

Mr. W. G. Stuber - will receive 7/1/40

STUBER

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Mr. Stuber came with the Eastman Kodak Company in 1894. Upon meeting Mr. Eastman for an interview Mr. Stuber was so impressed by his character and personality that the thought went through his mind "I only hope that I make a connection with Eastman Kodak Company so I will have the opportunity of working with this man."

During the many years of Mr. Stuber's association with Mr. Eastman he found that one of his outstanding characteristics was his loyalty to all of his employees. An instance that occurred during the first two years was when he was making emulsions and ran into difficulty. Sometimes they would get a ~~batch~~ of good emulsion and at other times it would be very bad. Mr. Stuber was very discouraged and was ready to give up his job. He went to Mr. Eastman to offer his resignation.

"Tell me, Stuber," said Mr. Eastman, "how many batches are you making a day?"

"I'm making two a day and occasionally I get one good batch" Mr. Stuber replied.

"Well," he said "why don't you make four batches a day and then we'll get more good batches?"

The encouragement he received that day made Mr. Stuber feel very happy and it wasn't long before they got out of their difficulty with emulsion. Mr. Stuber believes this illustrates Mr. Eastman's foresight as well as his willingness to encourage and to stand by

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his helpers when they were having difficulty.

Mr. Stuber found that Mr. Eastman had faith in all the men that he placed in important positions but that he insisted upon truthfulness and frankness from them--and from all his employees. One day Mr. Stuber was in Mr. Eastman's office and the latter told him he was going to appoint a young man as manager of the Camera Works. Mr. Eastman asked Mr. Stuber what he thought of the idea.

Mr. Stuber replied, "Don't you think that man is a little young for such a position?"

"No," said Mr. Eastman. "I'm a believer in young men in responsible positions. When I placed this man in the position I told him 'I expect that you will make some mistakes but when you do make a mistake don't hesitate to admit it.'"

Up to the time that Mr. Eastman resigned as President and General Manager, Mr. Stuber never saw a man that was so devoted to his business and was so well-posted in details. He had a wonderful memory, and this extended to the remembering of names and faces as well as to business matters.

On the walls of Mr. Eastman's office the pictures of Washington and of Lincoln evidence his admiration for those characters. Mr. Eastman would not use a flat-top desk in his office but always retained the roll-top because he considered it more convenient.

Regarding Mr. Eastman's more personal aspects one comment was that "He had a darn good poker face." He was a matter-of-fact person all the way through.

He was quite a dresser and was always well groomed. Neckties

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were a great hobby with him. These ties were usually very much on the gay side but they would harmonize with his suit. Brown seemed to be his favorite color in suits, and Mr. Stuber does not recall having ever seen him in a double breasted suit.

In early years he wore a stiff collar but later in life he usually wore a soft collar attached to the shirt. He never wore a muffler, spats or cane.

His voice was of medium pitch, inclined to be a little on the low side. It was very clear, and was mellow rather than sharp.

Mr. Stuber says that Mr. Eastman's walk tended to a sort of stride or swagger in later years but that in early days it did not have this characteristic.

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