

## A Businessman's Articles of Faith

**"Manifesto for Americans,"** by **Harry A. Bullis** (McGraw-Hill, 213 pp. \$4.95), faces up to a revolutionary world society with action proposals regarding a number of its more perplexing aspects. Calvin Kytte is vice president in charge of public relations and advertising for Nationwide Insurance.

By CALVIN KYTTE

IT MAY be hard to picture Harry A. Bullis on a Wheaties carton. There is, nevertheless, much about him that bears an inescapable resemblance to those champions who over the years have regularly testified to the goodness of his company's famous product. He neither drinks nor smokes; at seventy he is still trim, robust, glowing. More important for purposes of a testimonial, he has the champion's philosophy—"Drive straight ahead with a positive mental attitude"—and a story to prove it. From newspaper carrier to General Mills chairman, from book-keeper to NAM's "Man of the Year," from an expert on Minnesota flour mills to an internationally respected authority on food production, Harry Bullis, who has just been named president of the Freedom from Hunger Foundation, has moved naturally and logically from all-American boy to all-American businessman.

Mr. Bullis's spirit pervades "Manifesto for Americans." Somewhat regrettably, his own story does not. For what he has chosen to do is give us his ideas, the ideas of a vigorous and most constructive lifetime, rather than an account of how he acquired them.

For his text Mr. Bullis apparently has taken one of his own much-publicized convictions: "I believe the chief executive should, in so far as possible, be a statesman in this world which is now so dominated by economics." Here he is then—Harry Bullis, Statesman, giving us his ideas on such diverse topics as economic stability, the U.S. farm problem, taxes and tax reform, labor and management, the social responsibilities of big business, public education, foreign trade, aid to the underdeveloped countries, and peace. By nature a doer, he has action proposals for each.

From a man who so obviously feels

what he believes, this is a curiously impersonal book. Only rarely does Bullis draw on his experiences to illustrate his points. His favorite forms of documentation are the statistic and the quotation. His chief technique of persuasion is the inspirational close, sometimes the Biblical injunction. The style is mostly a kind of straightforward schoolbook prose. It is repetitious in part and not always consistent in point of view.

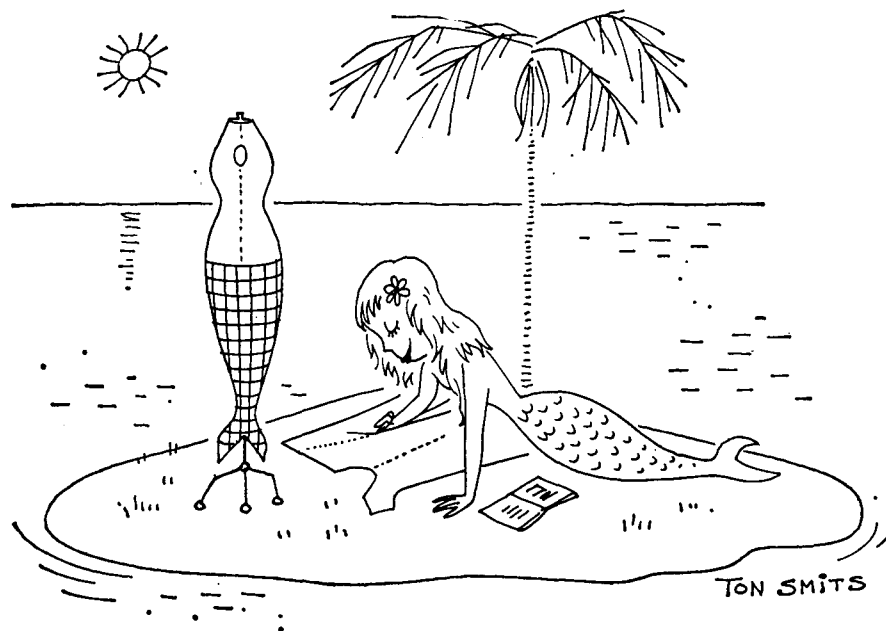
To get all the debits out of the way, it should be noted further that few, if any, of Mr. Bullis's ideas are original. In addition, his native optimism often leads him to oversimplification and to generalities that only weaken his case. On occasion he lapses into something close to nonsense, as when, summarizing his views on U.S. agriculture, he writes: "If we will search objectively for the best solutions and if we will refuse to yield to the pressures of special interests, the farm problem will be solved. . . ."

Even so, "Manifesto for Americans" is a valuable book. If the ideas it contains are not especially new, they still deserve to be read for what they represent. For the important and heartening thing is that Harry Bullis speaks for a growing segment of American business, and the fact that there are businessmen like Harry Bullis needs to be better understood, not only by critics of busi-

ness in the U.S. but most particularly by the leaders of the rising young countries overseas.

