



THE
EFFICIENT MAN

THOMAS D. WEST



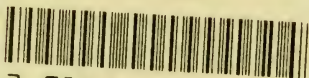
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**Connecticut
Agricultural College.**

VOL. 17444
CLASS NO. 170 *W52*
COST 135
DATE April 15, 1922

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BOOK 170.W52 c.1
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EFFICIENCY REWARDED

CHAIRMAN &
MANAGING
DIRECTOR

PRESIDENT

VICE
PRESIDENT

MANAGER

SUPERINTENDENT

FOREMAN

JOURNEYMAN

APPRENTICE

EQUAL
OPPORTUNITY

SHIFTLESSNESS

HOODLUMISM

VAGRANCY



INSOLVENCY AT BAY



"Lend me a
nickle Joe"
"Sure I'll not,
earn them like I
do."



THE COMMONER'S YOUNG-OLD CULMINATION FIRESIDES

(See Chapter XVI)

The Efficient Man

FOR THE USE OF ALL INTERESTED IN THE

Training of Minors and Development of Supervisors to Best Manage Men and Work in Commerce, Manufacture, Transportation and Engineering, to Decrease Cost of Production and Living, and Prepare Man to Best Prolong his Young-Old Years of Servient Labor and Proficiency

By Thomas D. West

Experienced Apprentice, Journeyman, Foreman,
Manager and Chairman

Also Author of Standard Industrial Books;
Member of the American Society of Mechanical Engineers, The American Society for Testing Materials, The American Association for the Advancement of Science, The Cleveland Engineering Society, The American Humane Association, National Conference of Charities and Correction, American Society for Judicial Settlement of International Disputes, Etc. Honorary Member of The American, Philadelphia and Pittsburgh Foundrymen's Associations and Iron Foundry Expert

Freely Illustrated

Second Edition

Cleveland, Ohio
The Gardner Printing Company
Publishers

1914

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1914

By Thomas D. West

17444






DEDICATED to my Sons who
have made good, and to other
Fathers' Sons who wish to be
thoroughly efficient as managers of
men, or as operatives.   



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INTRODUCTION

This work in connection with other subjects shows herein where the present growing inefficiency of man is carrying the masses to nefarious extreme costs in production, in building and in living, and that no function can increase the cost of living more than that of inefficient labor and management.

The chief cause of man's growing inefficiency and inability to produce economically, though utilizing modern improvements that should have greatly cheapened living costs, is his recent universal craze to escape work, especially that which begrimes and callouses, and may debar him from readily frequenting the haunts of leisure, pleasure, gayety and "sports."

The world's populace has been brought by the cry of more leisure, luxury and recreation to so greatly create disregard for personal efforts, to have little interest in work other than in its quitting time, that the sterling qualities which did exist to encourage and sustain high skill and economical productive labor, as exhibited by the pioneers and founders of our country's long established and diversified industries, have been so hypnotized we are fast becoming more a race of gentlemen of leisure than skilled and earnest, industrious, and accurate workers.

It required many centuries to develop the brawn and brain of the Caucasians and to place us at the head of civilization. Can it be possible that in twenty to thirty years, and which are very few compared to those contained in a dozen or so centuries, we have become so superior and smart as to compel nature and man's improvements to sustain us more as a race of amateurs, loiterers and esthetes to live in great ease and luxuries without much work and the need of skill than as industriously efficient beings?

Is it not time there was a checking of the mischievous powers that are decreasing man's efficiency and are contending for his hours of leisure to be increased and to continue the advocacy of the luxuries of today being made the necessities of tomorrow?

The minors of today greatly want to start life possessing all the comforts and luxuries that those of former years would never dream of having until they were well along in life or had a solid foundation under what might be in their possession. The young now, as a rule, seek to start life where the old left off and are often bound with debts and interests to permit their having a good time in pleasures, gayety, "sports," etc., that greatly prevent their having solid possessions to sustain them in their young-old years.

Are not the shades of our great ancestors to be seen beckoning us back to efficiency and to decrease our demands for luxuries exceeding our labor productiveness—expecting so much something for nothing?

We have gone on in the pursuit of leisure and luxury until the whole tendency of this day is to strive to continue giving less of our time to producing the necessities of life and more of it to an eager quest of ease, finery, pleasure and "sports."

If the idleness of mere leisure could be utilized to add something of value as an asset to our lives there would be elements in it to be commended. Excessive idleness by the wealthy, well-to-do, and the impoverished can mean no other than a very serious loss of man's productive powers. These added to the present growing inefficiency of labor and management are all factors to greatly increase our costs of living, and chargeable to other functions than the tariff, a question raised by U. S. Senator Theodore E. Burton, en route to Cincinnati, January 8, 1914.

Labor's inefficiency coupled with incompetent management if not taken in hand for correction by elements unshackled either to politics or to the factors seeking to best please the fancy of our adolescent young, the

loiterers, the pleasure-seekers and the irresponsible, will continue their downward course of decay and create a discontent that if not understood and remedied cannot but lead to great privation of the masses and possibly to mutiny and to a reign of violence or terror.

Personal Equation Causing Difficulty in Creating Efficient Supervisors

It will ever be recognized that the more his knowledge and the greater number of individuals a person can instruct and direct to the end of best available profits, the higher his value as a chairman, president, general manager, superintendent, foreman or as an assistant to any of these. Few if any factors establish the best efficiency of a man more than his masterly ability to manage others.

Management, as a science, is practically the same whether the supervisor be responsible for the work of office or agencies, farm or horticulture, store or bank, factory or construction, mining or excavating, railroad or navigation. This breadth of purpose permits the author treating the management of men and of their work to present facts and principles in such a comprehensive and general manner as to be universally applicable and valuable for study by ambitiously capable persons for any type of business. It permits us to consider the errors of past practices where there has been too much of father leading son to professional vocations and clerical lines thought to be more worthy of man's labors than his own occupation and thereby greatly injuring the son's chances for a successful life to often prevent his rising to be a man of means and is one factor now calling for the sustenance of father-sons associations throughout our country today. It also permits us to consider the education and intelligence required in operatives, instructors and supervisors: the personal inefficiencies of supervisors and their ameliorations, in connection with adverse managerial conditions, and takes issue with sundry views of these vital points.

This whole volume deals with functional practices in business and of supervisor's activity in such an original manner that readers are carried into realms of thought and to conceptions of the needed training of minors and adult operatives that should assist to promote the development of men to make them more efficient for mental or manual labor, whether as operatives, instructors or supervisors in the agencies of commerce, manufacture, transportation and engineering work.

In dealing with operatives, a supervisor finds factors to handle that are concrete, having actual forms, realities which can be greatly changed or improved as the operative advances with his work, accordingly as the overseer may give him instructions. If the finished commodity is found defective, the "boss" can be frank and open to say just what he thinks about anything the operative making the article did, or what he must do to create the perfection or economy desired in any future efforts of his to give satisfaction.

There exist wholly different conditions in attempting any changes or improvements in the actions, or manners, of supervisors in contrast to those of operatives. Here instead of conditions being greatly in the concrete form, they are chiefly in the abstract, and to make matters more difficult for handling, the personal equation largely takes the place of actual forms and realities.

A supervisor, either as chairman, president, general manager, superintendent or foreman, cannot, as a rule, bluntly inform his assistants that they are too arrogant or opinionated, too touchy or nosing, too impetuous or petulant, too inconsiderate or careless, too disloyal or untruthful, or have other personal deficiencies that have to be dealt with by many to a greater or less degree who deplore a boss's inefficiencies.

The superior officer may hint, or somehow work around in an indirect manner, to inform delinquents of their deficiencies in minor weaknesses, but for those of serious import it is very rare that a supervisor can perceive any way other than to continue tolerating them or

decide to dismiss the unsatisfactory supervisor unless bickerings or discordancy cause him to leave of his own free will.

It is not so much that supervisors will not take steps to correct their difficulties as it is that they mistakenly believe themselves to be fully efficient for their duties. They think themselves in the right and others in the wrong. There are many inefficient "bosses" open to conviction of their shortcomings, if these can only be brought to their notice in a manner that will not arouse hostility and prejudice. We believe few, if any, means for doing this can be found better than to make it possible for this work to be studied by them. At least a study of this book by a belligerent or incompetent supervisor should permit his superiors to better judge whether the case was amendable, to have it more as they might wish it. An unfortunate condition existing in the past has caused the deficient supervisor, through a want of such knowledge as this book affords him, to often go on through life either constantly changing or perhaps he was never promoted by the firm that may be tolerating his personal weaknesses.

Functions in Labor-saving Management and the Training of Supervisors

The first essential in the economical production of work, or attainment of desired results, demands that the supervisor understand his business, and the more he is skilled, trained in all its branches and auxiliaries from the bottom up, the greater should be his efficiency, providing he possesses the necessary executive ability and an associative disposition.

The success of a firm or business hinges more on the personality of its working executive staff and methods of operation than it does, as a rule, upon its perfection in buildings, modern tools and appliances.

To create a good working organization of executives and operatives for a new firm generally necessitates the organizer or general production manager being highly

skilled in its work, and to have the ability to teach or show employees how to work as well as to efficiently oversee its production and improvements and have the push and punch of the true "boss."

What is to be striven for in any organization, or in the individual, to best avoid a waste of his resources and to attain labor-saving management, is the existence of ways and means for developing in the embryo or inefficient supervisor all that is salutary to these ends. There is no waste more costly than that of inefficient management. Four reasons for the present great lack of power to develop the young or otherwise deficient supervisors, to make them efficient, economical managers of men and work, are found in the following:

1. The general belief that leaders are born and not made, and permitting it to pass at this; also the fact that the young have come to compel their parents and instructors in a large measure to please their fancy more than is right for their own good to thereby greatly de-throne their power to develop a quest for the best that is in them.

2. The many abstruse factors involved in qualities to create an efficient supervisor that are difficult of being put into a concrete form for practice by any not weighted with demands for profitable results in the actual work of managing operatives.

3. The great difference in the skill, character, disposition, magnetism and physique of men capable of being made supervisors demanding recognition in selecting them for trial and advancement in managerial positions.

4. The timidity of many to inform an under-overseer, or operative, directly or otherwise, of any actions or personal deficiencies that might prevent their attaining highest success in handling men or in the production of commodities.

It is well known that there is at the present time a great scarcity of supervisors and instructors as skilled and trustworthy as they should and can be. This is largely

due to bright, intelligent youths not being willing to start early, to commence at the bottom and work up in any vocation in a commercial way that they might make a flourishing success. Valuable time is frittered away in useless education, in mere loitering, in pleasure, "sports," or at nice easy work they can always look "pretty" in; the aim in it all being generally anything but actual productive labor, especially if it is in any way hard or dirty, and might restrict them from having fullest freedom to have all the fun and gayety they desire.

Disdain and aversion for any work that soils the hands or clothes and that may be a little hard or confining has not only brought us to a great scarcity of efficient men for supervisors but also shows a dearth of teachers and instructors. This fact is nowhere better set forth and sustained than by an address before a party of educators at the Carnegie Institute, Pittsburgh, November, 1913, by its Dean, Clifford B. Connelly, who stated:

"There is no greater demand for any kind of instructors in the United States today than there is for men competent to teach the skilled trades, and I know I am safe in saying there are 1,000 positions in this country open to those qualified to give thorough instructions in such subjects."

While it is now universally conceded that we are confronting a great scarcity of competent supervisors and instructors, efforts should not be relaxed in endeavoring to secure the finest intelligence that can be obtained and to do all that is possible to develop it to the height of best skill for actual commercial work, and supervisory powers, that is feasible of attainment.

The author has time and time again in his long experience of starting novices or when engaging supervisors who have been in actual service, thought if they could obtain some literature, complete in itself, under one cover, describing the needed education and training of minors; the deficiency of "bosses," and giving instruction in labor-saving management, all as originally displayed in this work, that this should have much influence in assisting a

great many operatives, overseers and instructors to a development of their full capable efficiency, and to that end the author offers this work to the general public. This end is not only to benefit those ambitious to make a start, or those who are continuously changing, but also to assist those in desirable positions who might think dismissal or promotion possible.

The author has herein presented various suggestions, facts and plans to better the efficiency of operatives and supervisors that he has no knowledge of having been brought to public notice by any other work that has been published up to the present hour. What these elements are can be best defined by the well informed in a study of its pages.

This volume will fail completely in its mission if it does not cause many of its readers to concede that the more its teachings are lived up to, the more powerful a race of efficient men we could become and thereby greatly reduce our high cost of living but still permit us to enjoy the wise or necessary luxuries of life without endangering our prosperity, peace and happiness.

The author desires to hereby recognize the valuable services that his estimable wife, and his worthy friend, Mr. Robert I. Clegg, vice-president of the company publishing this work and editor of *Wood Craft* and *Castings*, have so kindly tendered to him in compiling this volume.

To permit readers of this work to judge of its author's fitness to present this message to the general public, a biography of his workaday experience and his achievements in sociological subjects are given at the close of the book.

THOMAS D. WEST.

Cleveland, Ohio, February, 1914.

PART I

CHAPTER I

Necessary Subserviency of Man to the Domination of Superiors in Charge

The control of any management, whether it is the governing of savages or civilized beings, in any or all of man's situations of homes, schools, farms, offices, stores, factories, mines, transportation, engineering, politics, or religion, demands the selection of leaders having certain qualifications to be appointed as supervisory officials that all those under them must respect and be subservient to their authority. Without such acquiescence to aid the control of management, there could be no civilization. All would be as chaos—the weak fleeing from destruction by the strong.

There are those who believe that none should acknowledge any control to be superior to their own, no matter whether it is of Creator, man or beast. All such believers are as deficient in reasoning powers as are fanatics in religion.

Any person who will not concede that all mankind are obligated to respect civilization, its rulers, instructors and supervisors controlling the management of its various functions, has no right to use any of its factors for his protection against harm, to expect it to sustain his strength, or to give him any of the comforts or the pleasures that good government, homes and society provide for man. He has but the right to live as a lone being in the fastness of some wilderness where existence with ferocious beasts and deadly reptiles will force him to acknowledge he has superiors and conditions demanding many of his kin to be under good leadership and judicious control to afford him necessary protection against injury or misery or death.

Painstaking research into the need of proper control in management and leadership in any affairs involving protection to life and property and the fostering of industry carries us to the necessity of recognizing that there must exist by reason of the ceaseless passing away of the

trained and the experienced, a drain by death of the developed men of responsibility, a never-ending change of humanity and the consequent vicissitudes that insistently demand a constant creation and retention of competent supervisors and instructors.

It is fitting to expect that in the coming and going of men some will be better qualified through physique, intellect, disposition, skill and health than others to advise and direct, especially will this be the case where efforts have been put forth to excel in some line or vocation. In this as in the "survival of the fittest" it is natural that as a rule we shall find the most efficient placed highest in command.

There are instances, through favoritism or other causes, where the most efficient may not be placed highest in command, but such exceptions are so rare that they can be ignored in a work of this character.

The management of commerce, production, engineering or transportation can be well likened to governments controlling law and order within their boundaries. Here all are called upon to respect and obey commands of those in authority over them. It is similar to the system of nature wherein exercise of indifference, of disobedience, or of wise agreement to her demands procures punishment or reward according to merit. This is all as it should be, and like unto our spanless universe it affords man his best lesson in demonstrating the necessity and wisdom of the lesser being controlled by the greater in order to insure perfect harmony, unity of regulation and of sublime achievement in all its operation as is willed to be eternally maintained by our greatest Supervisor and Supreme Ruler.

CHAPTER II

Functions of a Rational Education for Supervisors

One of the great retarding influences that deter the development of the efficient man, which restrains many a man possessing health and strength from becoming a self-supporting, worth-while citizen, is the false idea too frequently entertained as to what is true education. Very many people believe that education lies chiefly in the study of books as supervised by instructors in schools, colleges and other institutions of learning.

We have aside from the education of the mental qualifications those of the manual, which are also to be considered. The highest university education would generally be very deficient in power and scope were there no hands to be utilized in conjunction with the mind. To perceive this from our viewpoint we have but to consider the impotency of those educated for the bar and pulpit striving to be efficient in these professions with their hands tied behind them.

The saying of Herbert Spencer, "To prepare us for complete living is the function which education has to discharge," defines in an admirable degree the real utility of education. With this broad conception of the word we are enabled to include the training of the manual as well as the mental capabilities.

We cannot easily conceive of any person not accepting Spencer's definition of the education of mind and hand, but we can readily perceive that many may believe that the hands should always be gloved for coarse work. However, we take the position that if the achievements of the hand are such as to demand adroitness in its manipulations—whether it can be kept lily-white or pot-black—we are extending our education in one as well as the other. The sooner all classes come to concede this a broad and just definition of education the greater the reduction of the idle rich, the young-old, the stickits, the loiterers, the "sports," the bums and criminals.

Our modern methods tolerate the loiterer with his haunts, and our useless studies, to such a degree that we are as a race debarred many commercial, industrial and engineering achievements that otherwise would be obtainable to help in making us a more prosperous people.

We read a great deal about the waste of nature's resources, but very little of man's. Time is one of his most valuable assets, but how few consider the hours wasted by many in useless study or idleness?

If at the age of thirty every man could find as many hairs to fall out of his head as he had spent hours in useless studies or sitting or standing around not knowing what to do, there would be required many more rows than the one in front for baldheads.

Vital Importance of Specializing in Studies as is Done in Business

What is essential in this age is for man to specialize in studies as he does in business. An establishment of such customs would be the embodiment of common sense in what has now very often no sense at all.

If a youth intends to be a lawyer, let him study what is useful for that profession and not waste his time on music, medicine, etc.; if a doctor, he can wisely omit astrology, geology, etc.; if a minister, he can generally dispense with trigonometry and geometry. To be a professional engineer he does not need to study veterinary courses, zoology, etc. If he is to be an overseer of men and work in any vocation, he needs to be highly skilled in the manual skill and possess all the technical equipment to be known of his own business, and not that of others, with little of his own, as is often the case.

If from phrenology, or other evidence, parents find that any of their children are born leaders, and think it would be advisable to educate them for managers of men or of work or instructors, then the guardian's duty, if practical, is to select the youth's vocation. This done, the next essential is to learn by inquiry of the veterans in

it of what studies, if committed, could be utilized in that business or teaching. After completing the general schooling, or possibly the college studies, then the technical attainments for the special vocation to be followed are next in order.

In conjunction with the technical training for any chosen vocation, we have in these cases where it is thought a youth might develop to be a president or other official of a company, the need of being educated in bookkeeping and general business or of taking a commercial college course.

It is not to be understood that we advocate such close trimming of the superfluous as to leave a person in any wise ignorant of general affairs. This is an education to be obtained by a discreet and plentiful reading and study of current literature, practical books and papers, something every one should do to a greater or less degree accordingly as his time will permit.

It is unwise for any person to give up valuable years of his young life to studies he can use but little, if any, in his prospective vocation. We should do similarly in this respect as is elsewhere done in modern business affairs.

A person deciding to conduct a grocery store does not think that because he will at some time require a pair of shoes, a hat or a suit of clothes, he should have department rooms with such commodities stored away just for his own private use. What he more generally does do is to plunge body and soul into the grocery business, and when he wants a hat, shoes or suit, he goes directly to the storekeepers that make these respective commodities the business and study of their lives.

As it generally strengthens the side of any advocate's controversy over a subject to present instances from actual practice giving weight to his views, it has been thought well in order to accentuate the desirability of specializing in studies to here present, for an example, those generally necessary for founding, the author's vocation.

While the author has in this chapter and in a few other parts of this book referred to founding to support his points from actual experience, all readers are to distinctly understand that this work is not written for founding any more than for any other business. Readers are to bear in mind that this is a textbook for study by any and all, whether already connected, or planning to be, with commerce, manufacturing, transportation or engineering occupations, as outlined on the title-page of this book.

For founding and its auxiliaries, all that is generally necessary to fit a youth for its service and to be proficient in all its branches is a high-school and commercial course in conjunction with the possession of a full knowledge of the technical information of the trade. If one does not expect to be a president or otherwise chiefly connected with the office end of the business, the high-school and commercial instructions can in general well be omitted.

Example of the Technical Information Applicable to a Vocation

The technical learning of founding includes as one feature the sufficient knowledge of drafting to be able to read drawings and make sketches of machinery and tools in a manner so that others can understand what is wanted and can work from them. This does not demand that the person is to be a professional draftsman or anywhere near that proficiency. If elaborate drawings are wanted in this line, then hunt up a man who is known to make his living by drafting and pay him for his work.

The next technical study in founding is metallurgy. Here the chairman, president, manager, superintendent or foreman may often be called upon to furnish information, or to decide what effect the various constituents of steel, cast iron, malleable iron, brass, aluminum, etc., may have to produce strength, ductility, etc., in the several metals according to the class of work for which the founder may have to make castings.

Supervisors of founding should also know the technical progress of the science and art involved in mixing and melting the above respective metals according to which one or more of them may be his specialty. Furthermore, they should know the technical teachings underlying the use and abuse of sands and all the principles concerned in the one hundred and one other features found in manipulating the molder's art.

There is sufficient in founding alone to keep a man thoughtfully around its piles of raw materials, mixing and melting its metals, making and casting of molds, cleaning castings and the trade's auxiliary pursuits, that if he has any great desire for research work he might be very active for two or three lives could he but live them.

It is safe to say that the majority of businesses have much to keep a man from being lonesome without wasting precious time at useless studies in side lines. Life is too short for any one to thoroughly master more than one of civilization's notable vocations. If the expert in any of these is a zealous investigator, and not afraid to work, there is no end to the studies and researches he can take up to improve himself and benefit his calling.

We hear of many being sent to colleges, not that they anticipate its studies being really necessary to the vocation they intend to follow, but more for the mental training to be derived. It is universally conceded that this training is beneficial in the refining of students. However, it is a very low order of vocation that cannot afford any zealous common or high school graduate all the material for mental training he can stand, and not put him in his bed, if he will only honestly pursue the technique and science of his occupation.

One educational feature of very great importance that is almost wholly ignored and which might be included with mental training is that of having special means to develop amicable dispositions in minors as far as practicable. This must be first ingrafted by the mother in the home (these matters are treated further in chapter XVII), then improved by the primary school teachers,

and given the final finish by the higher instructors, whether of our high schools, colleges or universities.

Years of time and thousands of dollars are spent in fitting minors for adult duties who often utterly fail to make a success of competitive life because of having contracted some whimsical, disgruntled disposition which prevents their being long associated with partners, office or shop associates, or to come under supervisory control in a manner to make themselves agreeable assistants or operatives.

The supervisor or instructor, aside from possessing an amicable disposition, should be above everything a trained man in the fundamental principles of all the manual art of his vocation. To this he should add the technical abilities as far as lie in his power, in connection with the possession of a fair general knowledge of the supplementary features attached to his business. With all these elements combined he has obtained a rational education to well prepare him for complete living, and when passing away he is fairly to be credited with having been an efficient man, the master and not the jack of the vocation that engaged the services of his whole-souled life.

Authorities Quoted on the Utility Functions of Education

“Every man has two educations—that which is given to him, and the other, that which he gives to himself. Of the two kinds, the latter is by far the more valuable. Indeed, all that is most worthy in a man he must work out and conquer for himself. It is that that constitutes our real and best nourishment. What we are merely taught seldom nourishes the mind like that which we teach ourselves.”—*Richter*.

“The true order of education should be first, what is necessary; second, what is useful, and third, what is ornamental. To reverse this arrangement is like beginning to build at the top of the evidence.”—*Mrs. Sigourney*.

"Education is either from nature, from man, or from things; the developing of our faculties and organs is the education of nature; that of man is the application we learn to make of this very developing; and that of things is the experience we acquire in regard to the different objects by which we are affected. All that we have not at our birth, and that we stand in need of at the years of maturity, is the gift of education."—*Rousseau*.

"Could we know by what strange circumstances a man's genius became prepared for practical success, we should discover that the most serviceable items in his education were never entered in the bills which his father paid for."—*Bulwer-Lytton*.

"The most important part of education is right training in the nursery. The soul of the child in his play should be trained to that sort of excellence in which, when he grows to manhood, he will have to be perfected."—*Plato*.

"Education must bring the practice as nearly as possible to the theory. As the children now are, so will the sovereigns soon be."—*Horace Mann*.

"The worst education which teaches self-denial is better than the best which teaches everything else and not that."—*John Sterling*.

"Education commences at the mother's knee and every word spoken within the hearing of little children tends toward the formation of character."—*Hosea Ballou*.

"Modern education too often covers the fingers with rings, and at the same time cuts the sinews at the wrist."—*Earl of Sterling*.

"All of us who are worth anything spend our manhood in unlearning the follies, or expiating the mistakes, of our youth."—*Shelley*.

"The best education in the world is that got by struggling to get a living."—*Wendell Phillips*.

CHAPTER III

Awakening the Dormant Intellect and Its Utility in Service

The maxim, "Leaders are born, and not made," is not to be ignored by any person seeking a supervisor, or by one ambitious to make himself a manager. It means that there are certain qualifications that must exist in a person to make him a leader and it brings us abruptly to another point in which it is well said, "Man, know thyself;" but to know other men is to a manager just as important.

