

INDEX

A

AB Dick, 81, 87n
Accounting issues, 152, 162n,
263–266, 345
Acme Sales Company, 3
Adams & Peck, 154
Addressograph-Multigraph,
177–178, 198
Advertising, 248–250. *See also*
Marketing; Publicity
African-American issues. *See*
Race relations
Agfa, 23–24
Ally, Carl, 249
Alcoholism, employee, 174, 354
Aldridge, George W., 14
Alinsky, Sol, 294–295, 296n
Allen, Ebenezer, 1
Amalgamated (union), 26, 31,
168–172, 282, 296
American Bosch Arma, 217
American Photocopy, 124, 233
American Research &
Development, 340
American Scholar, The (McLuhan),
255
AMF, 202–203
Anthony, Susan B., 2, 99

Arden House Conference,
320–322
Army Signal Corps, 84–85,
116–117
Arthur D. Little, Inc., 193–198,
234
Asher, Bill, 168–172, 188, 281,
295–297, 313, 326
AT&T, leasing concept, 196n
Austin & Dix, 41
Authors League, 255

B

Bardeen, John, 163
Barker, Al, 313
Basic Systems, 337–338
Battelle, John Gordon, 3
Battelle Memorial Institute:
as Carlson's backer, 51–55
founding of, 3
as Haloid shareholder,
186–187
process development, 59–62,
114–116
sale of xerography patents,
153–154
teaming with Haloid, 62–65,
71–72, 82–85

- Bausch & Lomb, 286, 294
 Becker, Gloria, 211, 269
 Becker, Horace:
 Fuji-Xerox venture, 269,
 271–272
 job stress, 225–226,
 228–229, 231
 on Kent Damon, 152
 labor relations, 282,
 297–298
 as new hire, 209–211,
 213–214
 and parts suppliers, 220–223
 as problem solver, 280, 286
 recognition for, 245
 on Wilson's leadership, 218
 Beidler, George, 3, 21–22
 Bell & Howell, 147, 180, 207,
 213
 Bell Labs, 41, 157
 Birkenstock, James, 144–145,
 186n, 192, 194, 261
 Bixby, William E., 63
 Bliss, H.H., 41
 Boody, Azariah, 104n
Books in Print, 339
 Booz, Allen & Hamilton, 36–37
 Boston University, 330
 Bower, Phil, 364
 Bowles, Chester, 69
 Brooks, John, 311
 Brower, Paul, 163, 349
Brown v. Board of Education, 289
 Burns, Arthur, 321
 Burrows, Lincoln V., 13, 37
Business Week, 239–240,
 247–248
- C**
 Cal Tech, 41, 236n
 Cameron, George, 59
 Capital. *See* Financing, corpo-
 rate
 Carlson, Chester, x, 3
 Battelle's support of, 51–55
 connecting with Wilson,
 59–65
 as consultant, 91–92,
 123–124, 145
 death of, 346–347
 early years, 39–43
 "electrophotography" name,
 86–87
 as innovator, 19–20, 43–48
 philanthropy of, 236–237
 process patents, 45, 48–49
 recognition for, 188, 245
 Carlson, Dorris, 91, 236n
 Carlson, Ellen, 40
 Carlson, Elsa, 45–46, 53n
 Carlson, Olaf, 39–40
 Carlson, Oscar, 40
 Catan, Paul, 209n
 Century Camera, 5, 29
 Chandler, Merritt, 212,
 217–218, 227–228, 230,
 231–232, 245
 Chapman, Gloria, 164, 216

