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Forma 291-5. M.L.F.

THE MEXICAN LIGHT AND POWER COMPANY, LIMITED

(COMPAÑIA MEXICANA DE LUZ Y FUERZA MOTRIZ, S. A.)

Cl. Messersmith

DIRECCION TELEGRAFICA }
CABLE ADDRESS }

"MELIPOCO"

2A. CALLE DE GANTE No. 20.

APARTADO POSTAL }
P. O. BOX }

124 BIS.

MEXICO 1, D. F.

August 8, 1951

AIR MAIL

Personal

H. 6759

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FILE: <i>Messersmith</i>						

Dear Dannie:

Many thanks for your telegram from the farm which reached me at Cuernavaca during the weekend and is in reply to my letter of July 27. It was more than thoughtful of you to take the trouble to send me this message. Marion and I had gone to Cuernavaca for the weekend with some friends and they left on Sunday evening and Monday morning, but Marion and I decided to stay in Cuernavaca until Tuesday morning as the weather was really magnificent and I thought it worth while to try to carry out the doctor's prescription of taking things a little more easily. It was really a wonderful rest and Marion and I appreciated your thoughtfulness in telegraphing me.

You know how difficult it is to take things more easily so far as work is concerned, but I am really doing a bit better. I come to the office a little later than usual in the morning which means that I get here about a quarter of 9 and I am leaving around 6 when I can, which is a good deal earlier than I have been getting away. As I have been in the habit of working from about 8 in the morning until 7:30 in the evening for years, it is pretty difficult to change these habits, but I am going to try to do it. Occasionally when the circumstances are such that I can get away with it I intend to come up from Cuernavaca on Monday evening or Tuesday morning early, in other words spend three days down there each week. I doubt if I will be able to get away with that very often.

We have done a great deal to get Mexlight on a sounder and firmer foundation and towards assuring its longer range future, but there is a tremendous lot to be done still. The arrangements for the program, the reorganization of the company, the loans, were all essential parts of the program towards putting the company on its feet, and I do not like to say it, but it is a fact that in many ways things within the

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company itself were being allowed to get worse and worse as a result of Mr. Conway's long neglect of things which had to be done to improve the internal organization, our relations with the government and with industrial, commercial and banking circles and with the public. Maryssael was in a very difficult position during those many years that Mr. Conway seldom came to the office, but had the final authority here and under the circumstances it is only because Maryssael is as good a man as he is that things were not worse. Now that these major arrangements have been made with respect to the company, ever since the middle of last year Maryssael and I are putting into effect the things which had to be done and concerning which we had been thinking for several years but could not do anything about because we were so busy with the reorganization, loans, etc. The staff meetings which we have been having now for over a year every week and which are attended by about 16 of the principal division chiefs in the company are proving very helpful all around and have more than met our anticipations, and now everyone wonders how we got along without them. They have resulted in better operation and better understanding among the operating heads of the company and every meeting brings out some further defect in our way of doing things which would otherwise not have come to the fore or received attention.

We have already carried through a reorganization within the company so far as the officers are concerned and that is working very well. We are now working on this reorganization of the billing, collecting and contracting services which is absolutely indispensable for the future of the company in every way. I think that all that we have done in the last years will prove useless and futile if we do not carry through this reorganization adequately of these services. We have been at it for a year in a most active way and if we get it settled by the end of the year we will be lucky, but I am hoping we can get it settled before the end of September. In view of the status of the syndicate we will not be able to get this settled without the intervention of the government, which in this case means the President himself.

The Advisory Committee which we have set up has had its first meeting and I feel sure that it is going to be one of the most useful steps we could have taken to strengthen our relations with the government and with important sectors of the public.

I try all the time to make myself as useless in the organization as I can, but I am sorry to say I have not made as much progress as I should like. This does not mean any inadequacy in others here but it is simply that we still have so much to do of a major character.

Mr. Heineman

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So far as my smoking is concerned, I have reduced it by two thirds and I intend to cut it out entirely in another few weeks. I decided against trying to stop all at once because several of my friends who had smoked a whole lifetime as I had and who stopped immediately suffered all sorts of unhappy consequences. Whether my will power will stand up to stopping entirely I don't know, but I will make the effort.

I suppose the baby must be expected about this time and that everyone is very much awake to that, and I hope that everything will go well.

I wanted to write you further about the CADE matter, especially the Westinghouse offer, but have not been able to get to it this week so far. Marion joins me in love and good wishes to you all.

Cordially and faithfully yours,

GSM/cbc

A handwritten signature in dark ink, appearing to be 'GSM', with a long, sweeping horizontal line extending to the right.