The first should cause contentment, as we would not then be aspiring to that which we did not have the ability to achieve and thus wasting life's best efforts in fruitless labor.

The second would greatly enable us to determine how far we can go in expecting success from others and in obtaining the best results from their labors. This is one of the leading factors in successfully handling men. While as a general thing we can see others far better than we can see ourselves, it is not in a great many cases until a man is tried that we can know how far his ability embodies all the requirements the position demands.

Many are known to get the "bee in their bonnet" of wanting to be a "boss" and who are as lacking of the qualifications to make them successful as a kite having no tail. The author has known many such persons in his own business who would study drawing to become draftsmen, as well as delve into metallurgy and mathematics, all of which would take hard-earned money to pay for courses in correspondence schools, etc., and burning of midnight oil with the intentions of fitting themselves to be foremen. Some of these would seek to obtain new positions and often buttonhole their acquaintances to recite how this enemy, or that one, or some condition outside themselves was the cause of their being idle, as they were never "fired," that is, if we let them tell the story. Having once obtained a position as a "boss" these incom-

petents are never willing to admit they are failures, and some are known to waste almost all their lives in moving from one place to another, and always growling about the world being against them.

The chief deficiency with persons of the above ambition and ability is the lack of intelligence and comprehensive powers. They have skill and mastered the education necessary to their special line, but fail in perceiving all of the important qualifications that supervision demands in a man. No person cares to risk inciting such men's enmity by attempting to orally advise and show them their defects, and thus they go on to their graves in ignorance of their inability to "make good."

Good intelligence, which generally includes comprehensive ability, is a very important factor demanded in a supervisor, and if with this jewel he is born with sufficient of the bull and executive in him to make a "boss," he can often be very unskilled in certain lines and still be a fairly good supervisor—at least he can cause it to be difficult to find anyone highly skilled but lacking much of the executive to excel him. This is a state of affairs frequently existing today (1914) in founding. Patternmakers, professional engineers and machinists are to be found as superintendents of foundries that years back would have been considered ridiculous misfits. Mechanical, construction, and other engineers are requested to read in connection with this paragraph the one seen above the last one of chapter XXXVIII.

The above absurdity is in keeping with practices to be found of men having only experience in one of about fifty branches of the founder's art who will attempt to answer in trade publications almost any question as to how and what should be done to overcome obstacles or obtain perfection in any one of them. It is no wonder that some of the arts of our industrial world are being lost and the young brought to have a very low and false conception of all that is involved in an industry. This and other factors of patternmakers, etc., supervising molding and melting would not be as it is were it possible to

now find sufficiently broad-skilled molders having the intelligence and executive ability required to supervise modern foundries. The trade being one to callous and besmear the skin can rarely now obtain bright and good intelligent boys to enter and learn it, even at double the wages paid a few years back, hence the increasing scarcity among the class of men that should be obtainable for its overseers, as well as instructors.

Judging of Intelligence and the Methods for Mental Training

Recognition of intelligence is a factor, even for the shrewdest, often demanding demonstrations to reliably establish the grade. Fine clothes, smart carriage and good address can be very deceiving. Many bright, intelligent appearing persons fail utterly when put to a test. Some have come to acknowledge the need of a test, similarly as we do not now concede that a man can be a thief, or murderer, although he does not look that of which he may be accused. Of late years we are often surprised to find the actual criminal to so resemble a good, respectable citizen that it would seem impossible for him to be proved the devil he is found guilty of being.

While it is commonly difficult to correctly judge of a man's degree of intelligence or his true character by appearances, we are not wholly without means for developing his intellectual powers very materially to aid in all these respects, as well as for other functions. Some believe that man cannot develop his perceptive and conceptive powers without the mental training of colleges or universities. However, from the author's knowledge of men and affairs he knows that good mental training can be accomplished outside of these institutions of learning, and in a very effective manner, too, if there only exists the will to do so. In fact, all evidence goes to show that those outside of educational walls who once start voluntarily to think and study for themselves will generally keep longer at it and accomplish more than those inside of

them who have the fascination of ball games, prize fights, boat racing, joy riding, etc., to attract their attention in such a manner that little else can ever so enthuse them to their best efforts.



"Look ye not to the right, nor to the left."

Fig. 2. VIRTUE MEETING PUTRIDS THAT BLIGHT

Many come into life, graduate and go out of it, without stopping for any noticeable time to seriously consider all that is involved in the marvelous creation of the universe and of man's origination. They never stop to think but that it all might have sprung into existence by something or somebody "touching a button" or "presto-change" and it came.

The inventions and production of thinking men's creation large numbers see and use for their own pleasure, gayety, ease and comfort, but that is all there is in it for them. This class comprises among others an almost inconceivable number of our supposedly best educated youths and many adults. To be alone with books and prodded by an instructor cannot excel the opportunities of an earnest and persistent investigator and worker left alone with himself in any study to comprehend the marvelous or invent the new.

As one of the main qualities that are demanded to exist in supervisors is that of self-reliance, they can find few factors better to help develop this merit than being alone in seeking mental training to awaken and brighten their intellects. As a few suggestions for those seeking to broaden their perceptive and intellectual faculties we offer the following for earnest consideration and practice:

Developing Comprehension of the Marvelous in Nature and the Achievements of Man

There are few things we can observe or study but can be best done at some certain period or particular occasion. Every person has at one time or another gazed at the firmament and noted that our earth has a moon that tags after it. However, many there are who consider only that the lights of heaven appear as if the sky were a mere background to hold them in place, with the sole difference of some being more brighter than others.

Any not having thought of the above in the way now depicted could find much to gain by awaiting some full eclipse of the moon and then observe if there cannot be a grander conception obtained of there being an inconceivable expansive space beyond these visible luminaries than when as normally appearing in the heavens.

With the above apprehension of the lights of the firmament, let those interested betake themselves on a clear night when the moon is to be completely shadowed by the earth to some spot where they can remain alone

with their thoughts. Nestled here in peace and quiet, let them gaze heavenward to the silvery ball and they will be tempted to strain their eyes to note whether or not it is suspended by wires, as the moon will appear so round in a zoneless space that they will then realize, if never before, there is a Great Beyond. As an individual with this comprehension meditate on the earth, rotating with you in space, having the moon as its satellite, held up by an invisible power, but ever rolling on through the ages, having regular phases but never diverting from its appointed course. This conceived, then consider the sun as the center of six other worlds, some many times larger than our own, having more moons and all revolving around the sun as does the moon around our own earth.

Having a vision of our own planetary system clearly in your mind, endeavor to conceive of there being myriads of others beyond the penetration of the eye that like our own roll on as unsupported celestials revolving in a never ending space, but retaining their true courses as does our our own.

Hold to your lone position and tarry long in silent thought of the majestic and great magnitude of the universe and its Creator. Think! Think!! Think!!! Ponder and wonder until you are lost in a reverie of enraptured admiration that awakens you to the fact that you really have a mind with an intelligence that has long been sleeping.

Now that you are made aware of having powers to analyze and perceive the great ethereal space, with its millions of celestial worlds and planetary systems, come back to earth with open eyes and searching mind and delve into the achievements of man. Endeavor to realize first what good governmental law and order involves and what would be the suffering of women and the young, weak, infirm, right thinking intelligent men without their existence. Consider the nations away back in history and also of your own times that have had internal anarchy, insurrections, mutiny and reign of violence caused through a disrespect of law and order by selfish scoundrels,

etc., in connection with the weakened ability of the populace to be a sanely self-governed people. Again, it is not necessary to go back to history; almost every passing day furnishes evidence of the absolute requirement of good government, law and order, to protect the feebly reputable and intelligent as is to be seen by the dastardly and fiendish deeds of white slave carrion, seducers and rapers, dynamiters, anarchists, burglars, hold-up men, pickpockets, petty thieves, gun men, scandal mongers, blackmailers, genteel roughs and swindlers, etc., and all appearing lamb-like and meek, but ready, like hyenas, to kill and devour the moment the tension of law and order might be relaxed to permit of their grasping you.

Even with the most rigid enforcement of good governmental control to protect the law-abiding, you can find the daily papers bringing you news of outrageous murders, dynamiting depredations, burglaries and rascality that could well cause one to think that he were living in the land of cannibals rather than of civilized beings. With this all being enacted at a time when the pinions of law and good government are holding down the lid of atrocious deviltry you have but to think of the villainy and outrageous horrors that would run rampant were the weight lifted that is now holding the lid that confines the world's ignorant and uncivilized vultures to have a fear of its governing powers and righteous law.

While considering all that is involved in the need of good government and of law and order, allow your thoughts to dwell on the great importance of there being a wise and considerate control of operatives in the production of the necessities and luxuries of life.

To continue the exercise of thinking consider the principle and working of the telegraph, telephone, wireless telegraphy, aeroplanes, horseless carriages, motion pictures, science of surgery, medicine, engineering, mechanics, and so on to a perception of thinking inventive men's ingenuity wherever the eye roams until your brain in ecstasy of comprehension of an abounding intelligence forces you to realize the nonentity of some whom you may

know, or are not to be numbered with men who do things.

Having, by the above thinking, free of all sacramental rights or shackles, independent of schools, church or state, awakened your intellect, now consider man's motives for different actions and manners, his ways and means to accomplish results, contrast the carriage and address between the cultured and the brazen; study to understand man's inconsistency; especially his apparent inability to fully benefit from others' experience and misfortune, the necessity of guarding himself from similar disasters before it is too late. Last, but not least, study to comprehend the varying dispositions of men in order that you may be best able to handle them, if you have any thought of doing so as an expert, or as a novice supervisor.

Persons having delved deeply in all or in a liberal part of the above fundamentals must have awakened a conscience and power to rightly think for themselves that must be of great value if they aspire to be truly efficient.

A strenuous effort to study and discern the comprehensible features of nature and of man's achievements by those who have not hitherto stopped to seriously consider them should so awaken many to a power of what had lain dormant in their intellectuality as to not only surprise themselves but afford them great gratification and possibly substantial recompense through having thus developed their intelligence and thereby increased their knowledge.

Between creeds and evolution some thinking men may often be bewildered as to what they should accept; but there are grounds, whichever way these questions are decided, which make it very certain that man is punished for wasting his resources. So much seems sure, whether we believe in creeds or in dogmaless evolution the most. From whatever standpoint we consider this subject, there is evidence to show us that man, whether of the ranks of labor or capital, will come to suffer by reason of incomplete utilization of his powers, whether or not they are of mental or manual types.

Have we any factors in the world more of value and more to be honored than sturdy men not afraid to use their full strength, whether it is best for shoveling dirt, or keeping books, in striving to be efficient? While con-

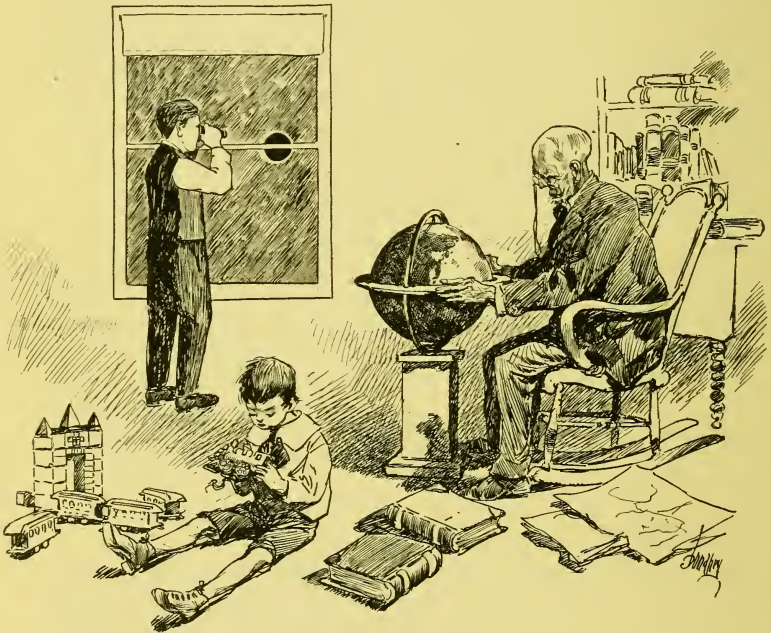


Fig. 3. THE THINKER AND HIS THOUGHTS

sidering this fact, let it not be forgotten that thinking and endeavoring to comprehend the underlying truth of causes and effects is the foundation of civilization and

all that it now contains in affording mankind comforts and pleasures away back to the prehistoric ages. Nothing develops the efficient man, or tends to make the master supervisor, more effectually than thinking to awaken his dormant intellectuality.

As a lone illustration of the little serious thought many give today in any endeavor to comprehend what is involved in the achievements of man, disregarding wholly the wonder of the universe, we republish the following from the *World's Work*:

A Call from the Pacific That was Heard in the Gulf of Mexico

It was "eight bells" on a ship lying at anchor down in the Gulf of Mexico. The men had retired for the night to their bunks and hammocks, and the wireless operator, alone in his watchfulness, was "listening in" at the head phones.

Suddenly, out of the pitchy darkness of the sea, a message that curdled the blood in his veins leaped down the antenna and hummed its fearful contents, "S. O. S.—S. O. S.—S. O. S." And a few minutes later, in response to the customary reply, "What is your position?" the answer flashed back, "125 degrees 27 minutes 37 seconds west, 47 degrees 33 minutes 10 seconds north.

That meant that out on the Pacific ocean, 140 miles west of Seattle, Wash.—2,850 miles away—a vessel was calling for help.

The call of the Pacific! The operator hardly believed it. With tremulous fingers he repeated the call to the station nearest to the vessel in distress. But already the wireless watchers along the western coast had caught the message, and relief was on its way. Clear across the entire North American continent, over land and sea and mountain ranges, the ship's cry had been heard.

The Thinker and His Thoughts

Back of the beating hammer
By which the steel is wrought,
Back of the workshop's clamor
The seeker may find the Thought,
The Thought that is ever master
Of iron and steam and steel,
That rises above disaster
And tramples it under heel.

The drudge may fret and tinker
Or labor with lusty blows,
But back of him stands the Thinker,
The clear-eyed man who knows;
For into each plow or saber
Each piece and part and whole,
Must go the brains of labor
Which gives the work a soul.

Back of the motor's humming,
Back of the belts that sing,
Back of the hammer's drumming,
Back of the cranes that swing,
There is the eye which scans them
Watching through stress and strain,
There is the Mind which plans them
Back of the brawn, the brain.

Might of the roaring boiler,
Force of the engine's thrust,
Strength of the sweating toiler,
Greatly in these we trust,
But back of them stands the Schemer,
The Thinker who drives things through.
Back of the Job, the Dreamer,
Who's making the dream come true.

By Berton Braley, in *American Machinist*, Sept.
25, 1913.

The only thought in the world that is worth anything is free thought. To free thought we owe all past progress and all hope for the future. Since when has anyone made it appear that shackled thought could get on better than that which is free? Brains are a great misfortune if one is never to use them.—*Savage*.

We may divide thinkers into those who think for themselves and those who think through others; the latter are the rule, the former the exception. Only the light which we have kindled in ourselves can illuminate others.—*Schopenhauer*.

It is fine to stand upon some lofty mountain thought, and feel the spirit stretch into a view.—*Bailey*.

Man thinks, and at once becomes the master of the beings that do not think.—*Savage*.

It is godlike to unloose the spirit and forget yourself in thought.—*N. P. Willis*.

The man of thought strikes deepest and strikes safest.—*Savage*.

Learning without thought is labor lost.—*Confucius*.

If you are not a thinking man, to what purpose are you a man at all?—S. T. Coleridge.

CHAPTER IV

Utilizing the Auxiliaries of Intelligence to Manage Men

Any student of the power of exercising intelligence and skill in handling men can find few, if any, conditions to portray it more effectually than by contrasting the results of management in our diversified establishments of commercial, industrial, transportation and engineering activity. In the same vocation can be found a class of operatives, laboring for one firm in a dilatory and indifferent manner, tendering errors and excuses instead of positive results, perfection and good profit, that can be found but little if any in another firm.

In any research for the cause of the great difference which exists in some firms excelling others we must look not to the commandant, who can merely say: Go and do, but to the one who can give such an order, knowing what he wants, can do it himself if necessary, and has all the functionaries of intelligence to influence it all being done to the end of perfection and greatest economy.

Almost any person, though never in an established concern, could, if empowered to enter it, easily instruct each operative to begin his work. This is a part of the supervisor's duties that almost any imbecile could be capable of performing. It is a very simple matter to say: Go and do any work. How a person orders it to be done and how he can follow it up to insure the best obtainable perfections and economy is another thing.

The chief fundamental to sway man in the manipulation of work is reason. Any person not strongly endowed with this intellectual power may drive men to do work as in past days of serfdom, but such servility has been almost wholly abolished. Its brutal compulsory whip has given place to the exercise of intelligence for leading and directing labor. "Can you handle men?" and not "Can you drive them?" is the question that supervisors are called upon to answer in this age.

The phrase "handle men" has a significance, figuratively, to imply their being moved with precision at will as a person plays chess, with the exception that in this game the men are moved to positions by physical actions whereas in labor they move themselves according as commanded, or influenced, by man's adjutants of his intellectuality.

The auxiliaries of intelligence, handled ingeniously to make man subservient to the will of authority, are to a degree defined by the following twelve influencing characteristics of intellectuality, and the recital of their utility. The three synonyms shown in each line of Table 1 may permit some one of them to be more readily selected as best to suit peculiar or special cases. Those of the first column can no doubt suffice for all general conditions.

**Table 1. Subtle Subordinates of Intelligence
Employed to Subjugate Man**

1. Diplomacy	Tact	or Witcraft
2. Astuteness	Subtility	or Adroitness
3. Deliberation	Taciturnity	or Circumspection
4. Distrust	Discredit	or Suspicion
5. Piquancy	Acrimony	or Acerbity
6. Impatience	Fastidiousness	or Fractiousness
7. Brusqueness	Gruffness	or Churlishness
8. Frigidness	Apathy	or Obdurateness
9. Positiveness	Firmness	or Pertinacity
10. Affability	Suavity	or Assuagement
11. Persuasion	Complacency	or Serenity
12. Exaltation	Commendation	or Acquiescence

There are few conditions wherein a supervisor can always conduct himself the same. His first few months or years with a new concern might call for a much different display of his circumvention than if he had passed a decade or more in the one position. Again, different firms may exact a very distinct change in an overseer's methods. This all manifests the impracticability of formulating any set rules for supervisors to utilize their in-

telligence or skill in managing men. All that can be expected here in this treatise of the subject is to generalize as after the following manner.

One of the chief guards a supervisor should surround himself with is to ward off undue familiarity. To do this, he will often have to be subtle in exercising one or all of the first nine subordinates of intelligence displayed in the above table.

The next sustainers of authority to be wielded are those that can command respect. In this particular a supervisor may often find it necessary to be pungent in being brusque, frigid or positive. He may frequently discern it absolutely necessary to be very discreet and dexterous in applying to a greater or less degree every one of the above subservients of a supervisor's intellect.

Having restrained *familiarity* and enforced *respect* we have the attainment of achievements as the next to be brought under command or control. This brings us to the delicacy of discernment and nicety of discrimination an overseer is often called upon to exercise in handling men for obtaining desired results through their exertion. This may exact the use of all the twelve elements seen in the above table, as well as others that witcraft may conceive of, in order that a good executive may confront and overthrow any opposition to his plans, desires or authority.

Some Artifices Utilized in Handling Men

We could give many examples of artifices to practice in managing men but will cite only a few to illustrate and advance ideas that may lead novices to such tactics of generalship as to often be winners in executive contests. If not this attainment, it may cause them to perceive there is something other to be done in order to best gain faultless results than merely vocalizing "Go and do," and then expect to find it all progressing satisfactorily.

A manager, superintendent or foreman upon commencing with a new firm may find there is evidence of

his being taken advantage of, and thereby he may conclude it wise to waste no time in bringing all to understand he is fully competent to hold his position. To do this, he may be very affable for a period and thus cause all to think he is easy and may put up with digressions, but all of a sudden, when something is liable to go wrong, or does so, he can display piquancy and impatience, but he must have the backbone to support it all with brusqueness. If this does not bring those he is after to respect his opinions, ideas or authority, he can then be very frigid and dogmatical. Any not submissive, after such an exhibition of the master mind, merely show they do not intend to be loyal and should be given their walking papers at the first opportunity.

The operatives first to cheerfully comply with any changed condition can often be still further encouraged to support their leader's innovations by his occasionally exalting their endeavors. Any persons taking advantage of such praise to breed undue familiarity may demand their overseers to exercise astuteness and circumspection savored with a little piquancy in order they may come to know their place and keep it.

A quality to be borne in mind is the general desirability of supervisors being so taciturn and adroit that all operatives under their charge will be at a loss to understand their ways. This wards off undue familiarity and sustains authority as much if not more than any other deportment an overseer can exercise.

Many efficient supervisors have held positions for years while those under them were little more advanced in understanding their ways at the end of ten years than when first coming under their control. The overseer in thus keeping his operatives always guessing how to take him is very frugal with his subtle tools of intellect and keeps juggling them so that no one can predict his next tactics.

We have this day (1914) unskilled inexperienced men in business acting as efficiency experts and instructors who endeavor to make up for their lack of skill and experience

in the business by the exercise of a bright intellect, good executive ability and a congenial compatible disposition. This is only a compromise to achieve the best possible economy and perfection that is to be deplored and such that is far distanced by a combination of experience and skill with good executive ability, intelligence and amicable disposition adapt in utilizing its auxiliaries.

We cannot conceive of any firm having at its head a fairly skilled and experienced man in the actual production end of its business who would engage an efficiency expert inexperienced in its work, as some do, in the expectation to effect greater economies in it. If anything is done by the skilled head executive along these lines the efficiency expert will require (no matter how bright he may be) to have had actual experience in the business, or inside knowledge of what others are doing, and the more of all this he may have the more will he be prized.

CHAPTER V

Value of the Practical Versus the Theoretical Man for Overseers

This chapter is written chiefly with a view of giving the author's experience and convictions on points appearing in the following quotations which were recently published by one of our leading industrial papers, the sense of which is often seen to be endorsed in various ways:

"The fact that the technically trained man overtakes and passes the non-technical trained man, even though the latter may have had considerable start along practical lines, is well known."

"College education teaches a man very few things that he can make use of in his business, but it teaches him how to acquire knowledge of new things and to acquire it quickly."

It is not that technical training is in itself always responsible for technical men sometimes surpassing skilled men lacking such education, but it is more generally the higher intelligence, ingenuity or executive ability that the former may possess over the latter, when the contrast is correctly drawn for positions to oversee men or their work. When merely for decisions as to excellence in skill, it generally means that if the collegiate takes the lead the trained production man is not a broadly experienced craftsman, or that he may be naturally such a dullard or poorly skilled artisan that he could never be brought to be an expert, though he had one hundred years of experience and training.

Misleading allurements of a complete college technical training attracts many of our intelligent and born executives to them, young men who would be more acceptable immediately after finishing at grammar or high schools to enter and serve our commercial pursuits or manufacturing industries and be held there in order to be thoroughly trained to make themselves masters of their intended vocation.

The pernicious doctrine that a technical university training will lead men to far excel the non-technically trained but skilled production men has caused many attempting such achievements to make sad failures.

Almost any youth of good intelligence and possible executive ability who desires to engage for life in mechanical or some other than professional vocation can make himself a much more valuable man by taking early to the industrial calling, and afterwards learning the technic of his occupation as he progresses, and he comes to a better understanding of what is actually required than by first taking up theoretical studies for four or more years at a very precious time of his life, and before arranging to learn the shop practice or any fair portion of it.

The fact of there being technical peculiarities in the handling of tools as well as in the knowledge of the special principles involved in the art of an industrial vocation should not be overlooked. Technic in handling tools may well be given in schools, providing they possess broadly skilled men for instructions, but the practical surroundings and associations to "rub it in" and create expertness in their approved use is best obtained in competitive activities. A fair example of the loss in technical aptitudes, or the lost art of using tools, is seen in the third paragraph, chapter VIII.

Comparisons of Time for Learning the Practice and Technic of Some Vocations

The time to be wisely spent in learning and developing the practical and technical competence with regard to several vocations that we could mention is not far out of the way if we accord 90 per cent for the practice and 10 per cent for theory in order to best develop the master operative, clerk, foreman, superintendent, manager, president or chairman, no matter how high the intelligence and ability of the man undertaking these duties.

Giving up several years in a college with a view to

obtain the technical training necessary for many vocations is an unpardonable injury to the man and his industry, especially if they do not have high-class instructors.

Diverse and peculiar conditions are found in the requirements for learning the theory and practice of many vocations. Whatever percentage of time and attention is necessary for the former, can with many students be utilized while progressing with the latter. A person can study the theory steadily, and be constantly gaining a knowledge of new points, until he has digested sufficient to need but little afterwards, but in learning the practical he may work for a whole year, as is the case where he is constantly restricted to one job and has few changes in conditions to teach him much, if anything, that is new.

