513. New York: Simon and Schuster, 1941.

Friedel, Robert, and Paul Israel. *Edison's Electric Light: Biography of an Invention*. New Brunswick, NJ: Rutgers University Press, 1986.

Gunderson, Gerald. *The Wealth Creators: An Entrepreneurial History of the United States*. New York: Truman Talley, 1989.

Hammond, John. *Men and Volts: The Story of General Electric*. New York: J. B. Lippincott, 1941.

Hogan, John. *A Spirit Capable: The Story of Commonwealth Edison*. Chicago: Mobium Press, 1986.

Howe, J. Olin, *Success, "I Would DO IT all Over AGAIN"* (March 1926): pp. 26, 28, 85–88. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 21. Folder 4.

Hughes, Thomas. *Networks of Power: Electrification in Western Society, 1880–1930*. Baltimore: Johns Hopkins University Press, 1983.

Insull, Samuel. Letter to J. E. Kingsbury (1881). Reprinted in Insull, *Central-Station Electric Service*. Chicago: privately printed, 1915, xxxvi–xxxix.

———. "The Development of the Central Station" (1898). "Lecture to the Electrical Engineering Department of Purdue University, Lafayette, IN, May 17, 1898. Reprinted in Insull, *Central-Station Electric Service*. Chicago: privately printed, 1915, 8–33.

———. "Presentation of the Edison Medal to Elihu Thomason" (February 24, 1910). In Insull, *Central-Station Electric Service*. Chicago: privately printed, 1915, 123–26.

———. *Central-Station Electric Service: Its Commercial Development and Economic Significance as Set Forth in the Public Addresses (1897–1914) of Samuel Insull*. Chicago: privately printed, 1915.

———. "Progress of Economic Power Generation and Distribution" (1916). Lecture to the joint meeting of the New Haven sections of the Civil, Electrical, Mining, and Mechanical Engineering societies, New Haven, April 5, 1916. Reprinted in Insull, *Public Utilities in Modern Life*, 40–53. In Insull, *Public Utilities in Modern Life*. Chicago: privately printed, 1924, 40–53.

———. "A Quarter Century Anniversary" (1917). Speech to the Commonwealth Edison Company, Chicago, June 25, 1917. Reprinted in Insull, *Public Utilities in Modern Life*, 133–37.

———. "Looking Backward." Lecture to Public Service Company of Northern Illinois Section of the National Electric Light Association (second division), Chicago, October 24, 1919. Reprinted in Insull, *Public Utilities in Modern Life*, 184–98 (1919).

———. "Rise and Development of the Electric Central Station" (1922a). In Insull, *Public Utilities in Modern Life*, 1924, 330–40.

———. "Thirty Years of Chicago Central-Station History" (1922b). Lecture to the University Club, Chicago, September 20, 1922. Condensed version printed in Insull, *Public Utilities in Modern Life*, 341–52.

- . “Some Reminiscences of Business” (1922c). In Insull, *Public Utilities in Modern Life*, 1924, 362–67.
- . *Public Utilities in Modern Life: Selected Speeches, 1914–1923*. Chicago: privately printed, 1924.
- . “The Development of One’s Self—Incidents from My Own Career.” May 28, 1924, Chicago. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 21. Folder 4.
- . “Some Personal Experiences in Getting a Start in Life,” December 9, 1925. Chicago. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 21. Folder 5.
- . “Speech to Employees of the Public Service Company of Northern Illinois,” December 14, 1926. Chicago. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 21. Folder 8.
- . “Extract of Speech to the Employees of the Public Service Company of Northern Illinois,” December 8, 1927. Chicago. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 21. Folder 7.
- . “Dedication Address for 25th Anniversary of the Fisk Street Station,” November 14, 1928. Chicago. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 22. Folder 2.
- . “Speech to the Middle West Educational Club, Middle West Utilities Company, Chicago,” January 15, 1929. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 22. Folder 3.
- . *The Memoirs of Samuel Insull*. Polo, Ill: Transportation Trails, 1934, 1992.
- . “Transcript of Questionnaire of Mr. Samuel Insull, Corporation Securities Co. Directors Suit,” ca. 1937. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 52. Folder 11.
- Israel, Paul. *Edison: A Life of Invention*. New York: John Wiley & Sons, 1998.
- Jehl, Francis. *Menlo Park Reminiscences*. Dearborn, MI: Edison Institute, 1937.
- Jonnes, Jill. *Empires of Light: Edison, Tesla, Westinghouse, and the Race to Electrify the World*. New York: Random House, 2003.
- Josephson, Matthew. *Edison: A Biography*. New York: McGraw-Hill, 1959.
- . *The Robber Barons: The Great American Capitalists, 1861–1901*. New York: Harcourt, Brace and Company, 1934.
- Klein, Maury. *The Power Makers: Steam, Electricity, and the Men Who Invented Modern America*. New York: Bloomsbury Press, 2008.