Bullis's stand on current issues can be summed up fairly simply. He is for lowering tariffs and for U.S. participation in the European common market; he is for increased foreign aid; he is for greater support of the United Nations; he believes that management has the obligation to provide job satisfaction, though he does not approve of wage increases unless there is a commensurate rise in worker productivity. To distinguish him even more from his conservative colleagues, he understands clearly the twin imperatives for survival in the twentieth century—to plan and to change.

INDEED, what is communicated best in this book is Harry Bullis's own eagerness to learn and to accommodate his mind to the realities of a revolutionary world society. Here, one feels, is a good man who in his own development as a public figure has instinctively steered toward the sensible and humane. Now in his retirement it is good to have from him his unequivocal statement of faith, expressed in the unqualified rhetoric of fact: "The goal of One World . . . is a common destiny to which each and all of mankind can contribute. Peace with justice and freedom through world  
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## A Modest Proposal

MR. JAMES RESTON, in the New York Times, suggests that a fruitful meeting place for Mr. Kennedy and Mr. Khrushchev might be Christmas Island in the South Pacific Ocean, now being readied for new nuclear tests. Mr. Reston feels that the general setting would be most propitious for a summit conference, especially if the principals knew they could not depart in advance of the detonations without having reached effective agreements on armaments and peace in general.

In the same vein, we have a modest proposal of our own. The United States and the Soviet Union have expressed a desire to get together on the exploration of outer space. For their first project, we suggest a spaceship built for two—large enough, that is, to sustain the combined weight of the two chiefs of state. American and Soviet scientists have declared that the additional thrust required for a two-man vehicle is entirely within the capability of both countries. Moreover, some scientists have predicted that further research and development could produce a spaceship so beautifully constructed and automated that ordinary people, without special astronautical training and conditioning could ride in it.

Here, then, is a possible joint venture which could produce an ideal booth for confabulation or communion. A journey into outer space for a summit meeting offers surroundings far more relevant to the real issues than anything possible on earth. For only from that

spatial vantage point is it possible to take in the whole of the human environment. Even before the leaders talk in their spaceship about national policies or postures or situations of strength, they can consider some common environmental problems. A single glance through the porthole should suffice to convince them that the earth is not only round but quite singular. Moreover, as universal bodies go, it is not very large. But it is a habitat suitable for humans. The main item on the agenda is how to keep it that way.

By way of underscoring this point, the summit spaceship might go venturing into remote reaches of the cosmos. The occupants of the vehicle would look for conditions favorable to human life elsewhere in the universe. If the spaceship could move faster than the speed of light, it is possible that it might carry them into distant galaxies where sentient life also exists. But they might have to check off a billion firmament objects for every one where the rare conditions that support life obtain.

After a while, a proper respect might emerge for the precariousness of human life. It is also possible that the space travelers would make a discovery far more spectacular than anything that they might find in the cosmos. They might discover a relationship far more significant than their national one; they might discover that they both belong to the same species and are actually dependent on one another. They might be able to transfer all the old considerations of ego, pride, and prestige from

the nation to the total human grouping. In short, they might discover what the maturity of the species requires.

It is conceivable, however, that the habits of the earth-dwellers are too strong to overcome even in a protracted ride through space. And there may be no way of jettisoning the fixed positions that make it almost mathematically certain that the humans will lead an assault against themselves, smashing at both their own handiwork and the natural environmental conditions that favor their existence. If, therefore, a new perspective did not come out of a summit spaceship, perhaps there might at least be a Grand Mitigating Agreement. This leads us to the second part of our proposal.

No one disputes the fact that a multi-megaton exchange of nuclear firepower would have punishing effects far beyond the warring peoples. Theoretically, at least, enough nuclear explosives now exist to cover the entire earth with a lethal radioactive shroud. Therefore the need for a Grand Mitigating Agreement. Under this G.M.A., leaders of both nations would frankly confess their failure to avoid the war that would destroy them both. But they would at least jointly recognize that they have it within their power to destroy each other's country without destroying anyone else.

Let them draw up a plan, therefore, under which the best brains in both countries are assigned to the job of confining the total destruction to the warring peoples. Since it has been repeatedly asserted that underground explosions eliminate the radioactive hazard, the entire population of both nations can be marshalled into mammoth caves. Then, at a prearranged time, synchronized fuses can set off megaton explosions inside the caves. Since the caves would be sealed off, the lethal radioactivity would be contained. In this way, a total result would have been achieved without penalty to the rest of the human race.

Thus, the growing numbers of people in both countries who proclaim the inevitability of nuclear war can be satisfied. For those in both countries who do not hold to this view, there may be some consolation in the fact that no one else will be hurt. There is no assurance, of course, of peace and tranquillity in the surviving portion of the human race. But at least an object lesson would have been provided. Moreover the human experiment would be prolonged, keeping alive the chance that enough people may sooner or later develop a perspective on man in the universe.

A G.M.A. is raging madness. Of course it is madness. But it is slightly less mad than the present course of human affairs.

—N.C.