The production novice cannot at the best be constantly learning something new every passing hour of the day. For this reason it generally takes from three to six years before conditions will permit, under the most favorable auspices, the development of factors by which a production or practical man may obtain sufficient knowledge of a trade or industry and possess the experience to justify him being called a journeyman. No matter how a person may be trained by a college or by other means to acquire a knowledge of new things, he proceeds no faster than conditions in the learning of a trade can develop them.

The manual art of mechanical and other industrial vocations, as a rule, involves much that is of a mediocre and monotonous character. That a beginner has generally to do a great deal of uninteresting and uninstructional work for hours, days and often months at a stretch before developments arise that can teach him little if anything that is new, causes many to lose the inclination to give up the necessary time to learn a trade, and the older the person undertaking to do this the more irksome and discouraging he finds the task.

Adults graduating from a college are not by any means the best prepared to labor with a purpose to master or even obtain a fair smattering knowledge of the

practical or production work of a vocation. If they continue for a month or more in trying to do so, it will generally be in such a pathetic manner that the ordinary observer can safely predict the ending which usually is a sad one as far as their having gained the essential shop experiences to make them efficient production and amicably disposed men.

The quoted statement seen in the second paragraph of this chapter can be misleading to many minors as well as some adults in causing them to think that the technical qualifications are obtainable only from colleges. Such thought as this ignores the fact that aside from other means excellent opportunities are afforded many by the publishing of technical information in no small measure by trade books and papers, and this is of much benefit to any who will take due advantage of the knowledge tendered thereby.

The last statement has to be modified in the case of the proviso that the books are written by men having a broad experience in what they write about, and in the instance of papers and journals that they are guarded not to solicit articles nor answers to queries about remedying difficulties and obtaining perfection in branches of a trade or industry in which the would-be authorities were never employed to any considerable extent, this all being in keeping with the eighth paragraph, chapter III.

We can hardly believe that any person will maintain that the technical instruction is obtainable only in trade, etc., schools, especially when they are in as urgent need of competent instructors as today. The truth of the matter is more nearly that the origination of the technical facts and much of its best presentation are through man and agencies that never invoke the aid of such schools in its discovery.

With the very great absence of requisite experience and skill in operatives (especially those in the vocations exhibiting dirt, smut, grease, gases, smoke and the hard work that callouses) which prevails and is being enlarged, it will be found on careful examination that one factor

that has helped to create such a condition was the circulation of just such sweeping statements which this chapter censures, and is a means for serious economic evil if the great errors along these lines are not soon radically corrected.



Fig. 4. FACE TO FACE WITH COURAGE HIGH

CHAPTER VI

Characteristic Ability of Small and Large Men as Supervisors

Whether small or large men are most acceptable for an overseer's position is chiefly dependent on the nature of the callings that seek their services, as well as upon their own knowledge, experience, ingenuity, skill and other accomplishments.

There are a few supervisors who may command greatly through the inspiring of awe in those under their control. Such overseers are generally of large physique and often can, by a cold reserve or distant dignity, and some display of the bull, compel their workmen to respect authority more easily than some small men are able to do. The larger the man the more natural for him to assume a dominating or awesome dignity.

We are often called upon to recognize in obtaining results that which is not helpful, in a natural way, must be provided by other means. This is a circumstance that the small man, aspiring to be a commander, must especially consider and qualify himself to meet it. In brief, this means that where the large man may often command greatly by the power of his carriage, the small man might only be able to do so by in addition to his dignity possessing high ability in skill, ingenuity, tact, resourcefulness and discretion. The very smallness of a diminutive supervisor often invites those under his charge to attempt insubordination and the making of trouble that would not have been thought of were he a large man.

In the author's search for supervisors, he has occasionally requested those at a distance to state their height and weight in connection with the details of their experience, skill, age, references, etc. This was done to permit his judging as to the sturdy build of a man, as far as he might be able to do so, and again whether if the applicant was a very large man there might be any tendency for him to depend too much on his large

The Balanced
in Brain ·
Brawn · · ·

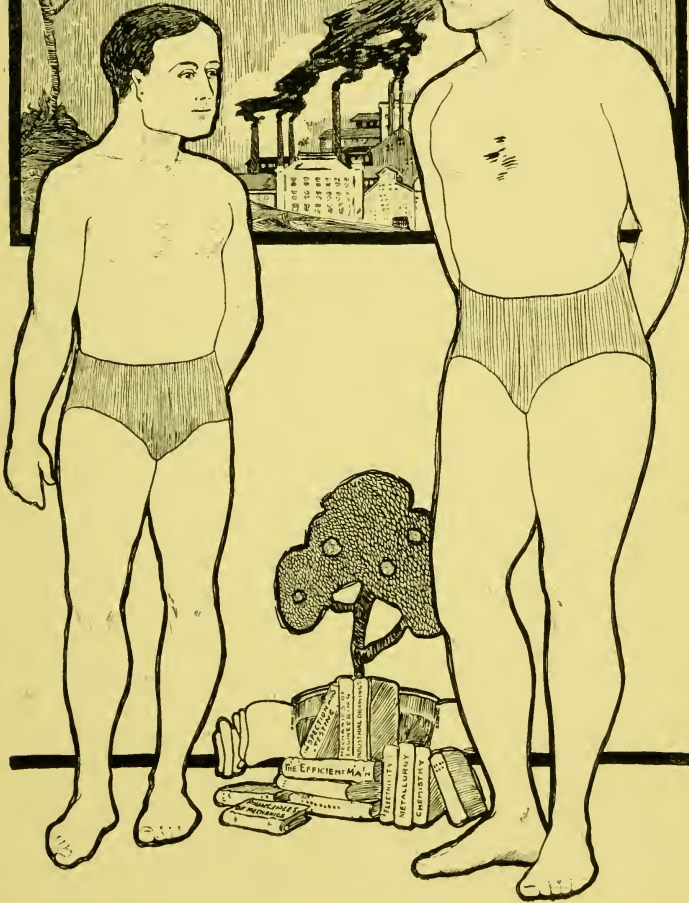


Fig. 5. THE STURDY "BOSSSES"

physique and awesome carriage. In this latter respect the author has no recollection of small men aiming to "make good" other than through their practical skill, theoretical knowledge, ingenuity, and resourcefulness, associated with an amicable disposition.

One of the best foremen the author ever developed was one sturdy little fellow weighing less than 125 pounds and about five feet three inches tall. However, there are very few overseers of small stature, however sturdy they might be, but must have at times wished themselves of larger build so that they could the better "floor" a persistent troublemaker should they find diplomacy or forbearance failing to prevent their being annoyed or harassed by rebellious or intoxicated assistants or operatives.

The difference in ability of a small and a large man to physically defend themselves, or to discourage others from attacking them, is one cause for finding the small man making a special effort to develop his intellectual forces, skill and diplomacy in order to thwart pending troubles arising to any point that physical superiority might have to be brought into action to settle it.

Being of large physique will not in itself suffice to make any man the efficient supervisor that is called upon to "handle" men. While this may be of great import in some positions, there must also exist a generalship, similarly as with a fighter in the ring who can have little hope of winning by striking wild when he must compete with one who can use diplomacy and judgment to guide and place his blows.

While the preponderance of a large man has much to favor his executive powers, if he will not neglect the mental qualifications, the small, sturdy man of brain and brawn has also much to sustain his fitness to compete for supervisory positions, as is seen by Napoleon who, though of comparatively small stature, was one of the world's greatest commanders of men.

CHAPTER VII

Requisite Health and Strength of "Bosses"

No person should aspire to hold any position of much importance as an overseer, from president down, if he does not possess fairly good health, physique, and is temperate in habits. The more important the position the more necessary for the supervisor to be hale, hearty, strong and temperate, so as to be dependable at all times and seasons. Sundry lines of work may progress for a greater or less period without his presence, while again he should be steadily in evidence in order to insure a standard of perfection in the production sought, the prevention of mistakes, mishaps and accidents, and for other reasons.

Some holding positions exacting their constant presence find few to believe it necessary for any person to be a regular attendant in supervisory work, and they are often foolishly asked what would the business do did they die?

There is little if any work requiring a body of operatives to produce a commodity or effects in any activity but what must have one or more overseers to insure its being properly and economically done. It will not go on very long without a head, and if the leader is not present, when necessary or advisable, some other as competent and well drilled as he in all the details must be on hand, or losses and perhaps irreparable injury are liable to be incurred.

It is not so much a question of how often or long a supervisor may be absent from duty as it is his capability of being present whenever wanted. If an overseer is incapacitated from attending to his duties at any time, such may occur when it is very imperative that he be present. It all acts a good deal like the employment of workmen having a weakness for intoxicants. If they ever should lose a day because of drinking, it is generally when they are urgently required to be at work and no others

can be obtained to take their places for the time being. A firm may knowingly take chances of an operative being absent from duty, for the reason that only their own or merely one person's work stands idle, and of course not being done cannot be injured, but with an overseer in whose hands may rest the responsibility of a dozen to a thousand or more operatives' right doing, or the wholesale prevention of losses or trouble, we have wholly different conditions requiring recognition.

Again, on the question of possible disability of physical or intellectual powers, a person may be able to be at his post of duty day after day, year in and year out, without missing an hour, but be so weak physically in starting and continuing as to prevent the display of the enthusiasm and energy that a director and leader should possess at all times. It is rare, if ever possible, to find a debilitated person having built up any large business and be responsible or be credited for the continuation of its success. Look wherever you may and you will find that those who are holding important positions, of any note, are strong physically and mentally, rarely if ever known to have been sick or enfeebled.

Unreliability and the Restraint of the Drinking Habit

The habits of a person in reference to drinking, smoking or chewing are also called into question but to different degrees according to the nature of the business or character of an overseer's position. A supervisor may be tolerated by some in the latter two useless and often injurious habits, but with the first never to the extent of intoxication.

Any supervisor, no matter how lowly or unimportant his position, should ever permit the drinking of intoxicants to go that far as in any wise to affect his mind or carriage. He is most wise who will absolutely, under any and all conditions, abstain from their use during his hours of duty at the least. It is doubtful, aside from the lack of loyalty, if there exists any defect more intolerable in

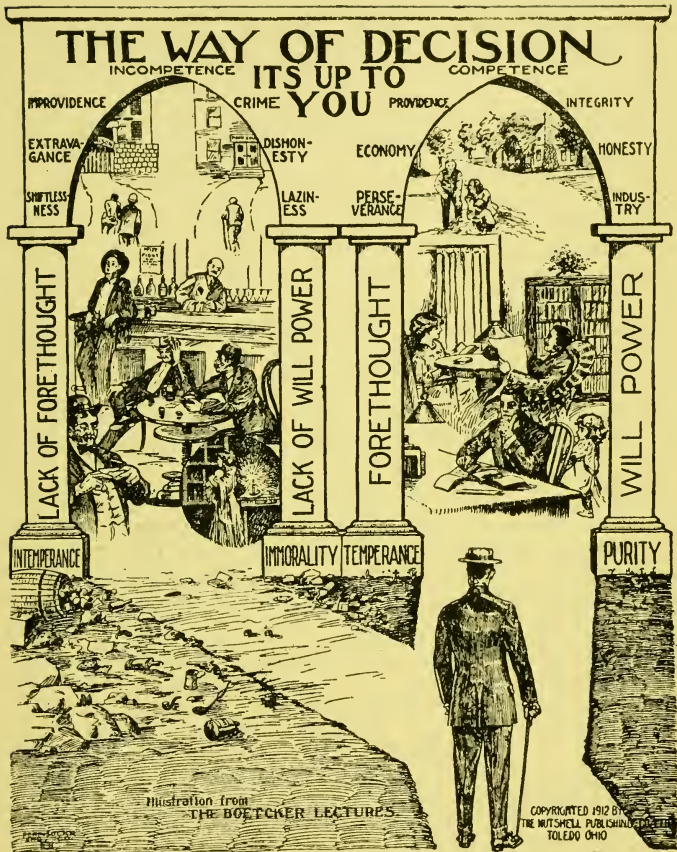


Fig. 6. THE WAY OF DECISION

an overseer than being unreliable through drink. It is sure to cause his undoing sooner or later.

Supervisory positions do not in general call for persons being absolute total abstainers from intoxicants, but more to be temperate in this as all else, and to control their actions, with the understanding that there is a time and a place for all things, but to always be the man. More on this question is given in chapter XIII.

Any supervisor cannot be tolerated very long who is a disgruntled grouch, crank, fanatic or imbecile. His calling demands the noblest and highest in ability, common-sense and morality that is possible for development in man. If all mankind could be brought to be as temperate, considerate, industrious and self-reliant as should be the typical overseer, whether as the big "boss" or the little one, we could dispense with Salvation Armies, settlement workers, poorhouses, asylums and jails, and all men would stand erect in the majestic pride of being a credit to their Creator.

To be a typical supervisor, physically and intellectually, is an honor worth striving for. It should cause all those who are born leaders not to forget that the efficiency of man as a "boss" is augmented by good health and a sturdy physique, and that the securing as well as the retention of supervisory positions will largely if not wholly often depend on the perfection and the preservation of these inestimable qualities.

CHAPTER VIII

Contrasts Between the Amateurs and Experts; Absence of Shortcuts in Learning Vocations

It is one of the misfortunes of our advancing civilization that the youthful possessors of intelligence among the rich and poor of today will rarely apprentice themselves to start at the bottom and give the time necessary to lay solid foundations for becoming masterly in the manual skill of any one of our industrial, engineering or transportation vocations, especially if it necessitates the donning of overalls or prevents the wearing of "boiled shirts."

Not only have we an evil intelligence in all classes disdaining the work that besmears and callouses, but even with occupations where minors may always appear as if coming out of a bandbox, few will give up any more than a third of the time they should do to thoroughly learn them before they expect and often compel employees to give them an expert's remuneration for their amateur services. It all demonstrates the urgent necessity of every effort being put forth to obtain and to start intelligent youths early in life to seriously undertake the mastery of a business in order that the nation may have a good supply of efficient workers from whose ranks capable men can be drawn to develop into supervisors and instructors, or again help to reduce the chances of the young-old being thrown out of employment.

It is not only essential that we should now have competent operatives from which to select supervisors and instructors, but we must also prevent much of today's practical knowledge and expert practice from passing away; we ought to preserve and to increase what may otherwise become the lost arts as treated further in the following chapter. One illustration of the artisan's art being lost can be seen in the inability of fully half of those now coming along in the making of castings. They are not able to skillfully handle such simple tools as the shovel

or riddle, let alone do other work of the founder's art in an expert manner.

There are in almost all the vocations of today entirely too many persons for the good of economy and perfection in our industrial production who believe themselves



Fig. 7. OUTRIVALRY OF THE CONSIDERED GREAT

superlatively capable of all that is needed; they know it all; yet they are as far from possessing these requisites as exists in the contrast of men awkwardly turning hand-springs in a beginner's gymnasium and those athletes performing high-class acrobatic or contortionists' feats on the professional stage. The author knows well that in

his own line this is no exaggeration of common contrasts between men's abilities and it is equally true also that we have in many other vocations many tyros not only exacting high pay as journeymen, but we have also numerous supervisors and instructors who are little better than amateurs.

When a person has only had an opportunity to observe the feats of a man turning a handspring he cannot know much of what is possible by the individual who has the ability to tie his body in a knot or balance on his chin a pole with performers maneuvering at its top.

There are few efficient and loyal supervisors of today but have had at times to call into full action the utmost proficiency they could exhibit in order to demonstrate to the "would-be's," or to those who thought they knew it all but did not, just what could be done in skill and speed, and who would be so outdistanced in these qualities as to make their puny ability appear as the mole to a mountain.

Let the present degeneration of skill continue and the coming generation will witness many tragedies with the young-olds due to their inefficiency placing them beyond competition with the young adults, though they may know little and want to do less than the castouts.

The rising generation should be taught that there is no more a shortcut to obtain any commendable proficiency in skill, supervision or teaching than there is in developing a racehorse. There is but one right way to develop the efficient operative, supervisor and instructor as he should exist, and that is through the long cut of starting at the bottom of a competitive or commercial business to learn all of its practical duties. If technical theory is valuable to persons in the unprofessional vocations they will do well to obtain it from institutions qualified to teach them or from skillfully prepared books and papers, before assuming to seek positions that should be filled by efficient men or by one that could soon develop into being a master of his vocation either as operative, supervisor or instructor.

CHAPTER IX

Injury of Teaching the Commercial Side of Vocations in the Manual or Trade Schools

We shall now discuss the subject believed by many to be of much benefit to industry—the operation of our manual and trade schools. The author regrets to express his belief that for some vocations they are more harmful than salutary. Many of the young are made to believe they have learned sufficient to nearly understand all there is in the art of the vocation in which they are given instruction. Again, in learning they can so generally be their own “boss,” dress overnicely and have a “good” time, that they will rarely, if ever, start at the bottom in a commercial way and prove reliable because of their unwillingness to be held down to strict business, a restraint that will ever be necessary to develop adept workers.

Along in 1902 the author was a very zealous advocate of trade schools. Having used their graduates in actual competitive work, he has been made to perceive the error in these scholastic methods as well as in their aim to give the students the commercial side or the manual art of a vocation, especially for such work as founding.

The impracticability of manual and trade schools, they deeming it to be useful to superficially teach the genteel commercial aspect of vocations that nevertheless will not permit operatives to keep clean while working in competitive shops, is seen by visiting such schools, or by studying photographic views of their operations. Here, for an example with founding, are seen the students with white collars, long dangling neckties and blouse overalls. Some wear gloves lest a little dirt might soil their hands. All curb the freedom of their bodies while laboring for trade achievements in a vocation that necessarily besmears and callouses in everyday practice.

In the next page is shown an engraving, “Escaping the Prods of the ‘Boss’ and Efficiency,” a view of technical students actually at work building a small house.

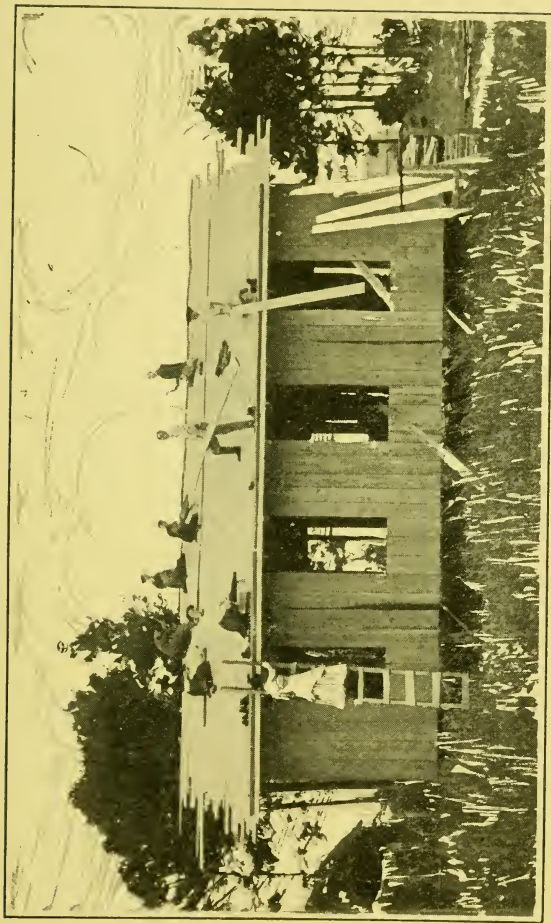


Fig. 8. ESCAPING THE PRODS OF THE "BOSS" AND EFFICIENCY

Almost every person has had more or less opportunity of knowing about how regular carpenters dress and act in actual commercial work. We doubt the ability of any one finding a practical builder wanting men to work on competitive jobs who would for one moment think any ways favorable of employing adults who have come to think themselves benefited greatly by such methods of training as are shown by the accompanying illustration. The more this sort of nonsense is stopped and we compel all who plan to make a living at any vocation to put themselves in the hands of thoroughly practical men that have the push and punch of the true "boss," the less time will youths waste and the more efficient men will we have for industry and for the betterment of all mankind.

Can any person of common sense conclude that boys raised in these parlor shops during their best years for having the afflatus instilled into them can suddenly adjourn to the kitchens of life where work and not play is the slogan, and be enthused with their advancement?

The manual exercises for theoretically trained students, in vocations that will always take the creases out of pants, reminds the expert who knows from broad experiences what is what (in cutting out frills and fringes and getting down to actual commercial business), of a person that having to work in a mild climate had dressed as if he were proceeding to find the north pole.

A person who is above the grease, smut, dirt, dust, smoke or gases contingent upon any vocation that he cannot while working at it dress in keeping with its conditions or the dictates of common sense should keep away from it altogether.

Persons who will not dress in keeping with vocations that besmear and callous the skin when working in them are stigmatizing an honest toil that civilization is greatly indebted to for its existence. It all helps to cause the young to think such vocations are disgraceful, and it is one factor in helping to develop and to sustain our impractical, amateur and esthetic age—to have the young-

old skilled decrepits swelling their army of idlers in dull periods—that must in time, if there is no change, suffer greatly for its follies.

Before students are admitted to these schools, it should be compulsory for them to possess signed certificates showing they had fully observed the trade conditions in four or more different competitive plants of the vocation they intend to practice the manual art of in the schools. By this means they would learn before entering the school to better know what would be expected of them in being indifferent to the dirt, smut and hard work of the vocation they were figuring to follow after graduation.

It would be far better for all concerned to have youths look before they leap, in the manner suggested above, as the ending would not then be nearly as liable to disclose the wasting of valuable time in affairs they had no conception of before engaging in them.

By way of illustration as to how youths are deceived in their perception of actual commercial conditions by first attending the trade schools, we refer here to an actual fact considering a certain youth who after giving around one year in a foundry trade school, answered an advertisement for a foundry apprentice. He seemed so highly pleased at being accepted that there was not the faintest sign but that he would stick and prove to have in him the making of a good mechanic. He worked nearly the whole of one day, and when told toward evening to carry some hot scrap on a shovel to the gangway, stated that he did not know he would have to do such work and put on his coat and left.

As a second illustration, we know of a certain technical graduate who ruptured friendships and started a lawsuit because he was discharged for not using common sense and practical measures in his work to agree with his employer's ideas of what was best or what should be done.

Business will ever be business. When any person sees fit to make it a plaything, he is supporting measures

that must lead to calamity. Almost every intelligent person now conceives that something is wrong with our world. The air is surcharged with advocacy of reforms, but the sooner the masses digest such facts as this book tenders the public the sooner there will be an awakening to what is truly the matter with our old world, or what is needed to create competent instructors and efficient operatives and "bosses" to do its work economically and to greatly help haul down the cost of living and to once more give us a happy and restful people.

If we want to live without compulsory working we can only do so by killing off sufficient of the world's populace so that the balance can resume a state of savage life, to live wholly by fishing, hunting and fighting and sleeping upon the ground. To live as civilians, to have the benefit of good homes, pure food and some luxuries, we must work, and when we try to dispense with this we cannot expect other than unrest, discord, strife and disaster with an endless advocacy of all kinds of reforms that can be of little or no substantial benefit whatever for the reason they do not get at the root of the evils.

In returning more directly to the question of trade schools, it is to be said that we have some very sincere men giving up their lives to the training of the young in these institutions. They are doing the best they can with the knowledge they possess of prevailing conditions and class of instructors to be had. If these manual training schools will confine their work more particularly to correctly teaching the true and the needed technic of vocations and leave competitive shops to instill the trade into youths, during their early days of learning it, they can be very beneficial to the minors of any generation.

Means for Learning the Technical Theory of Vocations During Days or Evenings

Some large firms have of late years instituted schools in their plants where the employees can devote all the way from nearly half their time of daily occupation up to a

few hours per week to learn technical instructions and other studies during the daylight hours; again, some have provided means for their employees to study during the evenings, either at technical schools or by other means—these are all opportunities for the benefit of assisting the development of the efficient man that should be encouraged in every way possible.

If a person cannot have the assistance of advantages as above, that should not discourage him from adopting other means even to that of being alone evenings, without a teacher, with his own books. The question of studying evenings is, after all, largely a matter of habit begotten by practice. The author came to learn this by his own experience in studying at night and which had grown to be such a habit that it cannot be broken in his advanced years, although he has during it all not only been giving up ten hours a day to shop work but often eleven to twelve before taking up his night studies. There was in the past a period of about ten years he did not average over four hours' sleep per night.

While the above is a very safe estimate of the author's working many hours during many years, he has also had the experience for a few brief months of retiring very early—between nine and ten o'clock—wherein he found that if he should happen to be up late until twelve or one o'clock for a night or two he would feel very languid and drowsy for a day or so afterwards. It all proved to him the power of habit and the ability of man to do something easy after practice that before undertaking the labor might be thought to border on the impossible.

It is almost as easy to beget the habit of being a worker as a loafer; all largely depends upon our early training and how we get solidly started as children in one direction or the other.