- Chatman, Abraham D., 26,
164n, 168–171, 283, 296,
326, 336
- Chermayeff & Geismar,
246–247
- CIT Financial, 339–340
- Citizenship. *See* Corporate citizenship; Social activism
- Civil rights. *See* Race relations; Social activism
- Clark, Donald, 166, 175,
229–230, 247, 249–250,
349
- Clark, Harold, 54, 142, 145n,
146, 267
- Clinton, William Jefferson,
313
- Cohn, Herman, 31n
- Colhoun, Howard P.,
196–197n
- Community service. *See also*
Corporate citizenship;
Philanthropy; Social
activism
U.N. series sponsorship,
250–254
Wilson as university trustee,
97–108
Wilson's commitment to,
32–34, 236–238
- Consultants:
Chet Carlson as, 91–92,
123–124, 145
employee recruitment, 165
foreign marketing, 179
market research, 193–198
R&D, 163
Wilson's use of, 36–37, 121
- Copiers, Xerox. *See* 914 copier;
2400 copier
- Copies in Seconds* (Owens), 47n
- Copyflo printers, 117, 119,
124–125, 210
- Copyright issues, 81n, 87–88,
255–256
- Cornell University, 69, 251,
328
- Corporate citizenship. *See also*
Community service
Eastman Kodak, 108
Wilson's philosophy, xi–xii,
242–243, 315–324, 363
Xerox, 108–109, 250–257,
319, 330–331
- Corporate culture, Wilson's
legacy, ix–xiii, 359–369
- Cravath, Swaine & Moore, 264
- Crout, John, 51–52, 60, 83, 85
- Crum & Forster, 346
- Curran, Jack, 25
- Curran, Peggy, 13–18. *See also*
Wilson, Peggy
- Curtin, David:
on company leadership,
173–175
on Joe Wilson, 132
marketing strategies, 246,
247

Curtin, David (*Continued*):
 public relations chief,
 239–240, 253, 262n
 and Sol Linowitz, 308n,
 309–311, 328n
 travel, 190

D

Damon, Kent:
 craps night, 175
 sales projections, 264–265
 as treasurer, 98, 108,
 150–153
 as VP, finance, 262n, 348
 Davis, John, 148n, 180–188,
 266, 271–272
 Dayton, Russell W., 51
 deKiewiet, Cornelius, 99, 102,
 105, 109
 Depression years (1930s):
 effect on Chet Carlson, 41
 effect on Joe Wilson, 16,
 148
 Haloid's growth during,
 19–28
 Derenberg, Walter, 74
 Dessauer, John:
 background, 23–24
 and Chet Carlson, 92
 on Gilbert Mosher, 9
 on Haloid challenges, 122
 and Horace Becker, 209–210
 increasing responsibilities of,
 163

as negotiator, 82–85
 partnering issues, 142–143
 recognition for, 188, 240,
 245
 technology guru, 38, 55,
 57–60
 as VP, research, 262–263n
 on Wilson's leadership,
 120–121

Dick, Alfred Black, 81
 Dick, C. Matthews, Jr., 81
 Digital Equipment Corp., 340
 Donoho, Moore & Company,
 23
 Doriot, Georges, 340
 Deugiass, Frederick, 2
 Dowler Co., 338–339

E

Eastman, George, 2, 8, 109
 Eastman Kodak:
 as benchmark, 195, 332–333
 as competitor, 21, 34–38, 58
 history of, 2, 5
 race relations, 292–294, 298,
 300
 union policy, 168, 292–293
 university gifts, 108
 wage comparisons, 169
 Eastman School of Music, 2, 8,
 100, 102, 109
 Eden, Anthony, 189–190
 Edison, Thomas Alva, 81
 Electrical Optical Systems, 284

- Electrophotography:
 licensing of, 82–84
 patent issues, 45, 48–49
 renamed, 86–88
- Ellis, Bob, 279
- Employees, Xerox. *See also*
 Labor relations
 demoting/discharging,
 159–162
 executive-level, 172–175
 hiring frenzy, 261, 262n
 recruitment of, 157–167
 retraining, 126–127
 scholarships for children of,
 102–103
 stress issues, 162–164,
 172–175, 226–230
 union issues, 26–27, 89–90,
 167–172
 wage issues, 169, 188,
 281–284, 331–333
 Wilson's regard for, xi–xii,
 87–88, 132–133, 162
- Ermanc, Joseph J., 43n
- Ernst & Ernst, 194–195
- Estate issues, Wilson. *See*
 Financial issues, personal
- F**
- Faulkner, Dawkins & Sullivan,
 264n
- Fenton, Allen, 38n
- Feurst, Eugene, 115n
- Fight On, 298–300
- Financial issues, personal,
 161–162n
- Financing, corporate:
 capital, 234–235, 264–266,
 277
 government-sponsored,
 135–138
 investor relations, 240–242
 and leasing issues, 206
 914-related, 213, 233–234
 partnering, 138–146,
 177–179, 207
- Rank-Xerox venture,
 182–188
 sources of, 90–91, 147–155
- First Boston, 91
- First National, 150
- Florence, Franklin, 289–300
- Folsom, Marion, 101, 108
- Foran, Jack, 17
- Forbes*, 236n, 243–244, 248
- Ford Motor Company, 116
- Forrestall, James, 69
- Fortune*, 155, 174, 233, 247–248
- Fuji Photo, 268, 286
- Fuji-Xerox, 256, 267–273,
 319n, 366
- Funston, Keith, 265
- G**
- Galbraith, John Kenneth, 69
- Garrett, Paul, 239
- Gates, Tom, 180
- Gavaert Photo, 29

