

**AN AMERICAN BUSINESS  
ADVENTURE; THE  
STORY OF HENRY A. DIX**

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An American business adventure; the story of Henry A. Dix by Mark H. Dix

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**MARK H. DIX**

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AN AMERICAN  
BUSINESS ADVENTURE



*From an oil portrait by Boris Craver.*

Henry A. King

# AN AMERICAN BUSINESS ADVENTURE

THE STORY OF HENRY A. DIX

BY  
MARK H. DIX



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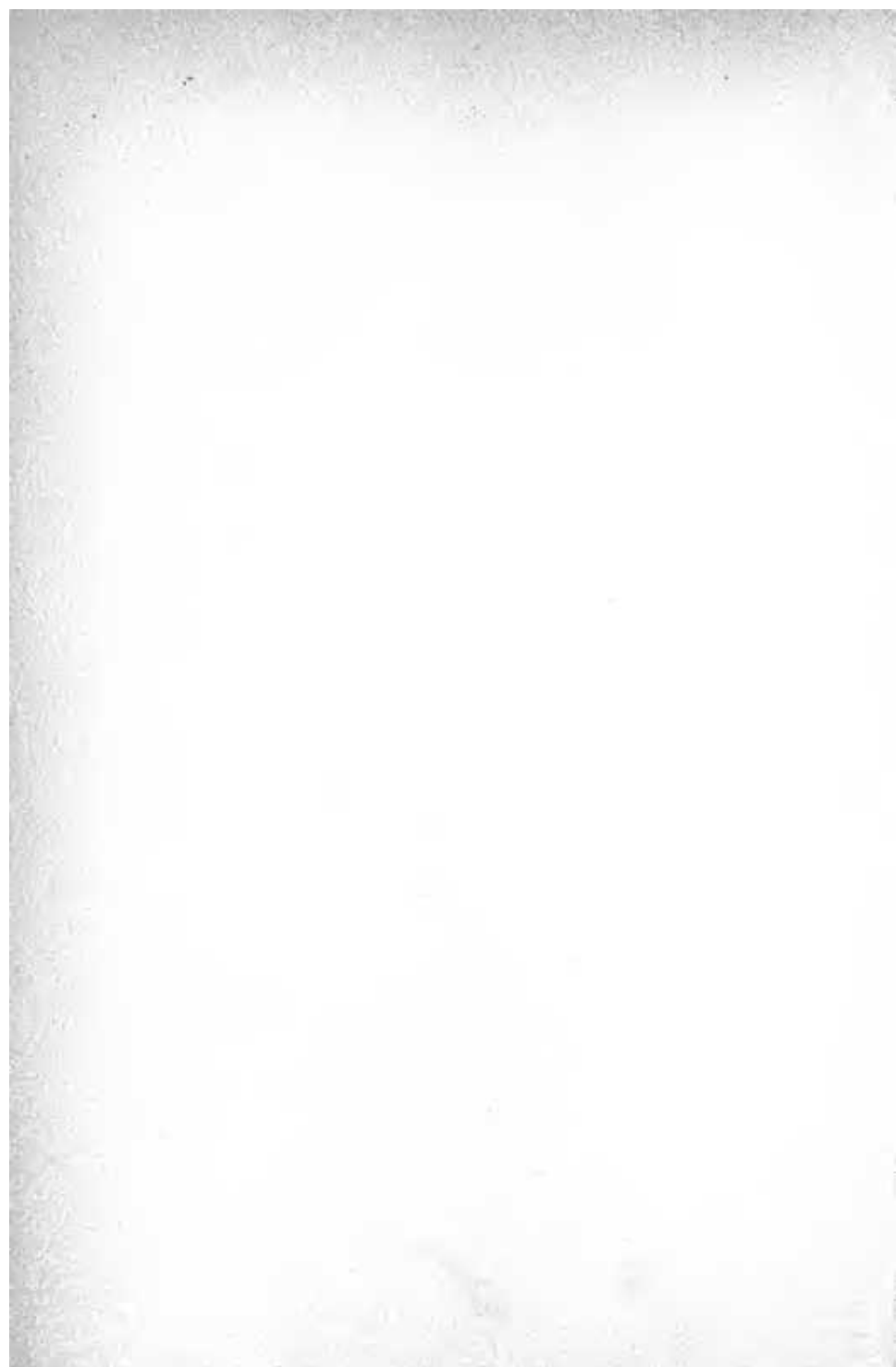


*To My Mother*

*The gentle, patient, and loving woman who  
was an inspiration to the dynamic personality  
of my father.*

\* \* \*

This record has been written for the coming business men and women. It is the story of an American business venture which is also an adventure in human relations.



## PREFACE

AT A gathering in my New York home on the day before Christmas of 1922, I announced casually that in a few days I would be "out of a job." Upon being questioned, I explained that father and I had decided to retire, that our business was to be turned over to our managers, and that the rank and file were to become the holders of our preferred stock.

My friends were naturally unprepared for such a step. A flourishing business does not usually change owners just in this way. Among the guests was a friend formerly connected with the McGraw-Hill Publishing Company. To him my words seemed an important piece of news. "What a Christmas gift!" he exclaimed. "This news will stir men. It should be broadcast. Let me be the first to congratulate you."

We had long had in mind the ultimate sharing of the business with our people; we had been dividing profits with them since 1912, had allotted some common stock to eighteen head men and women in 1920, and lately we had been thoroughly absorbed in working out the details for the final transfer. The possible significance of our act to the outside world had never occurred to us.

My friend left that Christmas Eve a very excited man. He at once told the news to the Associated Press, with the result that on the day after Christmas all the New York afternoon papers had articles