Many should take interest in night study by considering what practices there are in this line. Here for one instance, aside from what is cited above, is the midnight oil burnt by college students. There are few of these, if

any, who do not give up long hours of nearly every night, after being in their classrooms almost all day, to a study of their courses.

Furthermore, what better off are any not to study nights than those who live in the State of Massachusetts? Here a recent statute compels employers to see to it that a minor between sixteen and twenty-one who cannot read or write must attend evening public schools to learn to do so.

When, as above, the young can give up the whole of three to four evenings a week to study, surely those called upon to give only about half such time in order to learn the technical theory of their vocation should have little grounds for complaint of their not being able to do so. It all narrows itself down to "*where there is a will there is a way.*"

Comments on night studies which should be read in connection with that in this chapter are to be seen toward the close of chapter XV.

CHAPTER X

Prosperity Menaced by Impotency of Parents, Needed Laborers and the Overreaching

It is evident that many of our sociologists and law-makers have forgotten that civilization is many centuries old and that we cannot abolish in a few years much of its practices to now give sudden power to the fanciful, or untried, without experiencing dire results.

It must be discouraging to many, trained in the schools of experience and reliability, to note how blind some of our best educated and intelligent people are to perceive the fragile link in the chain now binding our practices and customs. It all proves who are the classes best situated and experienced to discern the practicability of advanced doctrines to truly benefit humanity or "welfare of labor." If today anyone desires to positively learn of the impracticability of many tendencies in training, education and tolerance of evils in rearing the young harmful to production of efficient workers, let them invest their money in and assume a managerial position of some new industry, having sharp competition, that demands skill in the mechanic and brawn in the laborer, for work that besmears and callouses. The factors which would confront this employer, to open his eyes, to what was real and fanciful in the maintenance of prosperity, health and happiness of a nation is not only the great degeneration of skilled workers but also the great scarcity of good common laborers that exists.

Where is there a word or line from any of our leading reformers and educators predicting that the ambition of man to better his condition would develop such insipient esthetics as to make him so disdain all employment that could callous the skin that the general tendency is to have such a scarcity of skilled workers and common laborers to handicap many industries that it would eventually lead to calamities that could cause keen suffering for all classes.

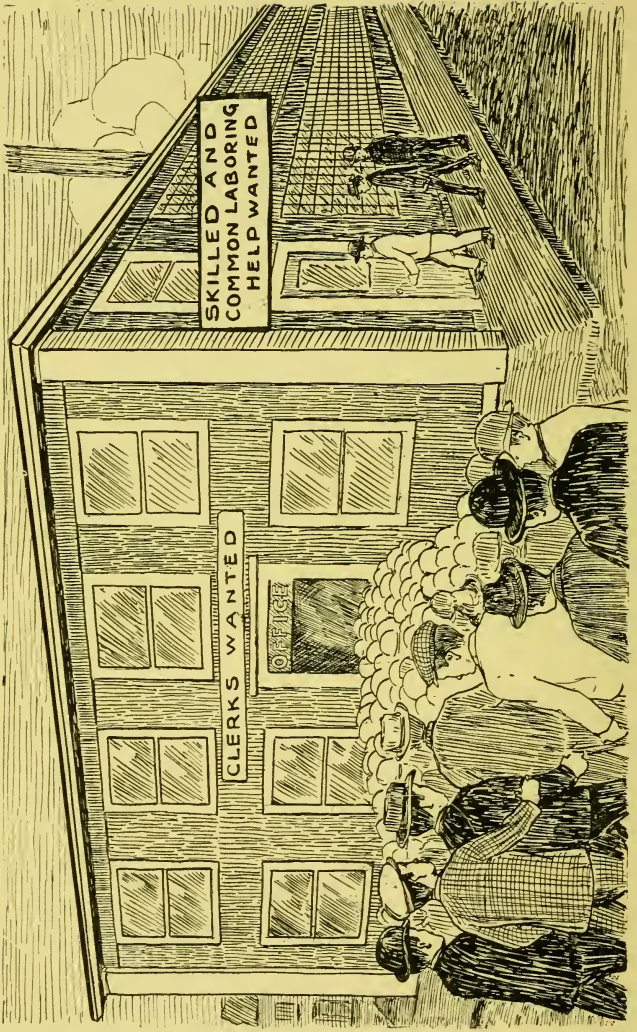


Fig. 9. QUEST FOR THE EASY

Know It All and Belligerency of the Young

One of the great derogatory factors that instructors of the young are now confronted with lies in minors believing that their judgment of what is best for them in any affairs is paramount to that of their parents, teachers, or of any heads older than their own. Almost all come very early to believe they know it all.

The power of the young today can be aptly likened to that of the employees of many concerns who run their employers' business for them, but look to the investors to assume all responsibility and pay the bills. Children are now coming to rule the homes, the schools and much of anything else with which they have to do. If they cannot obtain just what they want, whether of fanciful worries or of imaginary wrongs, they go on a strike. Once successful in such belligerency, they become so vicious in combating for having everything their own way that they often dethrone all respect for law or authority.

Make it more attractive for the boys if you want to hold them is the universal cry of many in this twentieth century. It is what a great number advise for those seeking labor for farming as well as in every other vocation that will not permit the young to have a chance for excitement and a nice, easy time, all the time. Few have gone far enough into this question to realize that there is a limit advisable for such endeavors and that the more the attractive measures are publicly encouraged the greater will be the inconsistent demands of the young for their increase, and also cause continued decrease in the obtaining of the sadly needed efficient operatives for any work that is hard, that dirties or can blister soft hands. Is it not time a halt were called in this surrender of experienced adult control of managerial affairs, and what is universally best for humanity, to the care of inexperienced minors?

With the ill conception of the necessary control for church and state, homes, schools and industries, possessed by our minors and young adults, it is no surprise to read

the following extract from a wise article published in a late issue of *Leslie's Weekly*:

“Are things wrong in this world? Is reason being dethroned? Is the old constitution of our fathers being challenged? Are the churches being emptied and the criminal dockets filled? Are the sacred ties of marriage being lightly considered? Is parental restraint no longer in fashion? Does vice prevail and do impious men hold sway? Are our great municipalities breeding spots for grafters, gamblers and white slaves? Are the taxpayers saddled with burdens such as they never bore before? Is decency challenged and virtue mocked at? Are demagogues usurping the high places of statesmen, and are scoffers tearing down the pulpit? Luxury and extravagance are found on every hand. If we have the vulgar rich, we have the equally vulgar poor striving to imitate the extravagances and vices of those who should know better. In every period in which luxury, extravagance, imitation, chicanery and fraud have prevailed, they have been followed by popular licentiousness and national decay. A heavy penalty has been paid for such a nation's shortcomings. History tells its own story in this regard. The downfall of the most opulent, overbearing and ambitious nations, teaches its own pathetic lesson—a lesson that seems to be lost and forgotten by the present generation. Who is responsible for the evil conditions that have befallen us? Is it the wicked citizens, the victims, the vile, or the criminal? No! It is the good citizen who, where manhood and in some states womanhood suffrage prevails, selects his governing officials with less care and discrimination than he would in buying a dog.”

Pleasure for Man and Something for Nothing the Pap to Catch Votes

There is a great need for citizens to elect men of the highest morality and free of all influence that pleases the irresponsible and those wholly given up to pleasure and the seeking of less work. There is entirely too much catering by politicians to those desiring the easy way. It is not a question of what *should be* with the politician who is worldly wise, but more often it is what will catch the vote. We do not find a body of politicians undertaking to tell the people anything like that which the Ohio grangers did at the closing session of their convention at Lima, Ohio, December 11, 1913, in which resolutions were adopted blaming the minimum wage and shorter hours for the high cost of living. Anything of this character, no matter how truthful or wise for the benefit of the masses, would never do for the politician to advocate with the kind of public support he receives today. Good politics at present is to ignore anything of this character and take the opposite course, such as to make a plea for less hours, more playgrounds, municipal dance-halls, larger and better parks, skating rinks, bath-houses, anything along these lines as long as it will afford more pleasure, ease, and the more thinking to get something for nothing.

A politician, for one example, who would take the stand for first giving us good, respectable paved streets, free of volcanic eruptions, cesspools, and mud up to the axle in roadways in preference to an extension of parks, playgrounds, etc., would be considered as having lost his mind. While the above gives us one cause for something being radically wrong with our modern life, the author finds another condition requiring serious consideration that very few have thought of and which is founded on the fact that every recurrence of business booms shows that it is more and more difficult to obtain common laborers to do the dirty and the hard work of life.

When any country becomes so esthetic that it is compelled to look to other nations for men willing to work around its barnyards, dig its sewers, handle its fuel, clean



Dear Father—Your last letter duly received. I note with great care you wish me to come home to help you or to hire a man for you I will be off Saturday afternoon from work and will break my neck trying to find a man for you. With love, Your son
John.

Fig. 10. A BREACH OF FATHER-SON CO-OPERATION

its streets and do other work requiring thousands in which they cannot always be looking "pretty," it is time eyes were being opened to perceive whither it is drifting. Millions are not aware that during the boom of the last half of 1912 and spring of 1913 many improvements and enterprises were checked and farming halted in the United States due to its scarcity of common laborers. Some places offered as high as 45 cents an hour for unskilled men on common laboring work and were even then far from obtaining all they wanted. Is it any wonder that our supercilious craze is sending costs of living sky-high?

In the above connection be it known that while work was being suspended and production suffering for the want of both skilled and common labor, our employment agencies were crowded with Know Littles and Do Nothings and intelligent youths seeking clerical work. Again, every fine day would find our streets and park roadways greatly filled with bicycle and motorcycle riders often skidding on their necks and in spills, while the benches in parks and the green grass of shady nooks were crowded with young, sucking cigarettes, playing cards, and running back and forth to the saloons and poolrooms, who should have been on our farms, railroads or in our stores or shops to assist in stilling the cry for workers that toned loudly throughout all our land.

Need of Efficient Common Laborers for Sanitary Work and for Booms in Business

The common laborer has been considered a rather insignificant being in the past, but if there are not radical changes in the near future to bring us to being a more practical people, the world will before the passing of many busy periods in industry be brought to realize that he is a power most urgently required for production and sanitary work in the activities of modern life. We are now called upon to seriously recognize that the present high cost of living will permit no more the uneducated and lowly to accept wages of the past and also that those

afraid of dirtying their hands and who will not give time to efficiency and to the learning of some vocation and thus be fitted to assume a little responsibility in work will come to see their class as poorly paid as were the common laborers of former days.

The advancement of improvement in machinery and the increase of vocations for labor has created such changes in conditions from the past that the person who will not give two to four years of his life to studies and labor necessary to make him possess the skill and knowledge of the efficient man, and if instead he has wasted precious years in frivolity and wants nice, easy, clean work, like petty clerks, agents, hotel and restaurant waiters, etc., he has no right to expect other than the lowest rate of wages payable to man.

Any unbiased research of the qualities required to make good, sturdy laborers will show that they are not always born, but as a rule must be made by training, similar to that which is necessary for making skilled men efficient in their vocations.

The common laborer of today, one worthy of his hire, did not get his health and strength by practice in kindergartens, playgrounds or on athletic fields, but on dirt piles, streets, farms, railroads, docks, in mines and industrial workshops. He was so trained to do hard work, and often it was very hot work, that he can labor steadily ten hours or so, day in and day out, and rarely if ever show any noticeable fatigue. For health, ruggedness and long life he far excels those of our amusement gymnasts, who if they attempted to do a sturdy laborer's good day's work would be exhausted or "all in" before a third of the time had passed.

A man who has not been trained to do common labor, or hard work, finds it such a strain, when undertaking it, that he is often brought to feel he would rather be dead than be held to it. It is generally pathetic to observe an untrained manual worker making an honest effort to do any good laborer's work.

We are rapidly approaching a crisis in being unable to

obtain any labor other than amateurs and debilitated, vapid men for laborers that those who may now scorn any necessity of attention being given this question are liable in many cases to be brought before many years to realize its importance.

Esthetic Practices and False Pride Reducing Efficiency in Labor

The young are not only educated away from labor and are the more striving to work from the top down than from the bottom up, but are now so adopting practices created in the name of health promotion they are greatly leading man to the ridiculous and inconsistent in conduct and dress than to be in keeping with one's talents and vocations.

Men can be found doing the lowest and commonest kind of laboring work wearing overalls and blouses to keep clothes and white shirts clean, and gloves lest they might soil their hands carrying their own sanitary drinking cups that causes us not to be surprised at artists painting farmers as an "Angelus" in full dress suits to portray the trend of the times. The production of gentleman farmers is in full keeping with the development of gentleman laborers which is becoming so common today.

It is not so much the practicing of sanitary precautions that is criticised above as it is the pretext that all such customs afford an excuse to be doing anything but working. The toiler so prone to the cup and gloves can find endless sanitary precautions to range from having pads to sit on to that of breathing filtered air to give him excuses for drawing unearned wages. Its chief evil lies in its opening a door to encourage disrespect for manual labor and creating a snobbishness and false pride that common sense must scoff at, and is discouraging the training of men to willingly do the dirty and hard work of life.

We have the Sons and Daughters of the American Revolution who are organized to maintain memories and heroism of those who brought our country to be a free

one, but we now need organizations to preserve all that is possible of the faculties in the men who made it, and which were certainly not of any character as an "Angelus" working in dress suits.

Many now chained to responsibilities are being dragged to early graves through the inefficiency of skill and scarcity of laborers in busy times, but whatever their worries, sorrows or trials, pity is to be spared for the children of present employees as well as employers if something is not done to turn us back to the efficiency of our fathers.

Menace of the Scarcity of Common Laborers

Any civilized nation that is compelled in prosperous times to depend on foreign countries for an influx of common laborers to help in carrying on its industrial, agricultural and commercial work is harboring a menace that if allowed to grow cannot but cause panics, privations and calamities. No nation is encouraging the culmination of these evils more than our own country. It discloses an oversight of the intelligence that has gone astray in its work to build up and guide civilization to the proper educating and training of man, one that can be likened to the magnificent Titanic, which cost millions and was thought to have all provision for safest travel over perilous seas, but which lacked in one small expense of detail, a mariner's binocular, to foresee and thereby to ward off collision, and proved a failure and sank (1913) when tested by an unexpected blow.

Civilization has developed such educational and training systems as encourage intelligence to discard manual labor that our own country, the most advanced nation, now finds in busy times great difficulty in obtaining sufficient men to do the work that begrimes and callouses the hands. A few years ago an American employer could, no matter how busy the times, readily secure all the foreigners he needed to supply any deficiency in home laborers, but the magnet which drew them to our shores

has so greatly lost its power that all industries that cannot supply clean or easy work have now to suffer many hardships, and which in the last boom of 1912 and 1913 retarded production and caused prospective improvements and other contemplated enterprises to be abandoned to the detriment of prosperity.

Never in the history of the world has there existed such scarcity of men to willingly do the grimy strong-arm labor of the industries as during the last boom. Never was there so short a period as that intervening between the last two booms to bring about such an acuteness in this scarcity. Now we commence to reap what the past two decades have sown.

In educating our young people away from labor and in training them the more for lives of mere pleasure, in developing but little ability for the concentration of their minds on any real work, we have debased their faculties to battle with obstacles, or to be reliable for even holding minor positions of trust and progressive responsibility that in any wise demand skill or accuracy in labor. The newly-wed of this class are destined to create young that in their turn must be still lower in efficiency, all to the end of making a rapid decline in the sterling qualities that underlie the pioneering and trade sustaining forces of our country.

The shunned work must be done or it is certain that much of the choice occupations that are sought must be retarded or stopped. And if so halted they would thereby decrease employment for those attired in collar or cuffs as well as for the wearers of the blouse.

Brawn Commanding More Wages than Brains

The difficulty of obtaining common laborers for the booms of 1912 and 1913 brought about a condition few heretofore would have thought possible. It was not unusual during the above period to find three to four dollars per day being paid unskilled and uneducated men. Advantage was so taken of this scarcity that even at this

rate of wages many would do but a trifle more than a third of an honest day's work and would thereby often cause an employer to expend six to eight dollars for what one dollar or a little better would have paid for a few years ago.

The menace of a still greater rapidity of decrease in laborers is due to the good old ones dying off and fewer being created is increased by the fact that many of those having but ability for common laboring will not engage in other than clean and easy work, no matter how high the wages that are offered as recompense for the objectionable tasks. Their early training was such that if they can not obtain the white collar and cuff and the nice, easy unspiring jobs to go with them they would rather resort to hoodlumism, to stealing or to be tramps.

Trained Loiterers Struggle to Escape Work, and Justification of Punishment

When customs and tolerance bring most men having only the ability to be common laborers to strive against and be ashamed of work that begrimes and callouses, so that they will steal or starve in preference to working, we have approached conditions that can lead to evils as bad as anarchy to injure civilization, if not checked.

We are as a people entirely too tolerant of causes creating loiterers, thieves and swindlers. There is often some consideration due the man who murders in a passion, but there should be none for him in health who robs, especially when the whole country is soliciting his services to assist in production. By greatly increasing the means and methods for creating workers, we can add much to our army of needed toilers, and decrease the number of jails.

Our rising generation's efforts to escape manual work in trades and common laboring will from this on for some years at least compel all industries and society to have a higher regard for common laborers, and not only come to concede they are worthy of being well housed and fed,

but that to be good laborers requires special training so as to the more nearly rank their work as that of the skilled. In reality, is not "skill" merely the doing of something better than what the untrained can do, and is therefore a word to be modified by its degrees?

The man who has come up without a trade or profession and possesses ability only for common laboring can exercise an ambition worthy of credit, in a measure, as much as the mechanic who seeks to be an expert in his vocation. Far better for a man to be a good common laborer than to have no profession or trade to demand his services, as by this asset he need not be a "sponge" on society absorbing that which is not his own or become a swindler or scoundrel to live by defrauding others.

Machinery Abolishing Hand Labor and Creating Easy Work for the Unskilled

The past twenty years' installment of labor-saving appliances and inauguration of new industries have been so extensive that all civilized nations have now so many vocations that offer clean and easy employment for inexperienced men and can train them in a few hours or days to be proficient employees, that draw and hold a vast number from engaging in the dirty, hard and often hot work of our mines, mills, furnaces, foundries, sewerage construction, street cleaning, garbage collections, building and farming. These many vocations require millions of common toilers whose non-existence means dire disaster to all other industries and to the general prosperity of a nation.

While machinery has done a great deal to dispense with highly skilled as well as low skilled labor, there is more that can be done; but expectations must not be held so high in hopes of such invention as to disarm efforts to encourage and develop sufficiently good industrious common laborers to meet all coming demands.

We have many hypotheses for our high cost of living, but few if any can be more effective than that of the

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“demand for luxuries having exceeded the productiveness of labor” and the present inefficiency of low and highly skilled toilers. These factors are to control and keep continually raising prices in connection with a few others until the want of men to do the common hard work of life becomes so acute that all of any fair discernment will be compelled to recognize that unless there is a turning to educate for labor instead of away from it as today there can be no substantial remedy for the weak link in the chain binding modern civilization and that which has been unperceivable in the past by the powers that be.

A remedy for this condition is at hand in our civilians creating a respect for all kind of honest manual labor and an enforcement of juvenile training to beget and to train toilers who can be intrusted with responsibilities to replace the hordes of don't care, shiftless amateurs now filling our towns and cities and who should be hounded with the cry, “Back to Work!”

Living Beyond Capabilities and Means Will Require the Stepping Down of Many People

A factor that could also be of great help in the improvement of man's conditions today is for a multitude of people that are well qualified to be engaged in productive labor to be more occupied in these fields by whatever mental or manual labor is best suited to their capabilities in strength, intelligence and skill and to adopt a manner of living that would be consistent with their earning abilities and cautious credits.

Unrequired thousands are in professional lines making only half a living that should have been trained for other vocations. Sturdy, intelligent men are employed as barbers, agents and clerks in connection with thousands of ablebodied fellows working in hotels and restaurants as waiters, many of the latter living mainly on tips, all of whom are much more urgently required for productive work in our factories, mills, railroads, farms, etc. Hundreds of our most bright, sturdy and husky youths take to

baseball and football, tend bars, follow prize fighting "sports," etc., having a butterfly's existence, that had they been influenced to start contentedly in some permanently productive every-day vocation their ending would be far better for themselves and for mankind in general. Thousands of "would-be's" occupy mechanical occupations who have little ability to be best efficient in any work other than common labor.

The more the intelligent and sturdy can come to be engaged in productive labor that is best fitting their strength, intelligence and talents, the less influence will there be to create the loiterers and loafers which leads greatly to "traffic in souls," rascality, the gangster, criminality, etc. Any reduction of this latter class of deleterious citizens implies the need of less police, jails and Salvation Armies to give us, aside from the peace guardians, an army of men and women that now unoccupied in productive labor who would be amply able to be barbers, waiters, petty agents and clerks, and thus the better help to provide the needs of our farms, factories, transportation, etc., activities with competent labor.

Let it not be understood by the above that the author has any thought of its being desirable that people should not cultivate and encourage ambition. Every human being should have ambition to reach as high as his abilities will permit. But in such efforts they should utilize every factor they can to be fully aware of their capabilities and talents in order that they can profitably take up the work that best suits their qualifications. A thorough study of this volume should bring readers to adequately comprehend ways and means to best ascertain this essential knowledge.

It is ever to be recognized that there is a graded intelligence that is in general, aside from his talents, the chief faculty which man must consider in helping him to decide for what he may be best adapted.

The experienced and discerning will naturally contend that man as a rule is incapable to accurately judge of his own ability and that there are very few who do

not consider themselves as able, aside from possessing special talent as others to do any work or achieve results that is being done if they have a chance to train for it. This is a condition we can all acknowledge as being largely true and compels us to look to other measures for having man led to follow that which is best suited to his capabilities.

This era now demands persistent men possessing high skill in their vocation and truly knowing what is meritorious, having the courage of their convictions to face the onslaught of this amateurish, extravagant, loitering, pleasure-seeking and impractical age to assist in the conduct of a campaign for the correction of these evils and the overreaching of man's capabilities. Without efforts to be successful in a turning of the masses more to a practical life there must be a continuation of the present toboggan slide of men toward inefficiency. This can lead civilians to recognize the sheer need of many thousands "stepping down" in order that there may be sufficient manual skilled workers and laborers to do the common toil of farms, manufactures and the other vocations of civilization and to help in pulling down the high cost of living.

A Coming Contention to Place the Responsibility for High Costs of Living

The same day first proofs of this chapter were in the author's hands he noticed an account in the *Cleveland Plain Dealer* of December 30, 1913, wherein a question is raised by the Agricultural Department at Washington on the matter of high cost of living, advising measures for farmers in order that they may organize to improve the methods of marketing their products. There is complaint of the middlemen and it has the approval of the factors that are contending for shorter hours, greater recreations and luxuries, and thinking to blame the high cost of living on the middleman. Contentions and struggles on this to defend themselves can be considered

as one line of revolt which is to grow out of the masses' craze to avoid work and have amusement, gayety and sports. We cannot dispense very greatly with middlemen, and if the author were one of them he believes he would take active and stringent measures to defend this business by not letting all the blame be loaded onto this class of respectable citizens who do often give twelve hours to eight in labor against that given by producers.

It is amusing the way many of our politicians stand on the fence to espouse the cause of cheaper living. If they are not on the fence they are usually beating around the bush chasing a straw man. It all shows that before



"If the boys hadn't all gone to the city it would have been different, wouldn't it, mother?"

Fig. 11. FARM AND PARENTS LEFT TO WITHER AND DIE

there can be a turning back that will be effective in striking at the main roots causing our high cost of living the general public will have to get into the harness, and writings of the character of this book should greatly help them to do so. Once the general public shows a determination to place the responsibility where it rightly belongs we can then expect our politicians to be much more willing to come out and to hit the nail on the head as they should do, but not until then do we expect them to change. If the powers that be at Washington would take measures to the more thoroughly keep the sons and daughters on the farms they would have less cause to be striking wildly and hitting the middlemen so hard.

CHAPTER XI

The Predominance of the Amateur and the Botch in Industry

The struggle of the rising generation to escape work and subordination has developed so many amateurs and "botchers" that it is becoming very difficult for any person desiring service from others, or to have any work done, to find it performed in a masterly, accurate, workmanlike manner, especially if the presuming employee, or inept artisan, is permitted to do work without having a competent adviser or supervisor watching his most every action.

Build a home, and if the owner has any artistic conception or desires good, durable workmanship in it, he can be continually wrangling to prevent the making of inferior or botched work.

A proprietor cannot in many cases even have a ditch dug for a residence to put in piping or sewerage and have the common work of shoveling back the dirt done in a manner but what a few months or years will often develop irregular sunken ground in what otherwise would be a beautiful level lawn. The same botchy, indifferent and careless work is to be seen in a great majority of the streets throughout our country's towns and cities. Here the filling in of sewers and around street-car tracks comes to soon show so many hillocks, gulleys and cesspools that streets are little better than a roadway of camel humps.

Fair examples of the manner in which much of all work is being done today and the cause of it is further seen by the following:

Those who dine in restaurants know that much of the good pure foods that could supply delicious repasts is made unpalatable by amateur don't-care cooks.

