

PETER F. DRUCKER: “Asked what a business is, the typical businessman is likely to answer, “An organization to make a profit.” The typical economist is likely to give the same answer. This answer is not only false, it is irrelevant.... In fact, the concept is worse than irrelevant: it does harm. It is a major cause of misunderstanding of the nature of profit in our society and of the deep-seated hostility to profit, which are the most dangerous diseases of any industrial society....To know what a business is, we have to start with its purpose. Its purpose must lie outside of the business itself. In fact, it must be in society since business enterprise is an organ of society. There is only one valid definition of business purpose: to create a customer.” (From *The Essential Drucker*)

JEFF GATES: “Toward the end of the civil war, Abraham Lincoln warned: ‘We may congratulate ourselves that this cruel war is nearing its end. It has cost a vast amount of treasure and blood.... It has indeed been a trying hour for the Republic; but I see in the near future a crisis approaching that unnerves me and causes me to tremble for the safety of my country. As a result of the war, corporations have been enthroned and an era of corruption in high places will follow, and the money power of the country will endeavor to prolong its reign by working upon the prejudices of the people until all wealth is aggregated in a few hands and the Republic is destroyed. I feel at this moment more anxiety for the safety of my country than ever before, even in the midst of war. God grant that my suspicions may prove groundless.’” (From *Democracy at Risk, Rescuing Main Street from Wall Street*)

WALT WHITMAN: “I say we had best look our times and lands searchingly in the face, like a physician diagnosing some deep disease. Never was there, perhaps, more hollowness at heart than at present, and here in the United States. Genuine belief seems to have left us. The underlying principles of the States are not honestly believ'd in, (for all this hectic glow, and these melodramatic screamings,) nor is humanity itself believ'd in. What penetrating eye does not everywhere see through the mask? The spectacle is appalling. We live in an atmosphere of hypocrisy throughout. The men believe not in the women, nor the women in the men. A scornful superciliousness rules in literature. The aim of all the littérateurs is to find something to make fun of. A lot of churches, sects, &c., the most dismal phantasms I know, usurp the name of religion. Conversation is a mass of badinage. From deceit in the spirit, the mother of all false deeds, the offspring is already incalculable. An acute and candid person, in the revenue department in Washington, who is led by the course of his employment to regularly visit the cities, north, south and west, to investigate frauds, has talk'd much with me about his discoveries. The depravity of the business classes of our country is not less than has been supposed, but infinitely greater. The official services of America, national, state, and municipal, in all their branches and departments, except the judiciary, are saturated in corruption, bribery, falsehood, mal-administration; and the judiciary is tainted. The great cities reek with respectable as much as non-respectable robbery and scoundrelism. In fashionable life, flippancy, tepid amours, weak infidelism, small aims, or no aims at all, only to kill time. In business, (this all-devouring modern word, business,) the one sole object is, by any means, pecuniary gain. The magician's serpent in the fable ate up all the other serpents; and money-making is our magician's serpent, remaining to-day sole master of the field.

1. The best class we show, is but a mob of fashionably dress'd speculators and vulgarians. True, indeed, behind this fantastic farce, enacted on the visible stage of society, solid things and stupendous labors are to be discover'd, existing crudely and going on in the background, to advance and tell themselves in time. Yet the truths are none the less terrible. I say that our New World democracy, however great a success in uplifting the masses out of their sloughs, in materialistic development, products, and in a certain highly-deceptive superficial popular intellectuality, is, so far, an almost complete failure in its social aspects, and in really grand religious, moral, literary, and esthetic results. In vain do we march with unprecedented strides to empire so colossal, outvying the antique, beyond Alexander's, beyond the proudest sway of Rome. In vain have we annex'd Texas, California, Alaska, and reach north for Canada and south for Cuba. It is as if we were somehow being endow'd with a vast and more and more thoroughly-appointed body, and then left with little or no soul.

Let me illustrate further, as I write, with current observations, localities, &c. The subject is important, and will bear repetition. After an absence, I am now again (September, 1870) in New York city and Brooklyn, on a few weeks' vacation. The splendor, picturesqueness, and oceanic amplitude and rush of these great cities, the unsurpass'd situation, rivers and bay, sparkling sea-tides, costly and lofty new buildings, façades of marble and iron, of original grandeur and elegance of design, with the masses of gay color, the preponderance of white and blue, the flags flying, the endless ships, the tumultuous streets, Broadway, the heavy, low, musical roar, hardly ever intermitted, even at night; the jobbers' houses, the rich shops, the wharves, the great Central Park, and the Brooklyn Park of hills, (as I wander among them this beautiful fall weather, musing, watching, absorbing) -- the assemblages of the citizens in their groups, conversations, trades, evening amusements, or along the by-quarters -- these, I say, and the like of these, completely satisfy my senses of power, fulness, motion, &c., and give me, through such senses and appetites, and through my esthetic conscience, a continued exaltation and absolute fulfilment. Always and more and more, as I cross the East and North rivers, the ferries, or with the pilots in their pilot-houses, or pass an hour in Wall street, or the gold exchange, I realize, (if we must admit such partialisms,) that not Nature alone is great in her fields of freedom and the open air, in her storms, the shows of night and day, the mountains, forests, seas -- but in the artificial, the work of man too is equally great -- in this profusion of teeming humanity -- in these ingenuities, streets, goods, houses, ships -- these hurrying, feverish, electric crowds of men, their complicated business genius, (not least among the geniuses,) and all this mighty, many-threaded wealth and industry concentrated here.

But sternly discarding, shutting our eyes to the glow and grandeur of the general superficial effect, coming down to what is of the only real importance, Personalities, and examining minutely, we question, we ask, Are there, indeed, men here worthy the name? Are there athletes? Are there perfect women, to match the generous material luxuriance? Is there a pervading atmosphere of beautiful manners? Are there crops of fine youths, and majestic old persons? Are there arts worthy freedom and a rich people? Is there a great moral and religious civilization -- the only justification of a great material one? Confess that to severe eyes, using the moral microscope upon humanity, a sort of dry and flat Sahara appears, these cities, crowded with petty grotesques, malformations, phantoms, playing meaningless antics. Confess that everywhere, in shop, street, church, theatre, bar-room, official chair, are pervading flippancy and vulgarity, low cunning, infidelity -- everywhere the youth puny, impudent, foppish, prematurely ripe -- everywhere an abnormal libidinousness, unhealthy forms, male, female, painted, padded, dyed, chignon'd, muddy complexions, bad blood, the capacity for good motherhood deceasing or deceas'd, shallow notions of beauty, with a range of manners, or rather lack of manners, (considering the advantages enjoy'd,) probably the meanest to be seen in the world.\*

\* Of these rapidly-sketch'd hiatuses, the two which seem to me most serious are, for one, the condition, absence, or perhaps the singular abeyance, of moral conscientious fibre all through American society; and, for another, the appalling depletion of women in their powers of sane athletic maternity, their crowning attribute, and ever making the woman, in loftiest spheres, superior to the man.

I have sometimes thought, indeed, that the sole avenue and means of a reconstructed sociology depended, primarily, on a new birth, elevation, expansion, invigoration of woman, affording, for races to come, (as the conditions that antedate birth are indispensable,) a perfect motherhood. Great, great, indeed, far greater than they know, is the sphere of women. But doubtless the question of such new sociology all goes together, includes many varied and complex influences and premises, and the man as well as the woman, and the woman as well as the man.