- General Aniline and Film, 29–30
- General Electric, 142–143, 155, 230
- General Motors, 146
- Ginn & Co., 338
- Glavin, Aline, 132
- Glavin, Charles, 91
- Glavin, John:
 on Joe Wilson, 127–128, 132, 199, 215
 market research, 197, 200–206, 234
 recognition for, 240, 245
 VP, product planning, 262n
- Goldman, Jack, 341, 343–344, 351, 354
- Goss Printing Co., 89n
- Government contracts:
 Army Signal Corps, 84–85, 116–117
 R&D help, 135–138, 149
 as revenue producer, 334
- Graphic design issues, 246–247
- Greenwich Associates, 364, 368
- Gundlach, Bob, 133
- H**
- Halloran, Helen, 9
- Haloid Corporation. *See also*
 Xerox
 1930s (growth), 19–28
 1940s (challenges), 29–32, 34–38, 79–85
 1950s (transition), 111–129
 1960s (transformation), 259–266
 derivation of Xerox name, 86–88
 developing xerography, 79–85
 history of, x, 4–5, 8–10
 labor relations, 26–27, 89–90, 167–175
 marketing research studies, 195–198
 name source, 4
 overseas expansion, 177–188
 parts suppliers, 220–223
 product publicity, 88–95, 234
 profitability, 259–266, 276–279, 286–287
 purchase of xerography patents, 153–154
 recruiting employees, 157–167
 retirement plans, 90
 strikes, worker, 171, 332
 teaming up with Battelle, 62–65
 Wilson as new hire, 16–17
- Hamilton College, 68, 328
- Hargroves, Tony, 271–272
- Hartnett, Jack:
 appointed to board, 159–160
 as employee recruiter, 165–167

- on Haloid reorganization, 37
- and marketing issues, 87–88, 205
- on R&D, 120
- recruitment by Wilson, 25
- on Sol Linowitz, 308–309
- as Wilson confidant, 7, 73
- on Wilson's leadership, 112–113, 215
- Harvard University:
 - Charles Ellis at, 363
 - Donald Clark at, 166
 - Horace Becker at, 226
 - Joe Wilson and, 16, 147, 330
 - John Rutledge at, 166
 - Kent Damon at, 150n
 - Peter McColough at, 166
- Hazard, Leland, 321
- Heinmann, Ben, 69
- Heiskel, Andrew, 311
- History of Haloid, A* (O'Toole), 4n
- Hoffman, Paul, 251
- Holmes, Oliver Wendell, quoted, 125
- Hough, Jack, 246
- Howard, Jane, 301–302, 304
- Hurst, Homer, 159
- Hutton, Alice, 3
- I**
- IBM:
 - as competitor, 157
 - design claims, 213
 - missed opportunities, 47–48, 95, 191–194
 - as potential partner, 137, 141–146, 179, 186n, 207–208, 213
 - as suitor, 261
 - as Xerox competitor, 334, 335
 - as Xerox model, 234
- I.G. Farben, 29
- Innovation:
 - of Chet Carlson, 43–48
 - importance of, 19–20
 - on 914 project, 213–220
 - in office copiers, 123–125
 - at Polaroid, 196–197n
 - at Xerox, x–xi, 278–281, 285–287
- Insalaco, Mike, 219
- Intellectual property laws, 81n
- IRS, versus Wilson estate, 162n
- Itek, 164
- Ivins, Phillips & Barker, 90n
- J**
- Javits, Jacob, 321
- JC Wilson & Company, 3
- Jensen, Michael, 106
- Jobs, Steve, 95n, 343–344
- John Birch Society, 251, 254
- Johnson, Lyndon, 303, 309, 313, 324n
- Jones, Robert, 87