A youth handles a saw and hammer for two months and thereupon he is a carpenter.

A boy carries proofs around a shop and is then "fired"

a few times from one office to another and thus he may become a printer.

A kid wipes a few joints and carries a monkey-wrench for a few months, and thereby he is a plumber.

A graduate carries a transit and holds a pole for one summer and then he is a civil engineer.

An adult is an attorney's clerk long enough to be admitted to the bar and he is a full-fledged lawyer.

A doctor obtains his diploma and ever after many are an exception if they are not as good or better as an authority on "sports" than medicine.

Hundreds of ministers can hardly earn the necessities of life, and have saved so few souls, Peter must surely ask what was the matter, whereas a few Billy Sundays have thousands of dollars as well as souls to their credit.

The world is so full of would-be's and stickit men we need not be surprised to soon hear some crying: A kingdom for an expert who can hustle and do things.

There is a great deal of buncombe published about man being killed through hard work. It is not work that kills so much as worry and idleness. The happiest are those constantly employed at productive labor. The most miserable are those who have little or nothing more to do than to loiter or seek sports and pleasures to kill time.

The misery of idleness is seldom if anywhere more evident, barring jails, than in armies and navies, and often causes the enlisted to desert their posts of duty. The curse of idleness has brought some, as the writer of "Put the Old War God to Work," *Cleveland Plain Dealer*, January 18, 1914, to advise using armies and navies in time of peace to do such work as helping to construct the Panama Canal, and thereby also cause them to be greatly self-supporting. The very fact that to escape work is the main thought of many when enlisting to be soldiers or sailors again demonstrates the errors being made in educating youths away from labor as is done today and the folly of thinking to be happy by having little energetic productive work to do and spending the greater time in onerous aimlessness as a general practice.

We hear much these days about movements for the "betterment of labor" which will reduce its hours of toil from ten to eight and so on down to three if we are to believe all we hear. Men who have been workers and for any reason become loiterers for a brief period are no doubt wondering what they will do with the twenty-one hours. Those who have never known the sweets of steady worthwhile activity believe their misery lies in having to do any work.

Loitering and lethargy are so in the ascendancy it is growing more and more difficult to find many of our rising generation developing vivacity for much other than to be lively in the line of baseball, bowling, racing, vaulting the pole, or in prizefights. These take some of our best blood for an unproductive existence and the remainder usually sit around, unless there is standing room only, in the knowledge that father is working or has a bank account and they try to think they have done the best they could for themselves.

As long as loiterers cannot learn by experience they must have been mistaken in the fork of the roads any politicians promising greatest relaxation, increasing of playgrounds, pleasure, "sports" or anything that creates more amusements, less work and throttling of any functions that seek their developing ability to be efficient workers, will get their first vote, if not others.

In working we should not be afraid to take the kinks out of our backs and when playing we should not hesitate in permitting hilarity to give dignity a good knockout blow.

There is a time for all things; we should work when we are at it, and when playing do so and be done with it, and ever be able to draw the line.

Necessity of Clerical Workers Having Some Physical Exercise

Daily active labor sends the blood coursing through our veins with a circulation that can give a freshness to the face to excel all massaging and a permanent fire in our eyes to exceed any flashing that may be temporarily obtained by stimulants.

The rising generation's quest for easy labor and plenty



"There isn't a thing the matter with you. All you need is a little exercise with actual work."

Fig. 12. DANGERS OF INACTION

of leisure is giving our age a delicate populace to often look more like walking consumptives than having the rugged color and carriage they should possess.

It is essential that every person should have more or less physical exercise in order to be healthy.

Those who are constantly at a desk or doing light clerical work debarring them from active movements of their bodies especially require some strenuous exercise almost daily. If it cannot be obtained during their hours of toil then it should be secured during their release from work. Here is where the playing of football or baseball, plenty of good walking, slight racing, boxing, bowling, throwing the hammer, handling dumbbells, or working around the home or at any productive labor are to be recommended.

It is to be known that a man given up wholly to clerical work can become a very weak being physically. One of this character though he might be but thirty would if undertaking to dig a sewer, carry bricks up a ladder, break pig iron, push a loaded wheelbarrow or do other similar work for two to five hours, easily be brought to feel for a week or more as if he would like to be in his bed days as well as nights.

The hard work we can be brought to become accustomed to by starting early in life is greatly seen in the case of some men who though past seventy competing with rugged young adults in digging sewers, cleaning streets and other similar hard work and fattening on it. In fact, if they were prohibited from following up the hard labor they were trained in and compelled to loiter around, the chances are they would not live very long.

Whether we beget the habit of being an inveterate loiterer or a hard worker depends primarily upon our youthful training. The young loiterer never makes a sturdy adult or good veteran worker. This evidence is all from a book of observation and experience, not fiction.

CHAPTER XII

Specialization Causing Loss of the Vocations' Arts

We are aware that the great mass of people consider that specializing of product or of work means perfection or a better article than if made by jobbing methods. The question of any art of a vocation being lost by reason of specializing it never occurs to them. In fact, if requested to express an opinion on this point the chances are in favor of nearly all affirming that obtaining greater perfection meant increasing knowledge of the arts instead of their being lost, as evinced by the title of this chapter.

In any analysis of this subject we have first to concede that the very fact of any firm specializing simply means that it is devoting its productive facilities to some restricted or particular part or branch of its business.

For an example in considering specializing we will here take up the details of the painting business. In this we have, first, the knowledge required to manufacture paints; second, exterior painting of buildings; third, interior painting of structures; fourth, sign painting; fifth, painting vehicles, which ranges in specialties from painting a child's doll buggy up to delivery and other wagons, railroad and street-car coaches, automobiles and fine carriages.

The painting business not only involves a great deal of knowledge, but also requires skill and experience, as well as art; yet for all of this there is nothing to prevent a youth of intelligence from starting early to take up several of its branches and its auxiliaries, such as obtaining knowledge of methods for securing paints' raw products, manufacturing machinery, coloring materials, brushes, safe ladders, and scaffolding, as well as information on how to mix paints to withstand various conditions of climates and weather in best preserving the article they are to cover; and last, but not least, to educate his eye for harmony of colors.

Instead of a youth starting early with a determination

to master the paint business all that he possibly can, he is more generally found shifting from one job to another that will give him a couple of dollars per day in the knowledge that by patience he will sooner or later find some boss of a trade hard pushed for help and he will get started with "big pay," and in a few weeks be able to demand recognition as a journeyman. In his looking around for such a position, he observes a man on a ladder dipping a brush in a paint bucket and rubbing its contents on the side of a building. After a little observation and exercise of his own judgment, as older heads have no weight with him, he is sure there is not much in the paint business to make it difficult of mastery and he concludes to seek a chance to get started at it. This he soon finds and goes at it, and as any dare not for one moment suggest his being anything other than a master painter, he works at it as long as it suits his fancy.

As a further illustration of how we are losing the art of vocations and becoming a horde of amateurs and botches, especially in that which will not permit our always looking "pretty" and nice, we will cite a case involving the erection of an iron building where sheeters were paid from 60 to 70 cents per hour and required to work two to three persons in a gang. Here any two smart alecks with fair wits could obtain two pieces of sheet iron, a few rivets, and strips to fasten them, and after watching for thirty minutes how the work was done, pass around to some alley and by an hour's private practice to imitate the "professionals" get back to the building and ask for a job as journeyman by having a hammer, punch, and a few tools sticking out of their pocket. If "professionals" are scarce the "boss" is glad to try any that he thinks he might pull through with, whether as an excuse or otherwise. After starting these novices there may be some jangling about botched or slow work. However, they are started and on they go, with the "boss" continuing his kicking, and the consumer paying the price for good work, but obtaining bad.

The young have all come to so commonly learn that

conditions encourage their drifting from one to another vocation, and worming out journeymen's pay soon after starting, that the evils engendered are many in causing inferior work at increased costs. We were going to say "botch" work, but then it has gotten so in many cases it is all that is usually to be seen, and hence how are the young to know what is masterly in accuracy and skill?

We hear much about specialties and of proprietors' greed robbing the young of opportunities to thoroughly learn a business; but the author's experience sustains him in affirming it is more the desire of the young to obtain "big wages" while learning and then securing an increase on this as soon as possible, that is at the bottom of our creating little other than amateurs and losing the art of perfection and economical working than otherwise in a large number of vocations.

Specialists' Lack of Knowledge in the Full Art of Their Vocation

Specialties are principally originated by some person or persons who conceive of certain improvements that can be made in methods for manufacture or for selling. It is natural to assume that making a specialty of an article will cause it to be more compact, neater, of better design, and to be sold for less money than if made by jobbing methods.

Persons very ignorant of the art of a business can often start a specialty in a small way and work up to be very successful because of the slow beginnings and narrow limitations that can be tolerated in many cases and which tend to help decrease knowledge of its arts more than to increase it.

It is often surprising how little informed some specialists are of all that is involved in the art of their business. As one instance to display this fact we cite below an experience of the author in being called upon to fathom some difficulties a certain large foundry interest was having, though it had been manufacturing its specialty for over twenty years.

Castings made by above concern had been coming out defective for a long time, causing great losses, aside from trouble with its workmen on account of the defects. Every means that its bosses and operatives could conceive of was tried to remedy the evil but was not successful. The author, upon being shown the defects, prescribed a method of operation that ended the trouble in less time than it takes here to write of it. The remedy was such that an apprentice but a few months in a regular jobbing foundry would have known and applied to remove the defects the same as did the author.

The exasperating part of many displaying their ignorance to the informed of their business lies in the "look wise" and assumption to a knowledge of all its art by employees as well as employers in a manner to lead all knowing little or nothing of the art to think them wonderful masters of it all.

The more any business tends to specialize its wares the less jobbing work will it have. The less jobbing, the less utilization of all that is involved in its art. This, combined with the present-day efforts of tyros to escape giving up of time to begin at the bottom of a vocation and work up through all its specialties and auxiliaries, causes much of the art of many if not almost all kinds of business being lost to a greater or less degree.

It is to be understood that a loss of the arts of a business includes inability for its employees, which embraces its supervisors, to handle all its tools in an adept manner, as well as to be versed in all of its known ways and means to do its work in expert style. If difficulties are encountered, they should also possess the skill and knowledge necessary to remedy them promptly and not take a month to stop defections or evils that should be ended in a few minutes or hours.

Amateurs' Pathetic Post-mortem Conferences on Defective and New Work

A lamentably pathetic sight, often seen these days, is a post-mortem held by a supervisor and a bunch of his operatives over some defective work in order to decide on the cause and a remedy or to discuss plans for making



Fig. 13. POST-MORTEM GATHERING OF THE UNKNOWNING

new work. Instead of having this demure gathering of deficient ones, a "boss" who understands his business as he should do would as a rule simply call the operative having made the defective article and in a few moments, without wasting words, order some changes made to cor-

rect the evils and all would be ended. New work would be handled by him in a similar manner.

Many of these common practices of post-mortem gatherings are like calling a conference of a dozen or more of poor cooks, in the anticipation that they might attain the perfection of a lone good one. It may be said, as by the Scotch, "Two heads are better than one if they are only sheep heads." There are no objections to the bumping of any two heads to help solve a problem, but when a flock of lambs knowing little and often caring less are called upon to swell a post-mortem, over defective or new work, such certainly does not augur well for the knowledge and skill of the sheep.

A gathering of Tom, Dick and Harry out of an operative force to discuss difficulties or devise ways and means to do new work lowers respect for authority as much if not more than any other factor can do. This is one of the causes for so many concerns being now more run today by their operatives than by their "bosses" to increase costs of production and engender troubles that otherwise would not exist.

We should select men for making "bosses" from the ranks of the vocation they are to supervise. How is it possible to expect any firm to be able to obtain an expert in its vocation's art to come up and be an efficient supervisor if there are no practical adepts being made? The same is to be said for technical trade schools requiring instructors. It all shows that in order to obtain efficient men with executive ability for supervisors and instructors for teachers we have to get at the root which grows them. Hence the author's occasional consideration of the operative and instructor in this work in connection with the supervisor or executive staff for which it is chiefly written,

CHAPTER XIII

Conditions Causing Loss of Control in Management

There are sure to be times in the experience of almost any manager of labor when he will seem to lose control by reason of many affairs going other than the way desired. In a sense he has lost his grip. "Running" an office, store, shop or any business is a good deal like driving a fractious horse; the moment you permit a loose rein the full control is lost, and before the animal can again be brought under full subjection much valuable time can be wasted and damage done.

The reasons for losing one's grip are chiefly as follows:

1. Indisposition to accept and carry responsibilities.
2. Timidity in asserting and contending for respect of authority.
3. Breakdowns, mishaps and derangement of machinery.
4. Accidents causing loss of life or injuring operatives.
5. Drunkenness, absence of operatives, slackness of work.
6. Reluctance of men to labor; disorder and lack of system.

In considering the first clause we have to deal with a class of whom it can be said had never a grip to lose. Some of these are sons or relatives of wealthy connections that if left to stand without props would fall into oblivion. However, there are this day (1914) an astonishingly greater number of decrepit excuses for "bosses" filling these positions that are not bolstered up by rich fathers, uncles and aunts, but simply because there are no better to be had.

Indisposition to accept and carry responsibilities is without doubt one of the essentials lacking in many supervisors of the present day. This is a load that can weigh down the mind and body and one that a true manager

would not endeavor to shake off. It is with him day and night, asleep or awake. It is ever bringing to view apprehensions of details that foretell difficulties, and often causes him to rack his brain to study out methods for overcoming them. Many try to, and do, cast them aside because they have a strong inclination to have all go as nice and easy in their work as possible. Few overseers outside of those having their money invested in the business they manage can be found carrying the full weight of all the responsibilities that could be assumed.

Throwing off the yoke of care and worry in the direct management of men and work will reflect upon a "boss's" grip of control according to the degree they are not accepted.

The second clause displays a weakness prevalent in many supervisors that stand high in every other qualification to make them efficient "bosses." An overseer possessing timidity must occasionally lose his grip in control so as to greatly reduce the ability to enforce respect for authority and obtain the perfection and economy in production which he otherwise could attain.

Timidity in a "boss" is very quickly detected by employees and taken advantage of at every turn. To be a successful manager one must have at least pluck, self-confidence, and a judgment that will admit of no wavering. Any timidity in these qualities will surely make him a failure as a strong supervisor.

The third and fourth qualities can cause the reins of control to be so temporarily slackened and all system demoralized to create confusion as to excel any other factor that is generally responsible for such effects. They give reasons for the loss of control that often exact considerable effort and worry to conscientious supervisors before all is again brought to move as in the normal or the most profitable management of affairs. They can create conditions to unnerve and dishevel operatives that might require a day or two before the "boss" of greatest grip can bring all back to give him the serene control he generally possesses.

The supervisor of any establishment or department who finds his control disordered by reason of mishaps or accidents is often excusable for any grip he may lose on his work or authority for short periods. He not only must often have grit and nerve to sustain himself, but be able to help all under his control to hold up and recover themselves.

The power of a "boss's" control or discipline is generally better displayed by the rapidity of its recovery from the effects of any disheartening or destructive mishaps and accidents than by any other incidents to occur in the operation of the business he is managing.

Tolerance and Suppression of Intoxicants

In any discussion of the fifth clause, on the loss of control, through drunkenness or absence of employees, it can be asked wherein it differs if deranged through drunkenness, injury or by mere absence of any employee through sickness, pleasure-seeking or other causes.

Every establishment employing labor must have more or less system or interweaving of its work among its several operatives. In some cases the absence of one of their number could stop the progress of all the others, similarly as a break in the wires of an electric street-car line would stop all traffic of its cars on the road.

Firms to reduce risks of being blocked from running, endeavor, as far as practicable, to have operatives trained to replace one another, but it is not usual to find absent from duty all that are competent to conduct certain processes. In either case this might cause a firm to shut down or take chances of breaking in some green hand who might do untold damage before being relieved.

The difference between a tippler or drinking person being absent and that of temperate operatives lies in the practicability of placing some confidence in the word of the latter when they may resume work, whereas with the former none is afforded.

"Why bother with or engage persons addicted to

drinking?" can be asked. Every supervisor will avoid engaging tipplers if he can. It is the scarcity of the good, or skilled, that compels him, at times, to permit those whom he may know are tipplers to remain in his service. However, some drinking men may be tolerated because of possessing some very good redeeming qualities. As the last drunk is to always end such forever, if he is only given another trial, the "boss" in hope of seeing him reform will often stand godfather to his every fresh oath.

Some supervisors will not tolerate drunkenness in any form though the sacrifice may be great. There are many businesses that if drink is tolerated in any form it is sure to lead it to accidents, disaster or to ruin. This is further treated in chapter XLIX.

By strict discipline and kindness there are cases where drinking men may be reformed, and they are often worthy of trial. If a "boss" can by his tact and kindness be the means of reforming a man he is generally safe in feeling he has made a friend, one who will be most obliging and faithful in the performance of his work.

Reluctance of Operatives to Work is a Test of a "Boss's" Stamina

The reluctance of persons to labor, as cited by the sixth clause, is one to frequently cause a conscientious overseer much anxiety and trouble, as well as to often bring him to feel as if he had entirely lost his grip. There are many elements that can cause operatives to be indisposed to labor, and the majority readily succumb to such influences, as few are born with a burning desire for hard or steady work. As a general thing it is necessity and not the love for labor that causes almost all to toil.

In a sense we all require driving, but if we feel well and all is going fairly to our ideas "of running things" the lash of the whip need not be inflicted. When we rebel, then the master's stroke is ordinarily required to enforce discipline and a return to the duty which civilization's systems demand all shall obey in order to live a proper life.

It is often a wonder how one person can by an indolent and presumptuous air affect all the operatives in his department, especially where such are employed by the hour or day. Man is very susceptible to the will of indolence when emitted by co-workers who can assume an air of supreme dignity and assumption. This type of person has great control over weaker minds in persuading them toward loitering or inactivity. If these hypnotizers hold, in any degree, a position which could effect great inconvenience or much expense in replacing them, they can cause much irritation and a demand for tact in order to avoid discharging them and at the same time compel them to toe the mark of respect for authority. These grip-looseners may get some "boss's" nerve for a time, but if he has the stamina he should possess, it will be but for a brief period.

A manager often finds a number combining to the end of jumping his traces and they can sometimes go to such limits that he has not the control he should possess. Cases of this character are severe in testing a "boss's" ability to force due control and often may demand great patience, tact and diplomacy to regain necessary leadership. Reluctance of men to labor is no doubt one of the most aggravating factors "bosses" have to contend with, and frequently before proper control can be retained all the auxiliaries and intelligence may be sorely tried.

Dull Periods and Disorder Perplexing and Irritating Supervisors

Slackness of work is also a factor to perplex and irritate an earnest "boss." This can be due to a desire to obtain his usual profitable day's work from those under him, a work that cannot be well done because of his perhaps finding it necessary to shift operatives from one job to another, or be put on work they are not familiar with, in the hope business may pick up to more efficiently employ their services. The "boss" knows good operatives are scarce and if his are let go he fears others may

take them. In order to keep them employed at something to hold them with him, he often slackens his reins of control to permit their working in a go-as-you-please manner. This many take advantage of and when business becomes good again there is much difficulty to speed the indolent up to again meet the demands of conservatively energetic control.

Disorder and lack of system are two conditions that are the more distracting to create a loss of control the greater any supervisor's early training in neatness and methodical arrangements of tools and work. Persons who have been highly trained in order and system can have few factors to ruffle and disrupt their serenity, to make them feel as if they had lost their grip in controlling their duties, more than all being topsy-turvy around them. Especially is this very effective when in this connection incidents occur in the way of mishaps, mistakes or trouble with operatives or work to be in excess of the normal.

Any supervisor, whether the highest or the lowest in any establishment, should endeavor to ever retain the push and punch of the true "boss" with all the power of his being, for without these qualities he can become a mere figurehead, an apology for a "boss," incapable of exercising any necessary stoical, tenacious and considerate command of men.

CHAPTER XIV

Subsidiaries' Hostility to Superiors Wielding Authority Over Them

This chapter deals chiefly with the effects of frequent wrangling and deception sometimes practiced within in ranks of those who hold control with responsibility in the conducting of business or production. Here disruption of harmony, so essential to the best success of any concern or activities of man, may be due to subsidiary officials possessing so much of the bull and so little of the diplomat that they cannot gracefully comply with the rulings of superiors having power to wield the club of authority over them.

They become so filled with their own importance that they cannot conceive it being other than humiliation to be amicably submissive to others' control, and they often practice deception in the thought they are so smart it will pass unnoticed.

Much of the contention and deception that may exist between supervisors, when sifted to discover the cause, can be found in the subordinate overseer not having given any serious thought to the propriety of his existing enmity. They are not even using, though overseers, the intelligence of a majority of the operatives under them. Here we find a ready and cheerful compliance to the will and command of the "boss" who is held responsible for their doings.

Any disposition in overseers to wince under the wielding of authority over them, only the more as a rule causes it to be in evidence.

The thing for any overseer to do who had permitted himself to display hostility or deception to superiors is to look back and perceive if possible where such actions had done others any good.

Few overseers can ever raise themselves to higher positions by exhibiting animosity to their superiors because the latter endeavor to justly assert their authority.

If a supervisor possesses real merit, the results of his management to promote safety, quantity and quality, and at the same time encourage those under him to keep on improving their efficiency, will accomplish more for him, many times over, in the way of advancement, increase of salary, or permanency of position, than any "knocking" of his superiors can do on his behalf.

The overseer who will labor to maintain the good will of all higher officials than himself is not only out of danger of catching that disease, the "big head," but has made himself such a logical and amicable "boss" that any higher official having dealings with him will recognize his being a sensible fellow, worthy of assistance to develop his ability to the highest perfection.

On the other hand there are some concerns having officials so genial and considerate of others' interests as to invite a development of egotism and deceit in their undersupervisors that would never have taken root had they been otherwise. However, any subordinate taking great advantage of any geniality or leniency in the domination of superiors is very apt to some day discover he has gone so far as to create a dread, or repulsion, that would eventually cause his dismissal and leave him no opening for ever returning.

The very fact that there are those who will allow indulgence or familiarity to breed contempt, or deception, causes many firms to never relax in wielding their club of authority to maintain a reserve and command that brooks no defiance, no lack of subserviency, nor cause of deceit, in subordinate "bosses." This can be a harsh supervision, made compulsory from general principles, but those that accept it all as being advisable, the better for them, especially should they at any time wish to seek favors at the hands of their superiors.

Why some supervisors of a firm may show a disposition to ignore the desire or orders of these above them can find its incentive in one or more of these four reasons:

1, Thoughtlessness; 2, Spitefulness; 3, Disloyalty and 4, Self-importance

Thoughtlessness displays an apathy often acquired through a bad memory or an inability to be strictly attentive to business, generally begotten by a lax realization of the importance of following the higher official's desires or commands.

Spitefulness is generally born and exercised through discordancy in views of ways and means to accomplish desired ends; lack of congeniality in temperament; endeavors of the higher or lower officials to shift to the others' shoulders responsibility for errors, troubles or losses; malice created through an ambition to undermine and obtain a higher official's position, or by great jealousy of surpassing skill and other recognized ability.

Disloyalty can be exhibited through ignorance of the importance to respect authority; encountered or imagined grievances; aspirations to gratify enmity, or sincerity in the absurd doctrine, that capital is an enemy to labor.

Needful Subjugation of Aggrandized Self-importance

An evil *self-importance* is often created through aggrandizing of one's own ability, conceit, selfishness and indifference to considering there are others living whose opinions, personality, existence, comforts and desires are to be considered and respected as well as their own; also that they have no more right than the greatest to be exempt from respecting and obeying the commands of those in authority above them.

There are no grounds whatever for an under official disregarding the wishes or orders of those empowered or having any right to influence his actions in managing men or work. Some take the stand that if they are not permitted to do almost all things their own way it causes those under their charge to think they do not understand their business, or are incompetent to be intrusted with any responsibility and hence to be disrespected in their

authority. This position can be taken by the truly incompetent overseer, as well as the one who might be thoroughly proficient in all things, but it is he who is generally the most inefficient or self-centered that takes exceptions to having higher authority advise or direct him, and unwisely endeavors to hide behind a shield of excuses for his suppositions not being respected in his authority.

The greater any expert becomes, the more he should realize the vastness of knowledge and possibilities for the creation of ways and means to overcome difficulties and bring into existence advantages which were never known before. Any such power that will permit self-importance to deride those higher in authority than themselves from suggesting or commanding their actions can, as a rule, only belittle and injure themselves. Should not the expert condescend as gracefully to follow the desires and commands of those above him as the great general often does in the subjugation of his enemies, and though flushed with triumphant marches respect all orders from those above him in the contemplation and planning of new battles?

A point which some persons lose sight of is the fact that no man can know it all. Again, that the higher the authority the greater realization he has of all matters, and especially the frequent urgency of stopping losses or making improvements which will command or dispatch business as quickly as possible. To do this the chances are generally in favor of the superior supervisor being able to save much valuable time in having a department or the whole of any plant work out its own salvation in remedying defects or trouble, or in making improvements beyond what the under or less responsible overseer could do.

