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The Men Who Built America

Episode 3: "A Rivalry is Born" – Andrew Carnegie

1. Carnegie met Tom Scott, his mentor, when young Andrew started working at age 12. Why did he start working so young?
2. There was one thing especially difficult about westward expansion – and Scott challenged Carnegie to solve the problem for his business. What was that problem?
3. Why did Carnegie begin working with steel?
4. What improvement did Bessemer make to the manufacture of steel?
5. What problems did Carnegie run into with his bridge?
6. According to advertising mogul Donny Deutsch, the Gilded Age entrepreneurs found a great motivator in their own _____.
7. Once the bridge was completed, the people of St. Louis were afraid to use it – they had never seen a steel bridge. How did Carnegie solve this problem?
8. When Carnegie built his steel mill, what was wrong with his timing?
9. With the railroad market destroyed, Carnegie was in bad straits. What industry did he turn to next?
10. As far as Carnegie is concerned, one man drove Tom Scott to his grave. Who did Carnegie blame?
11. The partnership between Carnegie and Henry Frick worked very well. According to Dallas Mavericks owner Mark Cuban, what was good about it?
12. Frick built the South Fork Fishing and Hunting Club around the private lake held back by the South Fork dam. Why did Frick decide to lower the dam, even though it made it weaker?
13. Why did the people of Johnstown ignore the warning to evacuate?

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1. People knew the South Fork dam might break. Why did they fail to evacuate, even after the warning came?
2. Describe the damage caused by the Johnstown Flood.
3. In response to the flood, Carnegie reacted differently than other South Fork members. How was his response different?
4. Of all the buildings Carnegie built with his money, what was the most famous?
5. Advertising mogul Donny Deutsch said, "You have to have someone to hate to aim for. Having an enemy, having an archenemy, having a competitor is what ups the game for everybody." What does Deutsch mean by the phrase "ups the game?"
6. To overtake Rockefeller as the richest man, Carnegie rebuilt the Homestead steel mill. What did he do to make it more profitable?
7. Carnegie did not want to hurt his image by doing the things in question 6. How did he get around this problem?
8. Why were working conditions a problem for the Homestead plant workers?
9. Frick decided to strike first against the union. What action did he take?
10. When things turned personal, Frick called in the Pinkerton Detectives. Who were they?
11. Describe what happened at the barricade when the Pinkertons faced off against the strikers.
12. The governor of Pennsylvania sent in the state militia to restore order. Did the governor side with the workers or the owners?
13. How did the public view the events at Homestead?
14. There was a new movement in America at this time. Who were they and what did they decide to do about Frick?