K

Kearns, David, 281n
 Keating, Kenneth, 26, 31–32
 Kennedy, Edward, 321
 Kennedy, Jackie, 303
 Kennedy, John F., 301
 Kennedy, Robert, 303
 Keppel, Francis, 324n
 Kinsella, Jack, 280
 Klingler, Karl G., 355
 Kneisner, Hoag and Carlson,
 53
 Kobayashi, Setsu, 267–272
 Kobayashi, Tony, 256, 257n,
 269n, 271–272, 319n
 Kodak. *See* Eastman Kodak
Kodak Bulletin, 55, 57
 Korean War, 118, 138
 Kornei, Otto, 45–47
 Kuhn Company, 4
 Kuhns, Harold:
 as controller, 120, 129, 205
 and Horace Becker, 152,
 220
 and Kent Damon, 150n
 and 914 project, 213
 reassignment of, 160
 recruitment by Wilson, 25
 Ku Klux Klan, 255

L

Labor relations. *See also*
 Employees, Xerox
 race-related issues, 295–300
 strikes, Haloid, 171, 332

unions, 26–27, 88–89,
 167–172, 281–284,
 331–333
 Wilson's contribution to,
 237–238, 251, 281–282,
 359, 361

Lanaman, Buck, 329

Langer, Nicholas, 57

Law, Tom, 180–183, 186–187,
 268, 272

Leach, Ronald G., 183–184

Leadership, Wilson's:

 communication, 112–113
 in electrophotography acqui-
 sition, 64–65

 in financing, 147–151

 international recognition,
 188

 listening skills, 131–133

 negotiating skills, 171–172

 on 914 project, 213–218

 public service, 67–68,
 236–238, 359–369

 public speaking, 32–33,
 240–243

 in race relations, 295–300

 in recruitment, 157–158

 technology-related, 125–126

 as university trustee, 97–108

 visionary, 79–80, 86–88,
 121, 127

Xerox legacy, ix–xiii,
 359–369

Library Journal, 339

Licensing issues, 138–146, 149

Lichtenberg, George, 43
 Lienen, Raymond, 31n
LIFE magazine, 88–89, 142,
 301–313
 Lincoln Alliance Bank, 30
 Lindsay, John, 312
 Linowitz, Sol:
 background of, 67–70
 bonding with Wilson, 7,
 70–77
 as chairman of board, 263n
 Fuji-Xerox venture, 270–272
 licensing issues, 143n, 261
 as negotiator, 85, 154n,
 178–179
 patent protection, 139–140
 as publicity hound, 301–313
 Rank-Xerox venture,
 180–189
 recognition for, 240, 245
 resignation of, 327–329
 as university trustee, 100,
 101
 on Wilson, 117, 121, 159,
 215–216
 Linowitz, Toni, 69, 189, 303
 Lippincott, Gordon, 246
 Lippincott & Margolies, 246
 Lithmaster, 116, 120
 Litton Industries, 334
 Lundell, L. Walter, 339–340

M

Making of a Public Man, The
 (Linowitz), 302n

Mallory, P.R., 45
 Mallory Company, 41–42, 45,
 51, 53
 Marketing. *See also* Publicity
 communications strategy,
 239–241
 editorial coverage, 243–245
 innovation in, 245–249
 public speaking, 240–243
 television, 249–257
 Massachusetts Mutual, 127n,
 153
 May Company, 36–37
 Mayer, Marvin, 302n
 Mayo, Clyde, 145n, 212,
 225–226
 McCardle, Archie, 353
 McColough, Peter:
 as CEO, 337–351
 as chairman, 353–354
 company communications,
 112–113
 on competition, 34
 on corporate stress, 162–163
 craps night, 175
 expanding role of, 160
 on IBM archetype, 234
 pricing innovations, 205n
 recruitment of, 166–167
 social activism of, 255
 on Sol Linowitz, 312
 VP, operations, 262n
 on Wilson's leadership,
 122–123, 151, 164,
 215–216