When such conditions as the above present themselves, any foreman or assistant is very foolish to display feeling, as if someone were interfering with his rights, duties or work. If there exists any thought of displacing him, any repugnance on his part to any question of the actions of those above him will generally only the more excite them to take active measures to do so, whereas on the other

hand should he be a highly prized overseer, then a cheerful submission on his part to any suggestion, dictation or command by his superiors will, as a rule, only elevate him in their esteem and confidence.

CHAPTER XV

Proprietor's vs. Employee's Realization of Risks and Needs in Training Apprentices

It is natural to expect that any person will be more guarded of his own money than the others permitted to handle it for him or those who are merely receiving a salary, as usually does the hired supervisor. In cases of guardians, or persons being given money directly to be held in trust, or spent by them, a condition exists causing the honest person to realize a great deal more the owner's actual feelings and hesitancy in assuming any risks or obligations. In this we find that the real owner will often risk and venture more in taking chances than the honest trusted agent, for the simple reason that if there is any loss, or failure, it is his own and not others' property that has gone from him.

In the case of honest persons, as are most supervisors, it is largely a lack of realization, or of indifference, that causes them in managing their employer's men and work not to conceive as he does the risks to be run in the expenditure of money for improvements or for other affairs that cannot tender assurance of a safe investment.

The proprietor's responsibility affords him a long and wide range of vision in perceiving what may happen, or to have fear of the unexpected, that is not to be shared by the hired supervisor. The person hired may think he can perceive all risks to be taken, but such is possible only to those that cannot run away from the adversities involved if risks result in failures.

A man having his all at stake, or what might lead to a loss of it, has many factors that he cannot obtain safe insurance on to worry about. Among these are:

1. Improvements his competitors may make, by some of the many means that may be employed and which he cannot command, or thinks it wise to take risks upon.

2. The chances of fires, floods, winds or lightning causing him heavy losses.

3. The sudden taking of life to cripple the firm's management to a serious extent.

4. Fear of labor troubles or strikes involving him in a desperate struggle for existence.

5. Risks of those purchasing his wares failing to pay for them, thereby financially embarrassing or even ruining him.

6. No absolute assurance that he may be able to meet all notes or loans (that almost all proprietors must make at times) when coming due that if not paid could seriously injure him or cause his failure.

7. Risks of accidents causing loss of employee's limbs or life, or damage to property, that can cause heavy losses or disrupt a firm's organization of men and of their work.

8. Liability of depression in business, or creation of panics, to be caused by sudden calamities created through great fires, floods, changes in governmental administrations, earthquakes, bank insolvencies, crop failures, world wars, tight money, strikes, etc.

The above contingencies and others of a more indefinite character that might be mentioned cause the proprietor in any business to be much more conservative, cautious, and hesitant at spending money in the supposed interests of a firm than is possible for the most conscientious person who is merely under a salary. The above conditions are all rational consequences that thinking persons should recognize.

While it is not possible for all financially disinterested hired supervisors to see but dimly through the proprietor's eyes, for the advisability of risking money in business or enterprise, and often striving to be out of debt, such should not be carried so far as to prevent a conception of the painstaking self-interest all hired supervisors should take as their part in managing men and work to the best interest of a firm.

An Illustration of Supervisors' Laxity in Best Serving Their Employers

One illustration of indifference to the above needed interest is seen where the chief officials of a certain firm came to learn that no apprentices could be retained to learn its business. This firm's inability to retain any apprentices became such a serious affair that its proprietors took the matter up and found the main trouble lay in foremen of the respective departments taking no interest in the boys and occasionally would practically tell them they would never amount to anything at the business.

This firm upon finding that a lack of effort by its supervisors to hold apprentices was the chief cause of their leaving turned the entire handling of apprentices over to a man in the office who was familiar with shop conditions. This man was held responsible for the changing of the boys from one class of work to another, to keep record of their time and pay, and if anything came up to discourage them, or their foreman had any complaint to make against them, he was consulted, and if thought wise the parents of the boys were summoned for consultation. No boy could be discharged until this man had had an opportunity to talk with him. It is asserted that there has been no difficulty by this firm to hold boys since the above system was established.

The above is an actual experience of a large firm, the Cincinnati Planer Co., to be found in the *American Machinist*, June 12, 1913, and is such as can be verified by many other concerns in this and other ways to give illustrations of where seeing through the proprietor's eyes affords a long-sighted vision in perceiving necessities and nourishment for the welfare of a business.

Protection for Youths During Their Most Impressionable Years of Adolescence

An important factor, necessary to be conceded, in the apprentice question is its relation to the efficient man,

especially when we consider what effect the beginning of almost all training has on the progress and result of apprenticeship.

It cannot be expected that in a work of general character as is this book there can be any matter written to be of much value in presenting specific forms of apprenticeship agreements. This is a feature that each and every vocation has need to handle in an independent manner to best suit its own peculiar conditions. Further, what would work well in a small town might not be desirable for a large city, and again, what would be advisable for one nationality might be undesirable for another, and the same applies to any blending of them. However, what we are advocating throughout this work, of having the young start early to learn a vocation, is adaptable for all industries, whether in villages, towns, cities, for all nationalities, or any intermingling of them.

The universal endeavor of the masses to be relieved of the restraint of work as far as possible has brought the question of child labor, and of school and shop legislation, to be shorn of much that is wise. We now have laws, as in Ohio, which compel boys to attend school until they are through the sixth grade, and that will not permit them to be employed under hire until they are fifteen years of age. Many boys pass the sixth grade a year or more before they are fifteen years old, and if they do not desire to go farther in school these laws put them under the ban of becoming loafers or "sports" and at a period when they are most easily influenced and could be directed to become industrious and efficient citizens.

On account of fifteen years being the early period of adolescence, permitting minors to be the most easily led to form bad habits and illusory ideas, legislative bodies should see to its being a time of life when there can be no possible excuse for them not to have an opportunity to be employed either at school or by some industry.

The reader's attention is called to the last but one paragraph in this chapter wherein he can note the steps that are being taken to remedy evils of the above character.

Filling the Gap of Any Idleness Between Schooling and Working

In connection with this chapter we show an illustration on page 115 of the manner in which Germany in contrast to our own country has provided ways and means to keep boys occupied in either studies or labor. This "cut" was tendered the author for this book by the kindness of Mr. F. W. Keough, editor *American Industries*, and was shown in its issue December, 1913. The following is an extract from what Dr. Geo. B. Hodge of the Y. M. C. A. International Committee for Educational Work has written on the subject:

"More than two-thirds of the boys leave our splendid public schools before the end of the eighth grade. It is generally agreed that the chief reason for doing so is an economic one—the call of the dollar."

"The average length of a boy's schooling is less than six years. Less than one boy in four completes all the grammar grades, and but one boy in eight goes any farther with his schooling. Only one boy in forty—or one-fourth of those who enter the first year of the high school—completes the course in high schools, public or private, or goes higher.

"Of one hundred boys in the first grade there are only fifty-five in the fifth grade, twenty-seven in the eighth, six in the high school, and one to enter college.

"Less than 5 per cent of the males in the nation are fitted by definite educational training for the occupations or vocations which they will ultimately enter.

"It is such facts as the above, coupled with the tendency of the school men to meet this demand for industrial training in an impractical academic fashion, that has opened up a field for service which the Y. M. C. A. is energetically striving to fill.

"Their officers are beginning to realize that a full course of evening instruction along industrial continuation lines is as effective in increasing the earning capacity of one who is employed daily in the same line which he studies nightly, as a full day trade school course would be. And the student possesses the additional advantage of earning even at the time when he is engaged in learning.

"Millions of boys go to work each year having had only four to seven years of schooling—and no room for vocational training during that short period of instruction. What an opportunity to furnish vocational instruction to these!"

The above is a strong plea for the advisability of boys attending night schools when not having taken a full course in grammar grades, or in high school or college as may be desirable in order to make themselves the more efficient men in vocations best adapted to their capabilities and talents.

Advisability of Permitting Boys to Go to Work Early and Notes on What is Hard Labor

Any boy between fourteen and fifteen should be permitted to go to work if he desires to do so. The author started to sell newspapers when he was but eight years old and at twelve commenced manual labor in a callousing, laborious vocation, and though now past sixty-two he is far from having any foot beseeking a grave.

The author is as desirous as any one to prevent the young being injured by hard work; nevertheless, there is altogether too much sentimentality fostered on this function and by many who have had little experience to give them any just conception of what is truly hard work.

We occasionally have newspapers publish articles with big headlines and frilled pictures showing some clerk, actor or rich man's son who is thought to have done a great day's work in shoveling coal, carrying pig iron, etc., in which the reader is supposed to concede that these

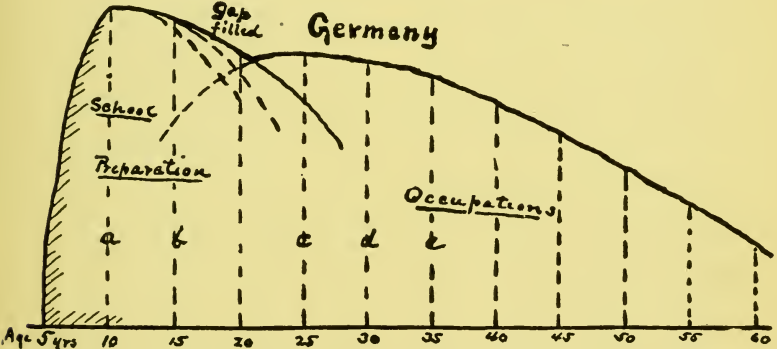
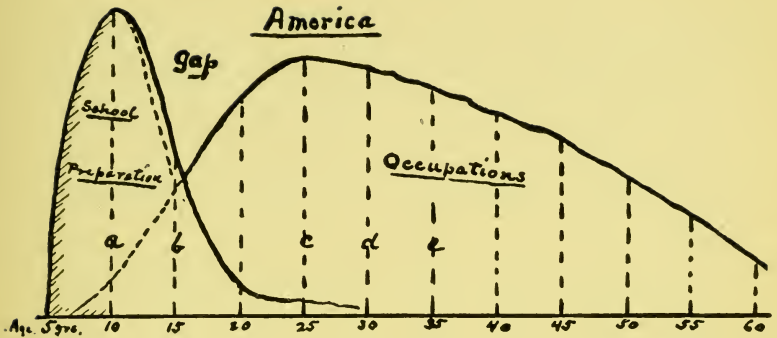


Fig. 14. FILLING IN OF MINOR'S IDLE GAP IN STUDIES OR WORK

EXPLANATION.—These graphic estimates concerning the relation of the school training of males and their vocations or life work are based on census and government reports. The verticals *a* and *b* show relatively the number of boys in school at 10 and 15 years of age in both North America and Germany. The verticals *c*, *d*, *e* show the number of males as wage earners. Note the difference between line *b* in North America and line *b* in Germany. Germany has developed a system of vocational training which is so closely related to both the schools and the industrial and business life that it has closed the gap and has turned the years of waste into further training for life. We must co-operate to close the "gap" in North America.

people have done something marvelous. These articles to the man who truly knows what is a hard day's work in these lines make it all so ridiculous that he wants to close his eyes and forget he sees anything for a while. We could direct these soft-palmed chaps to where real hard work is done steadily, year in and year out, work that would be an eye-opener and would cause all unprejudiced minds to agree with the version of this paragraph.

Legislature Looking Toward Filling the Gap Between the Boy's Schooling and Working Periods

On the day of receiving the galley proofs of this chapter an article appeared in the *Cleveland Plain Dealer* of December 30, 1913, stating important changes were recommended on the 29th of the above month in the Greenlund Child Welfare code passed by the Ohio Legislature last winter, recommending that the law be made to read that all children shall be kept in school until they are sixteen, save only that where a child has completed the eighth grade and is fourteen he may be given a work and labor certificate and permitted to go to work. This will be very beneficial in helping to fill the gap of America shown in the accompanying illustration of this chapter. It is all a step toward the assisting of the populace returning to a more practical life and a measure every State of our country should take a keen interest in, complying with its recommendations as far as possible and improve on it if they can.

CHAPTER XVI

Young Commoners' Opportunities; Power of the Press to Help Create Efficient Men

It is a fact known to many citizens that the training newsboys have obtained on the street while battling to hold their own in sharp competition to sell papers has, in reality, been the starting period in the making of many thousands of eminently worth-while citizens as well as wealthy men.

Were it practical to have youngsters begin selling papers around the eleventh year and to only continue it until reaching sixteen and then after this age to compel those not proceeding to go to high school to have them to seek employment in our commercial, productive, transportation, and engineering vocations, these industrial agencies would not then be suffering by the dearth of bright apprentices to develop masterly men as are our industries today.

To see youths eighteen years of age and on up to sturdy adults peddling papers when almost all industries are crippled by the lack of good apprentices and efficient workers certainly looks as if something were wrong. Our public press could, with the assistance of parents, greatly help to create efficient men if they would strive to discourage all persons of health, strength and full faculties of senses and limbs, from the ages of sixteen to sixty, from selling newspapers unless going to high school.

Selling of newspapers by the young not only awakens their intelligence to use their auxiliaries but also greatly helps them to beget the work habit, that if taken in hand and directed to right roads at the age of around fifteen must give us far more efficient men and less loiterers, "sports," the decrepit poor and the criminal, than is being developed at the present day.

Who are they that could affirm that the young commoner of health, good physique and fair intelligence who will start as a hustling newsboy has not many more

chances to succeed in becoming an efficient man than those reared in the lap of luxury with almost all influences carrying them from productive employment to gayety and "sports?" The great majority of the most efficient, skilled men, those who have been stepping-stones to give us our leading industries and the wealth of improvements, with the luxuries which we enjoy today, have usually come from the ranks of the commoner newsboy and not from the college or the elite of society.

The value of a newsboy's business training and of economical home environments is such that if he and the son of a wealthy man should apply together for an opportunity from a stranger to work or learn a vocation the chances are ten to one, both having about the same intelligence and sufficient school education, that the newsboy would secure the preference.

James J. Hill, the Northwestern Railroad magnate, said in an address to one hundred and fifty Yale graduates at the University Club, by *Cleveland Plain Dealer*, January 5, 1914: "The common and high schools of the country are dismal failures, I am sorry to admit. Thousands of students are graduated each year from our schools believing they have received an education which they have not. Accuracy is not taught in the schools and accuracy is the main essential. I would rather take a boy who had a widowed mother to support and who has had to get his education by working for it than to take the graduate of our schools. The boy realizes that he does not know and what he learns he masters thoroughly."

Mr. Hill, in a measure, is correct in his above remarks. He should have gone farther and struck at the root evil that is causing the schools to be failures and which is the craze of our age, backed by many parents and the powers to be, to educate youths away from labor, concentration and accuracy due to their quest for leisure, ease, pleasure, sports, etc.

The Hovel Home as a Breeder of Inefficiency

The author is a strong advocate of the lowly being well housed and fed to the best practical extent of economical and sanitary living; especially since the character and environments of the home have so much to do with the creation of the worker and the efficient man. In the cuts accompanying this chapter are shown two hovels and a neat, modest home. Where parents can be blessed with good health, there is no excuse for any family in the United States being reared amidst such disorder and filth, as seen in the lower cut of this chapter. We may be very poor but that should not prevent our being clean, orderly and industrious.

The manner in which the different articles and rubbish are seen around the exterior of the hovels shown warrant any person in predicting that had the parents living within them every opportunity to rise in this world their surroundings would generally be the same, no matter how many lives they could live.

The author has known of common laborers receiving the lowest wages paid who had homes looking as cozy and perfect in sanitary conditions as that of the one seen above the hovels. This, however, was not achieved by the parents lounging around afraid of picking up a stone or of shoveling a little dirt in their spare hours. We require less pampering of the idle and lazy and more stringent measures to force them to keep everything looking clean and tidy around their abodes, though they might only have woodsheds to live in. Create such conditions as this and the young of the most abject poor can rise to efficiency that otherwise would greatly go on to their ending as they began, many of whom tie to the underworld and swell our army of toughs, thieves, and desperate criminals.



Fig. 15. HOMES OF THE THRIFTY AND NEGLIGENT

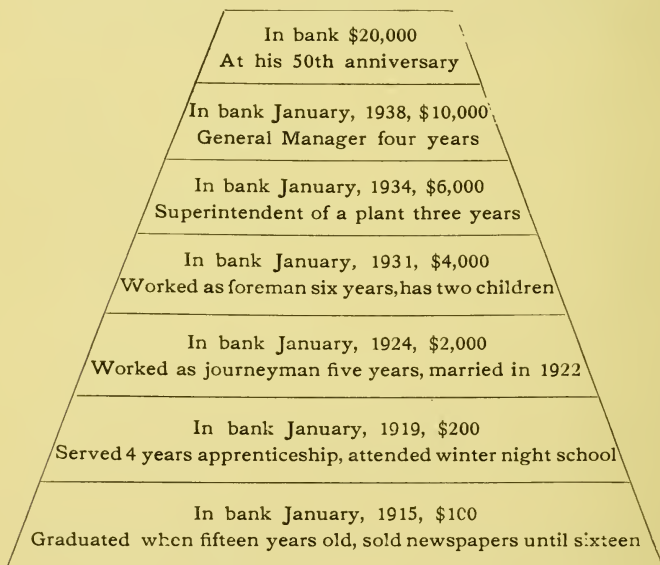
Blending of Work with Some Play—Youth Calls for Companionship

A factor that must be considered in the lives of all boys is the impracticability of their remaining idle or of being isolated from all companionship. They must, as a rule, be kept busy at something. If it is not work, it will be play; if not legitimately either, it will be mischief or deviltry. A fair blending of work and some play so that a boy may with these in connection with his studies be constantly kept busy is a very desirable condition. Any boy who will take up the selling of newspapers during the hours he may be away from his schoolroom and studies is to that extent removed from the tendencies which idleness and lack of genial associates exercise in turning a youth to rascality and to depravity.

As to a boy's want of companionship none should be nearer or dearer to him than his own father, and the next his brothers, if he have any. If none of these, then a mother, aunt, or some close relative. However, wherever there is a father the more he and the boy can become chummy and seek each other's company for all affairs outside of the home as well as in it, the surer is the boy to travel the road to efficiency and honor. Even after the boy has become an adult there should be none that he could find among men who would be more preferable for companionship than his own father. This is all, of course, assuming that he father is the clean, full man he should be and is unwilling that all the responsibility for the right directing of his boy should be left to the guardian care of the mother. This is a subject treated further in chapter XLIV.

The frontispiece of this volume displays the possibilities and opportunities of the industrious newsboy and to what a distaste of labor and a liking for hoodlumism can lead. To make this illustration the more impressive we close this chapter with an efficiency pyramid that should not be looked upon as being beyond achievement by many intelligent youths; if not in a supervisory field of pro-

duction efforts, it might be obtained in commercial or financial lines and could often far exceed the accumulation shown. One thing is sure, there is nothing to stop a sturdy youth from making the beginning, and if the ending is not as high as that shown in the pyramid it must at least be far in excess of him who will not make the effort, and it should cause him when a young-old to be sufficiently independent that he need not have any fear of a pauper's grave.



THE NEWSBOY'S EFFICIENCY PYRAMID

CHAPTER XVII

Needed Realization of Affliction as Well as Skill and Efficiency in the Young-olds

The education of man for a practical life would be greatly improved if we could enlarge our powers to obtain a fuller realization of the deplorable affairs of life, or of the mind, as existing with others as well as with ourselves.

It requires special training to cause a man reading of a terrible accident to realize to some fair degree what he would recognize could he with his own eyes and ears conceive the sorrow and torture caused by such disasters.

No one can dispute that the greatest derailer of trains could be reformed more by being compelled to gaze into the bulging sockets of his victim's eyes, hear their agonizing cries as they lay wedged in his wreckage and to inhale the odor of their burning bodies as the flames roasted their lacerated flesh, while their hearts were still beating, than by any mere reading of the results of his hell-born deeds.

It is true we make an example of man after he has realized; we imprison him for life, or hang him by the neck, electrocute or guillotine him in a manner few can see but all may read of, in connection with the big headlines and humorous pictures of how John Doe kicked up at some carnival, or rooted at a baseball game having standing room only.

What have we today that can cause law-abiding citizens to fairly realize the horrors of a criminal's death by reading of it, any more than being informed by type of the calamity of a railroad accident, or any other disaster that might befall mankind, misery all mixed up with other news pleasant and fascinating to think about?

How many are there in this life that were respected people who through not fully realizing it committed in a few moments some act that ruined their lives so that only sorrow and misery could be their lot and that of their relatives and associates for the remainder of their days?

To be made to realize the possibilities that may cause man sorrow and afflictions in life would often be repulsive, but were we only schooled more by object lessons we should soon come to accept them as being an important necessity, an essential accompaniment to our pleasant studies. With the introduction of motion pictures, lectures, and other means now at the command of man such instruction as at anatomical museums, asylums, and jails to which minors could be taken, there is much that might be done to develop the powers of realization in a manner to not only reduce man's misery but to also greatly increase his efficiency.

Any measures to increase man's power of realization cannot only be beneficial in causing him to escape adversities and live a more efficient life but also to be better conjoined as employer and employee. It permits employees to comprehend something of the responsibilities, worries and risks of the employer, and the supervisor to perceive more fully the consideration due his operatives.

We are now brought to the chief factor we wish to emphasize in this chapter, the text of which is the inability of the unskilled to realize the full value and importance of the highly skilled or broadly experienced in the art of a vocation. The majority of employees and supervisors are as a rule as lacking in ability to realize all their vocation's intricacies and full art and importance as are those not seeing a man-slaughtering railroad wreck in comparison with those that are present to assist in caring for its mangled and dead.

The adept grounded from the bottom up in all the branches of his business as well as its auxiliaries to thoroughly master a vocation are now becoming so scarce that it is rather difficult in many occupations to find men competent to pass judgment on the ability and value of men to be considered masters of the manual and technical art in their business. This point can be better understood by a study of the next chapter.

It can make the truly expert master, one that travels

much, nearly as nauseated in observing the manner in which the vast majority go to work and the little they really know about it although they look wise, as he would be if observing a butcher brutally attempting some surgical operation on humanity.

Prevailing incompetency of the intelligent to be masters of the manual art of their vocations generally makes it very pathetic and discouraging to observe the make-shifts being now (1914) often employed by many concerns to mismanage the practical end of their businesses. Sons, nephews and novices who are but a few months past the spending of their best years in useless studies at schools and colleges are given control of work they know very little of, because they may have a "pull" or are bright, intelligent looking and can act the owl. It is no wonder we find so many places that are run by operatives, instead of the "bosses," and who indirectly influence or compel others that do understand their business to frequently tolerate impractical measures, incompetent operatives, degeneracy of the economical production of life's necessary commodities, and perceive much of the art of their business being lost.

The degeneracy of knowledge, skill and experience has grown to such an extent few realize that some concerns are now called upon to employ from two to four men to supervise work, production or a department that one man being what he should be could do and be more efficient in obtaining the sought-for results than all of the superfluous combined.

Contrasts to be drawn between the high and low classes of supervisors are often fairly comparable with the differences cited for those existing between the amateur and professional as seen in paragraphs 4 and 5, chapter VIII.

When conditions make it necessary to employ from two to four overseers to do what one high-class production supervisor should accomplish, the ratio of efficiency to obtain results generally decreases according to the

increase in the number of the "bosses." They usually get into each others' way to cause confusion and the more or less discordancy that often leads to a serious lack of harmony and is then a very great handicap in obtaining accuracy, perfection or any other desired results.

The greater any supervisor's ability to economically



Fig. 16. PEACOCK AND OWL SELF-RELIANCE

or practically dispense with under-assistant overseers in attaining his desired results, the better from every viewpoint is it in obtaining perfection and profits.

Inefficiency of supervisors, those not understanding the manual and technical essentials of their business, would not be so deplorable if they could only be brought to fairly if not fully realize their deficiencies and the

injury their lack of practical experience may engender in their business. The greater the increase of inefficiency in supervisors, the greater the ratio of its growth makes the lost art the more difficult of recovery. This last sentence is also applicable to operatives.

Inefficiency After Adult Maturity Debarring Sturdy Men from Employment

Benefits of the power of realization have few, if any, factors to display it more forcibly than special efforts being made to impress the young with the urgent necessity of their striving to become efficient, right thinking and acting before their maturity, so as not to be cast upon charity in their recession from the prime years of life.

There need be very few persons, of sturdy physique and good health, having made themselves thorough masters of some vocation and sought-for men before advancing to middle age, who can always rightly excuse themselves for being out of employment after passing their mature years.

With a sound body, a compatible disposition, the mastery of a vocation or business, and continued efforts to improve ourselves, we should be the more valuable the older we grow and therefore when it comes to anyone being dismissed for want of work it would be, as a rule, the young who would be left to seek new employment.

