Mr. Eastman one day told Mr. Fell that, so long as his mother was alive, he laid before her any important decisions he had to make. If she said "No," he didn't go further.

"She was one of the most wonderful women I have ever known," Mr. Eastman said.

(Check with Mr. Fell)
Mr. Fell was always very much impressed with Mr. Eastman's faculty of going to the heart of any proposition. When a memorandum was presented to him he would look at it for about a minute, and then, according to Mr. Fell, nine times out of ten he would put his finger on the weak spot. "How about that," he would ask.

Indeed, finding the flaw in a carefully constructed proposition became a game with Mr. Eastman, Mr. Fell felt.

Sometimes the discovery came less quickly. Mr. Eastman would frown: "Well, where is it?" And then a smile would show that there was fun in the serious business of finding weak spots.

Early in the century, at a time when Mr. Fell had returned from several years in England for Kodak, was passing through a period of hostility on the part of its competitors. In charge of Kodak's convention and demonstration arrangements, Mr. Fell was hard pressed in that work by the active forms taken by the competitors' dislike for Kodak.

So he went to Mr. Eastman with a plan.

Mr. Eastman studied it, and then looked up. "Wouldn't this arrangement put our competitors in a very embarrassing position?" he asked Mr. Fell.
"It certainly would," Mr. Fell responded — responded enthusiastically.

Mr. Eastman thought a moment more. Then he spoke. "We mustn't do it, then.

"I consider myself the father of this industry. I take just as much pride in the prosperity of the others in this business as in the prosperity of the Eastman Kodak Company. I want us to do nothing that will in any way stand in the way of our competitors' prosperity."

(Check all with Mr. Fell)
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Harry W. Fell
re: George Eastman
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