- McColough, Peter (*Continued*):
 as Wilson's successor,
 284–285, 325–326,
 335–336
- McKelvey, Blake, 4n, 10n, 16n,
 188n, 223n, 245n, 255n,
 285n
- McKinsey & Co., 278
- McLuhan, Marshall, 255
- Meckling, Bill, 106
- Mergenthaler Linotype, 209
- Michaels, Jim, 243
- Microtronics, Inc., 59, 82
- Military contracts. *See*
 Government contracts
- Millikin, Rodger, 252
- Mimeographs, 81, 87n
- Mitchell, Harrick & Company,
 23
- Model A copier, 114–116
- Morgan Guaranty Trust
 Company, 150, 155
- Mosher, Gilbert E.:
 estrangement from Wilsons,
 25–28
 as general manager, 8–9,
 16–17
 as Haloid underwriter, 5
 power struggle at Haloid,
 29–32
 and Rectigraph acquisition,
 22–23
- Mott, George, 145n
- Moynihan, Patrick, 321
- Mulcahy, Anne M., 172
- Mulder, John G., 294
- Mulhauser, Frederick, 67
- Murphy, Dan, 276
- My Years at Xerox* (Dessauer), 9
- N**
- Nakamura, Fred, 269
- Newsweek*, 47
- New Yorker*, 311, 320
- New York Law School, 41
- New York Stock Exchange, 265
- New York Times*:
 on Carlson's patent, 48
 on Copyflo printers, 119
 on racial issues, 298–299n
 on Sol Linowitz, 302
 on welfare issues, 320–321
 Wilson's obituary, 355–357
 on Wilson's speaking abili-
 ties, 241
- Nicks, Eugene, 31
- 914 copier:
 applications, 259–260
 Arthur D. Little study,
 193–195
 demand for, 235–236,
 259–266
 design issues, 211–213,
 218–224
 as fire hazard, 229–230
 market research, 193–195,
 200–206
 predecessors of, 209–211
 price issues, 196–198,
 201–206

production issues, 225–235
 service issues, 201–206,
 232–234
 team leadership, 213–218
 Nisner's 5 & 10¢ store, 225
 Nixon, Richard, 324n
 Northwestern University, 166
 Notre Dame University, 330

O

Olsen, Ken, 340
 Optical Society of America,
 88–89, 94
 O'Toole, William, 4n, 118n
 Oviatt, Percival, 71n
 Owens, David, 47n

P

Palevsky, Max, 341
 Pallicheck, Francis, 262n, 325
 Palo Alto Research Center. *See*
 PARC
 Papert, Frederic, 251
 Papert, Koenig & Lois, 243,
 249, 251
 PARC, 343–344, 351
 Parkinson, C. Northcote, 242
Parkinson's Law (Parkinson),
 242
 Patents:
 competitive issues, 138–143
 electrophotography, 45,
 48–49
 Haloid's purchase of,
 153–154

Pell, Erik, 64n, 157–158
 Pension plans, Haloid, 90
 Percy, Charles, 180
 Personnel. *See* Employees,
 Xerox
Phenomenon of Men, The, 127
 Philanthropy. *See also*
 Community service;
 Corporate citizenship;
 Social activism
 of Chester Carlson, 236–237
 of Joe Wilson, 67–68,
 236–238
 Rochester's tradition of, 2
 university-related, 97–110
 Photostat, 21–22
 Piper, Homer, 19–20, 30–31,
 245
 Polaroid, 196–197n, 334
 Potovsky, Jacob, 282–283
 Publicity. *See also* Marketing
 demonstrations, 88–89,
 94–95
 marketing strategies,
 239–243
 timing of, 234
 Public service. *See* Community
 service; Social activism
Publisher's Weekly, 339
 Pusey, Nathan, 330