It is a pathetic sight to find sturdy men but little past middle life being replaced by the young who are practically but just getting well started in proficiency. Such instances often indicate that the older man has not wisely spent his precious years of youth in training himself to be efficient, or there is something lacking in his disposition, ways, character, or accuracy in working.

The longer any man of broad experience and skill, right thinking and disposition can retain his vitality, the more efficient should he become and be prized by his

employers. This is a maxim that would be well kept under pillows and pasted in the hat of every minor.

When any person possessing all his senses and good health finds he is replaced by inexperienced young blood, he may as a rule be pretty safe in concluding that there is something wrong with his disposition or ability, often caused chiefly by his having squandered precious years in frivolity, loitering, "sports," pleasures, or chasing of the visionary with no effort of self-denial for anything to help insure his being profitably efficient in his young-old years.

When we are young and full of an abounding vitality, this may often make up for any lack in skill or in companionable temperament or even in right thinking and actions; but when a "young-old" with a waning vitality that ill supports his deficiencies he may expect to often find the vigorous youth displacing him, especially when business is slack and firms must decrease their force of operatives and again if going out on a strike, especially with the young.

Coming years are to witness many tragedies through the rising generation not realizing the value of their precious years and thus failing to develop into efficient men, a failure that precludes in all cases the possession of sound ideas and well balanced actions.

Motion picture film companies could do humanity a very substantial service if they would make special endeavors to produce true pictures of the young developing incompatible dispositions, bad habits and squandering their best years in loitering or loafing and when old reaping the seeds they had sown through not having become efficient, right thinking and acting men. Fearlessly truthful pictures of this character could be exhibited at schools, etc., to create a realization of important needs to these ends that would be of great value to the young.

Ten Don't Epigrams for Those to Remember Who Wish to Rise and to Stay Up

1. Don't forget that habits are the most easily formed while young. That is a truth all gospel expounds.

2. Don't get the habit of striving to do less than you are asked to do or being inaccurate in work if you do not want to be a young-old looking for jobs.

3. Don't forget that watching the clock will create more patches on the seat of your pants than holes in your pockets from carrying dividends.

4. Don't stop any undertaking before you are well started. A good beginning is often a mastery of it all. If the starting is hard keep at it, turn this way, then that way, look up and look down, twist and squirm, but keep doing something in trying and trying again, and all at once you are over the wall to travel a straight road with but a few more bumps to retard your progress to success.

5. Don't waste time waiting for opportunities to open a door for you, get out and hustle with a club to knock any obstacles down that would prevent your persistently traveling until it is found. All things come to him who works while he waits.

6. Don't let adversities hold you to give any consideration to what others are doing but push on with no thought of defamer or defrauder and exceed your own records as swiftly as you can and they who may have done you an injustice will come to find you do not down.

7. Don't forget that when great affliction or sorrow strikes at you killing blows that you must get to work at something as hard and fast as you can, to drown yourself in this instead of intoxicants and your senses and strength will stay with you, to ever keep you the strong, full, upright man.

8. Don't let successes that bring you easy gotten dollars cause you to forget there are other things to live for and that some with millions would sacrifice their all, could they but have their ending respected by man.

9. Don't think if you are disposed to be tricky, unfair or dishonest, you can fool people all the time, as sooner or later you will meet your Waterloo.

10. Don't ever come to think you have done enough or ever be satisfied with your past for a talking card. One sure is-to-be is worth a dozen has-beens in the estimation of men. Paste this in your hat if you don't want to be thought a dead one in standing pat with the world while living the life of the Efficient Man.

CHAPTER XVIII

Chief Developers of the Embryo of Efficiency and Need of True Parents

The chief power behind the embryo of efficiency in youths, the mainspring to first influence its development, is woman. All minors are in manners, customs and habits imperatively what the mother trains them to be. They are fondled and caressed by her all the way from infancy through adolescence to maturity. She can greatly be the chief cause of their being nonentities or utilities when starting as adults.

One of the greatest handicaps some mothers have in the aim of bringing up sons to be utility men upon reaching maturity is wealth. The elite of society, and the environments of her home, with no demand for toil and all devoted to pleasure, gayety, and "sport," often make her practically powerless to sway the child and minor to any praiseworthy mental or manual efforts, especially of competitive earning of a livelihood where he must stand or fall on his own merits.

The ambition of almost all mothers, of small as well as large means, is to have their sons engage in only nice and easy work. If they are of small means they would strain every resource in their power to have their sons appear, so far as possible, as well to do as those of large means. These desires blind many to so overreach their resources that folly oft takes the place of wisdom in training of the child up to its becoming an adult.

The training, habits, customs and conceptions of affairs any minor has acquired in childhood and adolescent years cannot be changed to make him as strong in others radically different after he has come to adult age. What he has been trained to be before reaching twenty-one is presumably what he will be the balance of his life, in some intermediate degree between the being a nonentity and a man of great utility or ability in any notable competitive vocation of life.

If mothers could, in the great love for their sons, realize the wisdom of training them to be competent, to provide a good home and happiness for themselves, did they need it at any time, especially in their old age, instead of being more interested in how they could assume to be gentlemen of leisure during their minor years, there would be more efficient men for all vocations and worthy protectors for all women to have more homes and the world less bachelors.

The Creator meant that the home should be the abode of woman, and man the guardian thereof; but with so many men able to but barely support themselves, through their inefficiency and wrong thinking, all is turned from the natural purpose, with results, as in the case of any affair which conducts activities to go against nature or correct principles, that must drift to inconsistencies, trouble, strife, and ultimately to dire disaster.

We have many women's clubs, but we stand in need of none more important than a Mothers' Educational Efficiency Society, wherein the chief efforts and motto will be, the development of minors to become efficient, right-minded workers for our farms, offices, stores, shops, mills, mines, railroads, and all other work to strengthen the sinew and quicken right thinking. That which does otherwise will take care of itself. With these fields of labor all amply supplied with efficient, sensible men, women would not, as today, be called upon to usurp the work of man in order that she may live.

We especially make mention here of the great necessity for youths to be schooled in right thinking, that they may obtain business ideas of life's affairs, and that they may be broken, if possible, of any disposition that would retard a demand for their services in their minor, adult or young-old years. Characteristics they should be especially broken of are treated in chapter XXXI.

Period of Man's Greatest Impelling Instinct to Become a Worker or Loiterer

The author believes he can foresee research being made to discover at what period in life the instinct to be the worker or the loiterer is the greatest in human beings. From his observation he has to conclude that it exists



"What, dad! Me mow the lawn? Well, I should say not!"

Fig. 17. THE IMPOTENT PARENT

from the age of three up to twelve years old. He feels pretty confident that when minors reached the age seen in the above cartoon of "The Impotent Parent," that few would want to waste any time watching for the instinct to be a worker to exhibit itself. The parent who will take an interest in keeping the child steadily employed doing something light of a constructive nature, during these young years will rarely find it a loiterer or loafer afterwards. The child will always be busy at something, but whether its hours of activity

is chiefly work or play will still depend very much on the parents' efforts to guide it in the one or other direction. If we cause the minor to be a worker he will as an adult generally be the same.

The question of instinct is interestingly and instructively brought to our attention through Spalding's experiences with chicks. It is stated by Prof. Geo. M. Stratton, of the University of California, in the December, 1913, publication of the American Association for International Conciliation, that if a chick were hooded or shut away for a certain time, the normal instinct to follow and be friendly did not then appear when the little thing was brought to its mother. The term for this instinctive friendliness had passed and the opposite instinct of fear and flight was now in complete control. The chicks which if unhooded the day before would have run to the experimenter now fled as if from a hawk.

Further on this subject, Prof. Stratton cites experiments by Miss Fielde with ants wherein it is found that if the young of different species are put together within the first twelve hours, they live happily ever after. But if they are put together only after a first brief term has passed, they then fight to death.

The above observations and experiments are not to be passed over lightly. They involve suggestions for research in man's innate propensities to discover when the work instinct might be best nourished while young that might prove of much value in setting aside some of the beliefs, customs and practices now very detrimental to man's prosperity and happiness as well as active in causing the unrest of this generation. It is a question worthy of much consideration by parents and all other powers that be in shaping man's destiny at this day.

Rejection Necessary of Publications Giving Exalted Prominence to Sporting News

Another reform that is most urgently needed in assisting the embryo of efficiency to be rightly developed is a censure of what reading matter should be permitted to

be carried into the homes of children of adolescent years. None could be more powerful to influence the inauguration and successful culmination of such a reform than women. Any newspaper or other publication that would lead the young to consider that championship in baseball or football, racing, prizefighting or "sports" of any character was paramount to all else in the interests of mankind should be debarred from perusal by youths as far as this is practicable.

The prominence given "sports" and pleasures by many newspapers and by much of the other literature that comes to the hands of the young today causes them to consider it as being thoroughly endorsed by everybody and as being the chief aim and the main object for pursuit by man. About all the young people can get from a reading of many of our dailies and magazines, etc., are suggestions and records of efforts to institute new playgrounds, gymnasiums and "sports," etc., that "educate" them away from labor to a continuation of amusements and a general tendency to specialize in either loafing, gambling, motor cycling, baseball, living by their wits, hoodlumism or prizefighting.

The greatest space ever given the portrait of a man by a newspaper was that accorded Kilbane, a light-weight prizefighter, by one of Ohio's leading Sunday papers following his attainment of the championship in 1913. Extended notices of him by our dailies were such as to be responsible for an ovation on the public streets of Cleveland that far exceeded that ever accorded any President of America or any other worthy notability of the world. Every encouragement to follow sporting tendencies and to loiter, instead of seeking for efficiency in the useful vocations necessary to sustain civilization, is now supplied by many of the leading and most respectable newspapers of our towns and cities.

Sporting news offers nothing that is educating or essential to direct youths to become workers or sound thinking men. We have today what is conceded the leading respectable papers devoting the whole of several pages

to flaming headlines and large pictures of "sports" and champions that are flaunted before the eyes of our impressionable young people in almost every direction they may look. It is not enough to give up prominent pages of these papers to heralding the wonderful importance and great value of being efficient only in "sports," but they are, to still further attract the greatest possible attention, sent broadcast in such colors that those who look but see little cannot miss knowing of their existence.

When small children and grown minors see adults absorbed in sporting news more than any other information and again will gather in such crowds as to often make streets impassable by standing several hours, sometimes in the rain, to watch sporting bulletin boards, is it any wonder, in connection with other derogatory tendencies of today, that parents and instructors, knowing what should be done to rightly train children, find themselves greatly handicapped to assist youths in becoming industrious accurate workers and efficient adults fully able to provide good homes for their offspring and for their parents, if needed?

The great predominance of sporting and yellow press public literature and lack of assertive instructors and of suitable training to cause our young to have a realization of what is the true efficiency needed in man, is giving us a rising generation with hands in their pockets and with roaming minds that cannot be intrusted with responsibility or the attainment of desirable results in but few if any of our vocations as they should be.

A large number of the young come up so priggish from the effects of their training, largely influenced by their perusal of the all-absorbing "sports" and amusements displayed by our papers and magazines of today, that they are wholly incompetent to practice any self-denial. They cannot close their eyes to these allurements that are ever being flaunted to attract their attention. They want money to participate in them all as far as it is possible for them to obtain it and many will resort to any means to get it. If there is not a high intelligence

and strong will power to combat these evil influences the down-grade to criminality is more frequently taken than the uphill one that at its apex tenders a reward for an honest endeavor and an industrious life.

The Need for the True Home to Help in the Development of Efficiency in Man

Another factor the mother can much influence in retarding is the evil of gambling. Owing to the reduction of the productive hours of labor, and the common quest for leisure, man to keep employed at something is frequently seeking the pool-room or any place to kill time—a pernicious idleness which is being greatly encouraged by gambling. The more we come to have leisure hours, that man must somehow fill in to overcome being lonesome or miserable, the more the need that the home be made interesting and alluring for him all the way from childhood up to his young-old years.

In commencing with the child we require less of an increase in outdoor attractions and more examples of the true mother and father in the home in order to develop rightly dispositioned youths into the correct thinkers and accurate industriously efficient workers that should exist.

Where the environments of the home are bad there is little if any chance to make good boys out of depraved ones. This is all chiefly the parents' responsibility, the mother coming first, to be seconded by the father, in every way possible. More on this latter point is seen in paragraph 7, chapter XVI.

We cannot better depict one need for the true home for the adolescent young than by publishing the following by D. T. Koelliker, in the *Cleveland Plain Dealer*, December 14, 1913, page 8.

Blames Parents for Gambling

“Editor Plain Dealer, Sir: In regard to your war on gambling and poorly operated pool-rooms, would beg to make a few suggestions: I have

operated one of the most frequented pool-rooms in the city for eight years, have come in contact with thousands of men and boys, and I have observed the tendency of the age toward gambling. I have tried to find a reason for it and have come to the conclusion that it is largely brought about by home training. Investigating boys who gamble, I find in almost every case that the parents gamble at home.

“Betting on baseball in the city parks. I know of one game where over \$800 changed hands. I alone know of at least fifty boys who from the time warm weather sets in don't do a bit of work, but lie around in the parks all summer, shooting craps and betting on baseball games. I blame the parents for this. Only last week I saw a father, a son about eight years of age, and another one about five years, playing the jingle board. Mothers and daughters do the same thing. This is one of the meanest forms of gambling. Two years ago a young man robbed his father of several thousands. The father blamed the pool-rooms. I made an investigation of this case and found that the mother neglected this only son on account of pink tea gambling; the father invited friends to poker games at the house. Two weeks ago a prominent church had a bazaar and raffled bottles of wine. I can give you the addresses of seventeen boys that were so intoxicated they could not walk.”

In closing the first part of this book, few functions are more worthy of mention than the recent years' achievements of the Boy Scouts' activities in instilling into youths the motto and principles that help to create the worker and worth while citizen. The more of this character building we can have in youths, the less poverty and depravity will there be to weigh down the powers that strive to protect the weak against the strong and which labor to create the Efficient Man.

PART II

CHAPTER XIX

Twenty Qualifications Essential in General Supervisors

Work is accomplished by man either by doing it himself or by having the executive ability to direct and guide others to do it for him. If he cannot do either of these things it must go undone. There are many duties that no one person can accomplish, but to do which organizations are created wherein certain men will do the manual performance of the work, while others will assume the mental responsibilities of directing it.

It is no exaggeration to state that where there are around one hundred men that can do manual work there are few, if any, more than one who possesses all the mental qualifications to properly direct it. We have even to go farther than this, by modifying the word "all," as few, if any of us, are absolutely perfect in having all the qualifications desirable in a manager, superintendent, foreman or assistant.

Ask any experienced president of a large organization if he could not name some qualities which he would like remedied, or to be different in some of his supervisors; had he the time and the disposition he assuredly could weary you with his criticisms.

Man in having some weak or undesirable qualities can be compared to machines that possess the good features others do not have. As an example, take typewriters or any other highly improved machines that have numerous endorsers for their perfection, and yet the best of them will generally have some one or more features that are objectionable, that the commonly conceded poorest or cheapest machine will not possess.

To secure one strong or absolutely perfect feature in any factor we are often compelled to do so by sacrificing the adoption of others, sufficient at least to deny us obtaining consummate perfection; nevertheless, there are certain qualities or features that must exist in order for the article, or function, to be at all workable or of any service.

These embodiments in the manager, superintendent, foreman or assistant, exist chiefly in the following sterling attributes of ability and character that qualify men to be efficient supervisors.

Table 2. Twenty Qualifications Desirable in Supervisors

1. Good Intelligence and Diplomacy.
2. Good Skill and Accuracy.
3. Good Self-reliance and Energy.
4. Good Self-control and Forbearance.
5. Good Dignity and Consistency.
6. Good Perseverance and Resourcefulness.
7. Good Sagacity and Firmness.
8. Good Loyalty and Morality.
9. Good Circumspection and Persuasiveness.
10. Good Health and Physique.

The value of the above twenty qualifications and their significance in defining the great difference between the one who can merely do the work as an operative, and the other who can do it and also oversee it as a production man, should be impressive in showing what class is entitled to the greatest respect and pecuniary reward for its services. Experienced managers know that the one who can do the work may nevertheless be very deficient in possessing all the above twenty attributes and still be a prized operative, while the overseer who is not able to do the work but still stands fairly high in almost all the above attributes will often be sought to fill new positions.

Be that as it may in "*leaders being born and not made,*" any elucidation of the qualifications that go to make them, such characteristics as are treated in these pages should not only be helpful in awakening and developing any inert leaders but also make better ones of those already active in supervisory positions.

CHAPTER XX

Need of Good Self-control, Balance, and Sense in the "Boss"

The subject of this chapter conforms with many other functions of life's activities in that where a person has the greatest freedom from responsibilities involving trouble and worry to leave him apparently best disposed for taking care of any that may come his way, the fewer are thrust upon him.

Responsibilities of many "bosses" being such as to make it highly desirable that they should be free of all anxieties, find instead that as a rule there are few hours of a working day that are not so filled with complexities and problems causing trouble and worry as to make them be well in accord with the conditions credited to "Jupiter Pluvius" in that "it never rains but it pours."

Few of any fair intelligence and observing powers could follow the majority of "bosses" steadily for a day in filling their duties and trust and not concede their work to be of such an irritating character that the majority of workmen, if called upon to undertake it, for one hour only, would probably act as though fit subjects for an asylum.

It is not unusual to note operatives who have any difficulty with their work and lose their control to jump around as if attacked by bees, and at such times cast envious eyes at their foreman because of his being as seemingly free of care as a kitten.

The majority of workmen little realize that no matter what number of men may be under a foreman, their shop troubles are as a rule his, and that if they cannot overcome their difficulties then that must be done by some one in a calm manner, and that one is generally the foreman or another of those in authority above the person in trouble.

A calm demeanor is demanded of every overseer, from the president down, no matter how exasperating, dis-

couraging or lamentable the circumstances in managing affairs.

The supervisor who has perfect control of himself can appear the same in eye, voice or carriage, no matter what happens. Whether he will change his demeanor in any particular will be for a purpose and must then be controlled as much as is a ship by its rudder. The reason for any change in a supervisor's demeanor may be to sympathize with a workman in the hope of helping him overcome his irritability or discouragement, and he must be studious to devise ways and means to overcome difficulties, demonstrative to incite quick action, and when necessary show resentment, disdain, distrust, repugnance, or other quality to compel recognition of authority, or compliance with his desires.

Any supervisor who cannot control himself is sure of pitfalls and will give orders he afterwards cannot but wish he might recall. A workman may be careless in what he says, and that of itself may not be effective in any way, but the supervisor should generally think twice before speaking once or else irreparable injury may often be done. He must control his tongue. Especially is it advisable to avoid profanity, as no factor lowers the esteem for him more than swearing.

Anyone who will seriously consider the demands of self-control in the competent "boss" cannot but admire the manly qualities required in him as compared to those having only to be responsible for their own actions and work as is the operative restricted to manual labor.

Balance

"He is a well balanced man" is an expression often heard and not to be overlooked by any seeking to be most successful not only as a president but also in any position of authority under him. It is a factor akin to self-control, but it differs sufficiently to require portrayal when considering all the subtle qualifications necessary in a management man.

If a man striving to know himself shall come to believe that he may not be sufficiently well balanced, then

he must endeavor to discard whatever qualities unlevel him. A vocation can demand ten essential accomplishments but may permit two or more of them to be weak, or possibly negative, and still allow the supervisor to "make good." Again, he might be perfect in all of the ten but one, and this be of such a character as to wholly unfit him for the position. All this may be likened to the installation of a large, strong and beautiful engine that when tested was found to be all that was desirable except in one feature, and that was so defective and irremediable it condemned the engine, thus compelling us to recognize the important fact that one defect alone, no matter what good qualities may exist, can be our undoing.

Common Sense

We have now come to a factor, in treating the subject of this chapter, that has more weight than any other in helping to sustain good self-control and balance in a "boss." That factor is common sense. Well endowed with this gift of nature and of circumstances a person can be deficient in numerous ways and still be highly prized for the holding of positions of supervision and of trust that otherwise would not be acceptable.

While we can sometimes attribute common sense to endowment, it requires little study of people and conditions to note that wealth is not always necessary to develop it; more often it is detrimental. This fact is cited to impress all with the factor in favor of the commoner coming up from the bottom (well displayed in chapter XVI), that if possessing fair intelligence and skill, and being a born leader he has no need to be discouraged at his chances for development into a good supervisor should he entertain any ambition to be one. See frontispiece.

There is little that can be written into these pages of more importance to be possessed by a supervisor, from the president to the lowest official of a company, than that of good common sense. It so prevents our being self-centered and it assists us to be so well balanced as no other factor making the man and supervisor can excel.

Good self-control, balance and common sense are imperative in any person who aspires to be most efficient in the management of men and of work. These are three philosophical significations of practical wisdom which permits an overseer to consider all vicissitudes, problems and troubles with good judgment and a calm manner. They distinguish him as being often seen but little heard, from the blatant "boss" who, when in evidence, is more noise and fuss than efficient.

The following cartoon has bearing on the quitting whistle clause, chapter XXXI, as well as on the question of control for this chapter.



Fig. 19. LOST CONTROL OF SENSES

CHAPTER XXI

Efficiency of Self-reliance and Good Judgment

The very term supervision carries with it the necessity of a person placed in charge of work or men being able in general to rely on his own judgment or powers in directing either. There are times when a supervisor may not feel able to assume all such responsibility, but if so he should know wherein he is weak and endeavor if possible to strengthen himself for any repetition of such demands.

There is no factor which unfits a man to possess the self-reliance all supervisors should have so much as the lack of experience. Again there is no other factor that so much as this deficiency causes supervisors to become hypocritical in their action. Any effrontery pretending to self-reliance, when a person does not possess the knowledge, experience or judgment to constantly sustain it, rarely passes muster to the end.

Feigning self-reliance may be accepted as genuine by those not very keen in perception, or so affable they do not wish to offend, or inexperienced they cannot question any one's sincerity or wisdom of actions. The supervisor who would take any support or gratification out of this kind of a deception will find himself easily led to impress it on minds that read him like a book. Some may tolerate this assumption of self-reliance but the less of it any overseer feels called upon to display, the less chagrin will he at times find pricking his conscience as to weakness in points of knowledge, experience, skill or judgment.

Any supervisor who because of lack of knowledge, experience or good judgment to support his dignity is called upon to assume a false carriage of self-reliance is to be pitied. He should know there are those of sufficient intelligence, or experience, who while looking complacently at him are at heart estranged and may be caused to harbor enmity.

There are certain concessions in displaying self-

reliance that are frequently commendable in a supervisor. These consist chiefly in showing respect for others' ideas and opinions. Some "bosses" will not brook these or any suggestions from lower overseers, let alone operatives; nevertheless they should bear in mind that experience and ideas are two distinct factors. A person may have very little knowledge or experience of a business but still at times be able to submit a good idea. We are not to lose sight of the fact that many of man's improvements and accomplishments have been instigated by persons having very little experience, if any, in the line of their suggestion.

Men who are not masterly in their vocation may perhaps think it wise to discourage others who offer them any suggestions or ideas; the thought may be that it might be used as a stepping-stone to permit others to deride their ability or control. However, few factors incite respect for the truly self-reliant "boss" more than his respect of others' ideas on work, providing they are devoid of the amateur's post-mortem conferences cited in paragraph 17, chapter XII.

Few, if any, should be honored with managerial positions if they do not possess a knowledge, skill, experience and good judgment to forcibly sustain the self-reliance all must respect, especially if proprietors desire to maintain a strong hold on discipline and ability to manage their own business to the end of best profits, superior stability and in perfection of product.

Good Judgment

Good judgment is dependent on intelligence, common sense, experience, as well as on skill. While these will all be called upon at times to assist in rendering an opinion or decision in an authoritative manner we must credit intelligence and common sense as the chief factors in its development. Judgment is a quality such that, if of a high order, the factors of experience and skill may oft-times be weak or even ignored, and the supervisor still hold the respect and coöperation of those under him,

Excellence of judgment has caused some that were weak in experience and skill to hold supervisors' positions who otherwise would have proved failures.

Judgment is an innate quality capable of development, as is to be known by the fact that the more experience we have, or the older we become, the more reliable it is. Neither age nor experience can be of much benefit if we permit prejudice to prevail in the formation of judgment. The supervisor must above all else use good judgment, common sense, and reason, and accept facts as they really exist, in any study toward forming an opinion as to what is best to be done in any deed, action or work.

An error of judgment can so easily bring on losses, trouble or disaster in the management of business or work that any person ambitious to be a supervisor, from president down to the lowest assistant, cannot commence too early to concede its great value and to strive to develop it to the highest standard of reliability that their personal conditions, trade environment and nature will permit.

CHAPTER XXII

Influence of Dignity and Magnetism

Every position or rank of life demands, in a greater or lesser degree, a certain confident pose of carriage for self-defense, or the exacting of respect for that station. The pose may be to affect qualities not natural to us, or to assume a spurious importance or credit for merit not justly our own; such assumption is deception. The "boss" commanding an abiding esteem of those he directs must be true to himself in thought, word and deed.