- McCormick, Blaine. *At Work with Thomas Edison*. Irvine, CA: Canada: Entrepreneur Press, 2001.
- McDonald, Forrest. *Insull*. Chicago: University of Chicago Press, 1962.
- Paine, Thomas. *Age of Reason*. New York: Wiley (1795), 1942.
- Passer, Harold. *The Electrical Manufacturers, 1875–1900*. Cambridge, MA: Harvard University Press, 1953.
- Platt, Harold. *The Electric City: Energy and the Growth of the Chicago Area, 1880–1930*. Chicago: University of Chicago Press, 1991.
- Prout, Henry. *A Life of George Westinghouse*. New York: American Society of Mechanical Engineers, 1921.
- Runes, Dagobert, ed., *The Diary and Sundry Observations of Thomas Alva Edison*. New York: Philosophical Library, 1948.
- . “Education and Work” (1925a). In Dagobert Runes, ed., *The Diary and Sundry Observations of Thomas Alva Edison*. New York: Philosophical Library, 1948, 107–48.
- . “The Philosophy of Paine” (1925b). In Dagobert Runes, ed., *The Diary and Sundry Observations of Thomas Alva Edison*. New York: Philosophical Library, 1948, 151–58.
- . “Autobiographical” (1930). in Dagobert Runes, ed. *The Diary and Sundry Observations of Thomas Alva Edison*. New York: Philosophical Library, 1948, 43–59.
- “Samuel Insull’s Useful Life.” *Sunday [Chicago] Chronicle*, May 28, 1899.
- Satterlee, Herbert. *J. Pierpont Morgan: An Intimate Portrait*. New York: Macmillan, 1939.
- Schumpeter, Joseph. *Capitalism, Socialism and Democracy*. 1942; 3rd ed., 1950. Reprint, New York: Harper & Row, 1962.
- Seymour, H. A. *History of the Commonwealth Edison Company*. Typescript, 1934. Loyola University Chicago Archives and Special Collections. Samuel Insull Papers, 1799–1970. Box 51. Folder 1.
- Simon, Julian. *The Ultimate Resource*. Princeton, NJ: Princeton University Press, 1981.
- . *The Ultimate Resource 2*. Princeton, NJ: Princeton University Press, 1996.
- Simonds, William. *Edison: His Life, His Work, His Genius*. New York: Blue Ribbon, 1940.
- Strouse, Jean. *Morgan: American Financier*. New York: Random House, 1999.
- Tate, Alfred. *Edison’s Open Door*. New York: E. P. Dutton & Co., 1938.

*United States vs. Insull et al.*, Vol. IV, pp. 3632–4932 (October/November 1934).

Wachhorst, Wyn. *Thomas Alva Edison: An American Myth*. Cambridge, MA: MIT Press, 1981.

Wasik, John. *The Merchant of Power*. New York: Palgrave, 2006.

Winkler, John. *Morgan the Magnificent*. Garden City, NY: Garden City Publishing, 1930.

Woodbury, David. *Elihu Thomson: Beloved Scientist*. Boston: Museum of Science, 1960.