R

Race relations:
 rioting in Rochester,
 289–300

- Race relations (*Continued*):
 and welfare issues, 323–324
 Wilson's contribution to,
 xi–xii, 237, 359, 361
- Racon Photocopy Corp.,
 275–276
- Radio Electronic Engineering News*,
 57, 58n
- Rank-Xerox, 179–190, 266, 366
- Raub, Dave, 161, 188
- RCA, 138–143, 179
- R&D. *See also* Technology
 expanding, 261, 262
 government-sponsored,
 135–138
 on 914 project, 218, 277
 partnering for, 138–146
- Rectigraph Company, 3, 19–23
- Reddington, Margaret, 204
- Reichenbach, Homer H., 4
- Remington Arms, 81n
- Remington Rand, 34n
- Rhees, Rush, 109
- Riverside Junior College, 40–41
- Rochester (NY). *See also*
 University of Rochester
 attributes of, 8
 history, 1–2
 race riots in, 289–300
 Rochester City Club, 67, 70
 Xerox move from, 347–351
- Rochester, Nathaniel, 1
- Rochester Institute of
 Technology, 98, 126
- Rock, Arthur, 341–342
- Rockefeller, Happy, 355
- Rockefeller, John D., 2, 109
- Rockefeller, Nelson, 101, 320,
 322, 347, 354–355
- Rockefeller Brothers, Inc., 364
- Roosevelt, Franklin D., 16, 320
- Root, Elihu, 68
- Rosenberg, Anna, 251
- Rutkus, John, 210–212, 219,
 285
- Rutledge, John W.,
 changing role of, 325
 Haloid career, 166, 173–174
 sales team, 261
 stock purchase, 231
 VP, marketing, 262n
- S**
- Sales, explosive growth of,
 259–266
- Salmon, W.H., 31n
- Sarnoff, David (General), 140
- Saturday Review*, 322–323, 329
- Schaeffert, Roland M., 52–53,
 61–62, 64
- Schuman, Robert, 57–58
- Schwartz, Fred, 145n
- Scientific Data Systems,
 341–343
- Scranton, Hamlet, 1
- Seleny, Paul, 43
- Seneca Indians, 1
- Seymour, Whitney North, 261

Shankle, Herbert C., 299–300
 Shephardson, Donald, 145n,
 224, 278
 Shono, Naebue, 269n
 Shumway, F. Ritter, 31n
 Simpson, Thatcher & Bartlett,
 261
 Sloan, Alfred, 146
 Social activism. *See also*
 Community service;
 Corporate citizenship
 of Chet Carlson, 236–237
 of Joe Wilson, 242–243,
 315–324, 330–331,
 355–357, 359–369
 as Rochester tradition, 2
 Wilson-family endowments,
 102–110
 Xerox sponsorships,
 250–257
 Social Security Administration,
 201
 Sproull, Robert, 100–101,
 106–107, 109, 110n
 Standard Pressed Steel, 260
 State University of New York,
 101–102
 Stebeck, Gus, 26
 Steinhilper, Frank, 49n, 112
 Stevenson, Adlai, 69, 253
 Stewart, Dougall & Associates,
 194
 Stewart Brown & Associates, 36
 Stich, Robert, 87

Stott, Wagner, 265
 Stowell, Ernie, 264, 275–276
 Stromberg-Carlson, 143n
 Sugi, Ichiro, 267
 Sullivan, John B., 18
 Sutherland, Linowitz and
 Williams, 70, 75
 Swett, Al, 74–75

T

Taubes, Ernest, 59, 82–83
 Technology. *See also* Innovation
 power of, x–xi, 125
 in Rochester's history, 2
 Wilson's regard for, 37–38,
 236–237, 356
 Television, 245–246, 249–257
 Telsun Foundation, 251
 Thant, U, 252, 346n
 Thermofax, 38, 124
 Time magazine, 236n, 340
 Todd Equipment Company,
 116n
 Toshiba, 268
 Tripp, Hulbert, 105n
 Turek, Fenton, 179
 2400 copier, 285–286
 Typewriters, 81

U

Union issues. *See* Labor rela-
 tions
 United Auto Workers, 168–169
 United Nations, 250–254

University Microfilms, 284
 University of Rochester:
 Eastman School of Music, 2,
 8, 100, 102, 109
 financial issues, 101–110
 founding of, 2
 1960s protests, 107–108
 portfolio issues, 154n, 155
 scholarships, 102–103, 109
 trustees, 97–108, 327
 Wilson as benefactor of,
 108–110, 364
 Wilson as student at, 10–11
 Upton, Katharine M., 3
 Urban League, 299–300
 U.S. Department of Labor, 297
U.S. News & World Report, 248
 U.S. Steel, 260

V

Vail, Theodore, 196n
 Van Doren, Knowland,
 Schloder, 36
 Verifax, 38, 124
 Vermilye, Peter, 155
 Vietnam War, 256
 Volunteerism. *See* Community
 service; Philanthropy;
 Social activism
 von Mallen, Elsa, 45
 Vyverberg, Bob, 145n

W

Wages. *See* Employees, Xerox
 Walkrup, Lew, 84, 114–115

Wallis, Allen, 99–101, 102,
 107–109
 Walmsley, J. Millner, 5
 Ward Howell Associates, 165
 Watson, Thomas J., Jr., 95,
 141, 143, 180, 194,
 207–208
 Weingarten, Victor, 322
 Welfare issues, 320–324
 Welton Beckett and Associates,
 247
 Wesleyan University, 166, 229n
 Western Electric, 143n
 White, Theodore, 255
 Williams, Clyde, 154n
 Wilson, Ann, 2
 Wilson, Chris, 328–329n
 Wilson, Harry, 2
 Wilson, Joe. *See also* Leadership,
 Wilson's
 ancestry, 2–3
 birth of, 6
 career path, 16–17, 24–28,
 32, 37–38
 college life, 10–11
 courtship, 13–18
 death of, 353–357
 early years, 1–11
 family life, 93–94, 117–118,
 127–129, 132–133
 grandfather's influence, 7–8
 health issues, 117–118,
 351–352, 353
 integrity of, 90–91,
 164–165, 183–184, 362

- as intellectual, xii–xiii, 6–7, 10, 70, 241
 - life's goals, ix, 236–238, 261–262
 - media coverage of, 243–245
 - as musician, 70
 - as parent, 93–94, 117, 132–133, 161–162
 - parents, relations with, 6–7, 37, 114, 128–129
 - people skills, 131–133
 - politics of, 16
 - public speaking skills, 32–34, 240–243
 - religious views of, 127–128
 - shyness of, 6–7, 33, 67–68, 131–132
 - Xerox succession plan, 325–327
 - Wilson, Joseph C. "JC," 2–4, 7–8, 14–15
 - Wilson, Joseph Robert "JR":
 - as board chairman, 114
 - declining health, 128–129
 - early years, 3–6
 - and G.E. Mosher, 9, 25–28, 29–32
 - Haloid growth, 22–23
 - and Joe Jr., 7, 10, 17, 37
 - Wilson, Katherine N. "Kate," 6, 109n
 - Wilson, Kathy, 93–94, 133–134
 - Wilson, Peggy:
 - bequests, 108–109, 110n
 - as corporate wife, 326
 - courtship, 13–18
 - as disciplinarian, 161
 - family life, 73, 93, 118, 128
 - and Sol Linowitz, 301–309, 328n
 - travel, 180, 185, 189, 334
 - at White House, 289n
 - Wilson, Richard (Dick), 6, 25, 108, 128
 - Wilson, William, 2
 - Wirtz, Willard, 298n, 299
 - Women's issues, 172, 359, 361
 - World War II, 29–32, 34–38
- X**
- Xerography:
- applications, 52, 111–117, 141–143
 - Haloid's commitment to, 79–85
 - inventor of, 3, 19–20
 - name coinage, 86–88
 - unveiling of, 88–95
- Xerox. *See also* Haloid Corporation
- competition, 275–277, 333–334
 - culture of, ix–xiii
 - growth explosion, 259–266, 365–366
 - innovation, 278–281, 285–287
 - labor issues, 281–284
 - logo creation, 246

Xerox (*Continued*):

management restructuring,
325–336
move to Stamford, 347–351
naming of, 86–88
partnering with Rank,
179–190
post-Wilson era, 337–352
profitability, 259–266,
276–279, 286–287

race relations, 289–300
stock options, 277–278
Xerox Data Systems, 342–343
Xerox Square, 319

Z

Zarem, Abe, 263n, 341
Zen Buddhism, 236n
Zimmerman, Toni, 69
Zipser, Al, 246

<http://www.pbookshop.com>

<http://www.pbookshop.com>