Dignity comes natural to a supervisor, provided he is earnest in a zealous sincerity to carry the load his responsibilities put upon him and to command the esteem of those below as well as those above him. This is in keeping with the demeanor of persons weighted with adversities and sorrows. They cannot do other than possess a bearing that elicits respect from those with whom they come in contact.

Flippancy in speech, clownishness in action, awkwardness in bearing and recklessness in work are factors chiefly responsible for a lack of dignity in the overseer. Any person possessing such qualities cannot be zealous in duties, capable with a trust or sincere in grief.

Many starting to fill the position of assistant or foreman, rarely, if ever, give much serious thought to the general demeanor or personal carriage they should possess during their hours of duty. You can often observe some of these delinquents, not only at the beginning of their careers as overseers but many years after performing some of the following and other similarly objectionable eccentric, whimsical, irrational capers unbecoming and detrimental to any person in charge of men or work.

Standing languidly, or leaning against some fixture, they appear as if having no ambition or interest in anything. When walking, they are swinging tools in their hands and seeing little but the road ahead of themselves, and that but for a few feet. Jumping appliances that

could be stepped over, they act like schoolboys at play; slam down tools in anger as if that would help to right errors; marking or tacking up obscene, sporting and foolish pictures; incessantly having a big "gob" of tobacco in their mouths; throwing paper and other rolled particles skyward to see the effect of gravity; buttonholing employees to tell them some of their great doings or idly clattering to any and everybody.

It is not to be understood by the above censure of habits and pranks that no laxity in conduct or action is ever permissible in an overseer, that we should always expect him to appear reserved, cold and dignified, as a judge on the bench. A "boss" can go to such extremes in being reserved and firm as to be so awesome in his bearing that many workmen will dread to consult him on necessary matters. The experienced in handling operatives know there are some that possess such a timid and unobtrusive disposition it causes them to defer approaching a haughty repelling overseer whenever it is thought possible.

While a "boss" should be reserved in his bearings and demeanor, he should still be approachable by every person under his charge. In reality he should carry himself so as to invite any questioner to consult freely with him, but in this particular he ought to have it distinctly realized by all that no frivolous or fallacious subjects will be tolerated, and that he will countenance only what is strictly business.

By encouraging individual consultation on strictly business matters, an overseer often becomes informed through his operatives of little details that unknown to them may often lead to the redeeming of losses, or develop ideas for improvements that can be very beneficial in many ways. This character of carriage on the part of an overseer not only invites individual operatives to consult with him on business matters but soon begets such respect and confidence in him that many will commence to confide in him their private troubles or dealings in the thought of obtaining valuable counsel and advice.

When a supervisor maintaining the dignity becoming his position has brought any under him to seek his confidential advice he has made a friend who more than ever as operative will strive to please him, be ever loyal, and cagerly display esteem for him as an efficient man and master.

Magnetism

There is not so much to treat of in the power of some overseers influencing operatives by their magnetism in the commercial and industrial lines as in the professional. The former two fields for labor, being chiefly such as to afford man little play, and often compel the exertion of much physical strength to make a living, leave the operative not to be induced to do hard work much other than by stern visible realities. In the professional field, magnetism of men may afford some much power to create amusement, pleasure, or lessen pain, and thus cause their subjects to often invite and welcome its influence though it may cause the affected a certain amount of labor.

We are not to conclude, by the above, that magnetism in a "boss" is entirely useless for production labor. Many should by a study of the subject be brought to perceive wherein certain conditions will permit this invisible force in a "boss" to have an influence on many under his charge; and again, that some overseers will possess greater magnetism than others.

Owing to the popularity of magnetism in the professional field being due chiefly to its being solicited, we are brought to concede that sympathy and harmony between the mesmerist and his subjects are essential to have magnetism exert an influence over man. This being true, the supervisor must first of all win the good-will and the respect of any under him before he can expect to influence them by any magnetism he may possess.

There is no question but that many "bosses" exert a magnetic power over many subordinates by reason of the developed affinity existing between them. If the "boss" is loyal to his trust his magnetism can prove a valuable asset to his firm. If he is not loyal to his firm, then such

a power may be used to seriously injure and cause the "boss" to be a Judas that would crucify those under as well as those over him did he think that would best serve his ends.

The influence of dignity and magnetism in a "boss" is never without value. He who would be most efficient in duty will find that the higher his position, from the lowest of supervisors up to a president, the greater his power of control, the more he is able to exert these subtle gifts of nature over man. In doing this, it is ever to be remembered that being true to a trust is being true to oneself. He who is not so will rarely if ever escape paying a penalty in the end.

CHAPTER XXIII

Majestic Value of Loyalty

To have a traitor in a plant, as in a camp, can bring to pass the turning over of persons or property to enemies when all is thought to be in safe keeping away from all harm, and to cause the occupants of either to meet disaster before they have time to prepare for self-defense. If in a camp a traitor is caught he is shot, if detected in a plant he is "fired," but it is unfortunate the "firing" cannot be so effective as to land him among cannibals so that he could never return, as then he would have learned it is best to live so as to always be true to a trust.

During the past two decades teaching of class hatred by demagogues, etc., has been very influential in bringing many operatives to believe it their duty to combat capital and to consider employers their enemies.

Overseers to manage men and work usually have to be drawn from the ranks of operatives. Hence it cannot be expected that many novices undertaking supervisors' positions will be impressed with the fidelity they should exhibit in the faithful performance of their duty, the respect of superior officers, or realize the truth that what is beneficial to capital is also helpful to labor.

In many cases of starting novices as overseers it is astonishing to perceive their indifference and lack of realization of the need of integrity, or of creating any confidence in their being loyal to a trust in the minds of their employers. This is also as true of some experienced supervisors as with the novice in such labor.

An actual example of the above indifference and lack of realization recently came to the author's notice by reason of a certain distrusted foreman. Not being permitted to have everything go his own unapproved way, he concluded he might force his employers to abide his bidding by influencing the men under him to go on a strike. This "selling out" the firm failed because they had better wits than the "smart aleck" foreman who was discharged in a hurry after his disloyalty was discovered. This fore-

man, after suddenly dismounting from the high horse that he thought would turn in any direction his whims dictated, was several months out of employment. When he eventually did secure one, it was a position that paid him but a very small salary.

Why men, apparently possessing good intelligence, when placed in supervisory positions cannot come to perceive that disloyalty to their employers will not pay in the end, any more than criminality, is often puzzling and sometimes beyond explanation.

Probably as good a way as any to assist an overseer to realize the importance and value of loyalty in supervisors is to make an unprejudiced and determined effort to place himself in the position of those who are risking their money in the business he seeks to make a living. Any study from this viewpoint should partially help to permit any overseer, or any ambitious to become one, to perceive the majestic value of loyalty.

One factor such study should at least display is the fact that employers having their money in a business, or those bonded for its security, can only perceive of loyalty from two views—distrust of it, or faith in its existence. Distrust and faith are two very simple words, but their significance in reference to overseers differs as greatly as the light of day and night.

When a person puts money into a business it may be his all, or if not so, any loss of it can easily lead to the taking of what is there invested and the remainder he may possess in a home or a bank. Business has no middle-ground to stand on—it must either be going up or going down. This fact causes almost all men with money in business to be uneasy and in dread of events causing them financial embarrassment or failure. If proprietors can have evidence pointing to those intrusted with the handling of their affairs being loyal, or of a fidelity to swear by, they are greatly assisted to have such a peace of mind as to be engendered and excelled by but few, if any, other factors. On the other hand, must faith be displaced by distrust, then there are the same demands

for watching to discover any disloyalty in supervisors as by the mariner to prevent his ship being damaged or sunk by striking obstacles on the high seas.

Surely any person aspiring to or holding any position of trust as an overseer cannot be so blind as not to perceive that by a fair consideration of the difference between distrust and faith in loyalty and endeavoring to develop a firm's confidence in his fidelity, he has an asset to command respect and permanency in position with chances for promotion and of increasing salary that are well worth striving for and often obtainable by no other means.

All persons holding positions of trust should never give their superior officers any cause for doubting their integrity or loyalty so that they can always deserve the fullest confidence in their every word and deed. This would permit of but one doubt that might at times cause a little anxiety on the part of higher officials, and that is the possibility of an overseer leaving to go elsewhere.

All, from the president down, recognize that any man has a perfect right to better himself if he can. All any firm has a right to ask, if a trusted and efficient person has any thought of leaving, is a chance to figure if it cannot do as well by him as those to whom he might go. If the old firm cannot meet the inducement of the new, then all that can be asked is sufficient notice of the leaving to permit the engagement of a competent man to fill the coming vacant position.

By having always proven loyal and true, any severing of the old ties is deeply regretted and the departing person can always feel that a latchstring is out for him by the old firm, did they have an opening for his class, should he ever have occasion to seek employment. This is surely far better than having been such a wolf in sheep's clothing, ever ready to prove the traitor, and to require watching, that upon leaving a firm the door will never open to welcome him again. Who can gainsay there is not a majestic value in any overseer who is loyal to his trust?

CHAPTER XXIV

Power of Veracity with Loyalty to Create Integrity

Of all aggravating and detestable deceptions, few can excel that of deliberate prevarication, especially so when practiced by supervisors of men and work. In this baneful evil we have the confirmed liar and the weak-kneed "fibber" or "white" liar. The first would give the lie though he knew it might cause heavy losses in lives and property, and the second only goes so far that a struggle might save him and also leave an opening to excuse his telling it.

If goods are stolen, we know where to place guards to help prevent a repetition of such acts, but to insure against further lying by an individual is an impossibility. We can watch a thief but not a liar. All of any intelligence soon come to learn if any associates, or other persons with whom they may have dealings, are conscientiously exacting in stating the real facts, the truth of anything upon which they may be questioned.

Among the worst persons for us to believe at times are often those who are always very profuse in making a special great effort to vaunt the truth for minor affairs, thinking thereby to win the utmost confidence in their veracity in all things, little and great. There are some among this class who can when it comes to a lie, a lie apparently being useful in placing them "solid" for something of great importance, be often able to give it. It is very difficult even with these tactics for the most reticent and shrewd to always disguise their propensities for these diplomatic prevarications even when large self-interests may be greatly enhanced thereby.

What we desire to make most impressive in this chapter is the veracity that should be displayed between all the officials of a firm from its president down, in their daily direction of affairs. In this field it is not so much the work of the eternal liar, but almost wholly the "white" lies and fibbing that have to be dealt with in the occasional prevaricator.

Out-and-out barefaced lying, or continued prevarication, by a supervisor cannot as a rule be long permitted by any firm, as such sufferance would make a person so very unreliable and disloyal that trouble, injury and loss would be so great they could not be tolerated. It is their recognition of this, and their going just as far as conditions will permit them, without subjecting them to too great a risk of dismissal, that displeases, annoys and creates distrust, whether in being misinformed in learning the exact cause of mistakes, defective work, lost articles, ordinary mishaps, serious accidents, breakdowns, "jangling," disorderliness, fights, strikes, disrespect for authority, or other management grievances.

There is too great a tendency with some persons, from the lowest up, both operatives and directors, to shift the responsibility for trouble to other shoulders when it is justly their own, or to endeavor to excuse themselves for mistakes being made when there is no honest ground for their attempting to do so.

Many times difficulty or trouble is caused, or defective work produced, owing to some overseer or operative not having followed accurately certain directions of a superior officer, or of those of greater experience. Neglect to comply with such rulings may be due to the thoughtless habit some have of too frequently thinking that work may be slighted, or certain things may be omitted, or again it may be due to forgetfulness. When troubles occur from these factors, some persons rather than admit they have not strictly followed all instructions or forgotten something and thus set at rest any thoughts of other methods being necessary, will permit a "wild-goose chase" to be made in experimenting, often at considerable loss, before working back to the original orders and the system in which they were first instructed, and thus obtain the desired results. This kind of prevarication and improvident deception may be carried on in many ways and forms. Sooner or later it is found out, and if it does not cause a dismissal of the one at fault will at least create a disguised distrust that will tend

greatly to prevent the bestowal of confidence in those that loyalty demands should be precise in following instructions from superiors or those of large experience.

When disobedience to dictation by authority results in trouble, some have a way, if their veracity is at all questioned by words or actions, to make it mean an open wrathful wrangle that must lead to rupture of all friendliness, or harmony, and possibly result in the dismissal or the leaving of the accused of his own accord. If it is difficult to secure persons qualified for the position then hanging in the balance, superiors may hesitate to bring on these dissensions, and the knowledge of this hesitancy existing among under supervisors causes some to have little regard for their own veracity or respect for their superiors' authority. A circumstance of this character is very annoying and aggravating to superiors, and the person that thus continually disregards the higher authority can make up his mind that his days are numbered and that he will get his "walking papers" as soon as another person can be obtained to take his place. Further, such a disposition will generally keep an overseer walking from one position to another until he finds there are no more openings for him.

Not only can supervisors find that veracity in all things is demanded by integrity among themselves but it should also be vigilantly exercised in dealing with all operatives under their charge. If any changes, mistakes, defects made, or wrong methods used by operatives that might be due to the indirect or direct instructions of some overseer, the latter should be manly enough to openly admit the error was his fault and not try, as some do, to place all the blame on the innocent operative.

It must be remembered that we human beings are all liable to err and that "confession is good for the soul." At least such honesty and frankness create respect for the overseer in the minds of the operatives, as well as all above him, as few if any other actions can exceed, though some may and will take advantage of his admitting such errors to deride the confessor's ability or position.

It would hardly be just to affirm that without the fullest veracity a person cannot be sufficiently loyal to be worthy of a superior's confidence or trust. The author knows of a certain overseer of many years ago who though he would occasionally endeavor to shift his blame for mishaps, or mistakes, to others, could be relied upon to contend for his employer's interests as rigorously as if they were his own; and this too, whether his employer were present or many thousand miles away from him. Such persons are very few and hard to find, for as a rule the prevaricator is not worthy of much trust or confidence being placed in him.

The shortsightedness of the above trusted overseer in occasionally prevaricating was his lack of perceiving that none of us can be fool-proof against mistakes or mishaps at all times, and that if his loyalty had not been tested and found worthy of trust his little prevarications to escape blame would have created a distrust, not previously existing, and thus have been very harmful to him. Nevertheless, when this trusted overseer did avoid taking blame justly, it caused his superiors more or less irritation. One good word to be said in favor of this overseer's weakness is that while to superiors he might often disown being to blame, he never in matters directly between himself and those under him tried to saddle them with what might be justly his own mistakes.

In veracity as well as loyalty every overseer should endeavor to create in his superiors such a confidence in his integrity that there can come to exist a familiarity, one that can have little fear of contempt, which the high and low can harbor, to exist as two minds studying as one, striving for the best welfare of the firm that tenders each the means to honestly increase their holdings in life necessities, pleasure, peace and happiness.

This whole chapter leads us to consider the great importance of "Wearing well" with our associations. By this we mean that the more there is known of us by our families, relatives, acquaintances, friends or business associates the more shall we come to be respected and

considered worthy citizens. This is much superior and lasting than to effect a conduct, carriage and address at the beginning solely for the purpose of creating good impressions of ourselves that the longer any one comes to know us the less will he think of our integrity, ability and honor.



Fig. 20. WEARING WELL ACQUAINTANCES

CHAPTER XXV

Detractions of Self-importance

From the many years' experience the author has had in the management of men and work, few if any factors have impressed him more than the need of full realization among "bosses" of the general lack of common sense in some exercising an independence that is arrogance.

There are some overseers who act as though no one's individuality, or independence, but their own should be considered. They appear as if always going around with a "chip on their shoulders," daring anyone to knock it off.

"Bosses" of the above character have such erroneous ideas of what should be practiced by a supervisor, and they are so self-centered, that they become arrogant and dictatorial in their handling of men. They belong more to the age of servility, when men could enthrone themselves with a sovereign authority, permitting them to consider no one but themselves. Workmen are not today a horde of slaves, neither is capital to be managed by despots who would ever hold them as such. This is a lack of intelligence to perceive that no one of our advanced civilization can live wholly to himself and have no regard for others' dispositions, whims, wishes, comforts, self-respect, or any like personal or collective interests.

There is no man or woman of today who desires to be efficient as an operative, or as a supervisor, but must more or less cater to the individualities, customs, views or opinions of others, no matter how low or high their stations in life. In fact, to be a successful and respected leader of men or affairs, a person, though a king or queen, must in large degree discard the gratification of their own whims, views or self-importance, and be ever free to broadly consider others' grievances, conditions, needs or disrespect of authority, to effect if practical an understanding that will allay contentions on the points at issue.

Some overseers, noting operatives under them to be acting unruly or sulky, instead of giving a little consideration to their dispositions or grievances in the thought of appeasing them, no matter what loss or embarrassment might be incurred by the workmen in leaving, will generally be "snappish" and often profane in telling them that if they do not like their ways or the shop conditions to get out. These "bosses" would practically paralyze all activity in their department, or of a whole concern, before they would consider others' grounds for "kicking" or condescend to listen to any recital of opinions or wrongs for fear they might be sacrificing their self-respect or lowering their self-importance. They appear to be wholly ignorant of what is truly involved in the handling of men, and one of the most essential qualities in an efficient overseer. Handling men does not mean utilizing the power of discharge, to "fire" an employee at the slightest provocation or at any show of disrespect for a "boss's" self-importance, or at any orders not being rightly obeyed by him. Any simpleton having the authority can discharge a person.

The handling of men merely means the bringing, in time, of the unruly, disobedient, touchy, nonrespectful, careless, or any other more objectionable operative, who have these truly inefficient qualities, to a satisfactory or pleasing state of accuracy or perfection.

In handling men a "boss" may, at times, be so angered that instead of him smiling, or looking indifferent, in the effort to smooth down the ruffles or unruly he would be the more inclined to have his eyes and tongue snap resentment at them. In this as all else the efficient boss of production exercises self-control, and while often apparently humoring or countenancing the operative's unsavory shortcomings, tactfully brings him to conform with all his desires.

The overseer who is always seeking the gratification of his own self-importance, in the handling of those below him, is generally the same in the treatment of those above him, especially is he very radical in all this when a con-

cern is new or when those above him know only the financial and very little if any of the practical side of their industry. The self-centered arrogant importance of these despots of operatives and capital often become so unbearable that their services have to be dispensed with, at any cost, as soon as the firm can turn themselves, or obtain another to fill their place.

In these "discards" applying for other positions, they usually find their reputation will follow them, and in time they so shut all doors against them that they cannot procure any but minor situations having very few operatives, which means small salaries for their overseers. They would more often seek employment as journeymen or common operatives, were it not for the fact that once a "boss" they hesitate to risk the chances of having to take their own medicine from others. Again, if they do become mere operatives they are taking chances of those whose ill-will they provoked as a "boss" evening up their old grudges; if not doing this themselves, they may have friends do it for them.

CHAPTER XXVI

Advantage of Versatility in Supervisors

Among the many qualities necessary to be developed in a supervisor is the ability to quickly adapt himself to any changed conditions in his surroundings, or in the kind of operatives he may be called upon to handle.

Inability in this function has been the cause of much trouble for overseers and is often their undoing. In reality the "boss" may at times be called upon to be a veteran actor in his ability to change his rote or part due to the setting of his stage being for one predicament at his last stand and another at his next.

The demands for a versatile "boss" may be found even in firms having had his services steadily for many years. One change in conditions here can be strikes. Here a "boss" often has to practically jump from the "frying pan into the fire," in being required to put up with many excruciating phases in the men's actions and tendencies. Probably before the strike occurred his old men, chiefly through some agitation, tried to "run" him. Much of everything they did was done to their own liking and not primarily to his. This demanded an exercise of his self-control in a manner to meet changed conditions that were often so nearly unbearable it would seem he could not stand much more and not display resentment that would probably be to his own and the firm's great detriment.

In fighting the strike new men, who had been obtained beseechingly on bended knees and by the mighty dollar, must be humored, instructed and coached along, often doing less than half a day's work for two of the old men's day's pay. By loyalty to his firm the supervisor wins, and then comes another change in conditions to be met and fought out. This exists in the need of disciplining the bad with the good that are to come under his control, and thus effect a good organization of workers. This must consist of having operatives best suitable

to fill the demands of the many and varied jobs in producing quantity and quality, with the greatest practical economy, in order to meet competitive prices and yet leave a fair profit.

Another call for versatility in the "boss" with old positions can be caused by changes in the official or general management of a firm that are due to deaths or other reasons. The manners, practice and customs of the old must all be changed to suit the new and the old production man who cannot gracefully and practically conform to the new regime must eventually seek other openings for employment.

In any overseer changing from one firm to another there is often good cause to dread the effort of obtaining a loyal and peaceful recognition of his authority, at the hands of his new men, to make him partly feel as if he were at home with the old. Here a change, as of day and night, may be encountered and exact a versatility, on the part of a new "boss" that can be nerve-racking. It might result in such an eclipse of his real self that former associates would hardly know him, and should he not be able to quickly adapt himself to the changed conditions he would soon be looking for another "try-out."

In reality, any test for versatility, in a supervisor, can be likened to placing a captain on the firing line. He has then to meet conditions that will compel a demonstration of his mettle, or true ability, to win victories.

There are few conditions to assist the complete development of the efficient "boss" more than those demanding an assertion of his versatile qualifications. Especially is this true if situations are such as to arouse his combativeness and his power of self-control in order to best exert his tact, resourcefulness, courage, skill and strength, to dethrone any contention or obstacles that confront him.

CHAPTER XXVII

Demerits of Bull or Lamb in the "Boss"

If there is any one trait of character that is born and not susceptible of being developed in a "boss," it is that of possessing a bull's disposition to have his own way, or that of the lamb to be easily driven by others.

The bull's tenacity comes so natural to some persons that they cannot resist displaying it on almost every occasion. It is a quality in some that permits of no hesitation in their bringing any strong-willed, arrogant, disobedient, careless, or other perverse qualities of operatives to abruptly realize who is the "boss."

A certain anarchist has stated that there should not be any "bosses" and that all should be free to act as they please in any work or play. We have but to study the universe to observe that absolute need of a controlling agency to insure regularity of motion, stability and harmony in all her workings to be as necessary with man as with nature.

When men could not live other than as barbarians, they were even then not wholly free to do as they pleased. It was then found necessary as now to have the "bosses," known as chiefs. Neither barbarians nor civilians can disregard the rights of others. Their very existence is dependent on following the compulsory rules that nature and organizations or society prescribe.

How few ever stop to realize how little they do, even in their greatest privacy, but that there is some influence or power compelling them to do it. We are not far from being driven to do everything that keeps us busy from the time we arise until we retire, and even then we cannot keep awake very long of our own will. It is nature's way of compulsion, and man cannot change its laws. Man is so bound by superior force at every turn that no person from the very lowest to a president or king can ignore its mandates.

Compelled to acknowledge that compulsion binds us

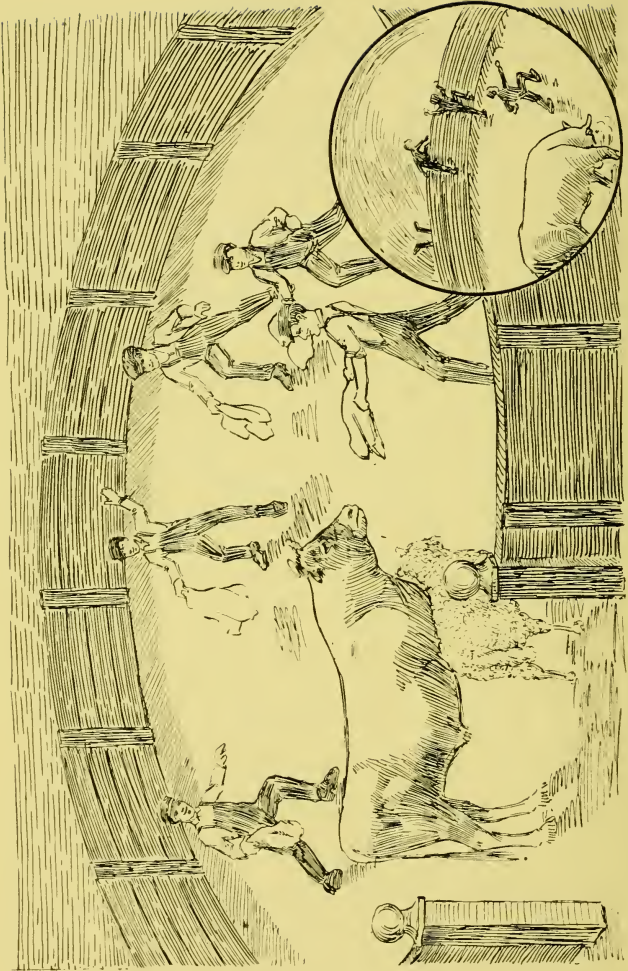


Fig. 21. EXPERIMENTING TO DISCOVER THE BOSS

all more or less, we can bring ourselves with better grace to be controlled by the conditions that compel an exertion of our energy and strength to make a living. The necessity of this energy is universally conceded by all honest, law-abiding citizens. While such persons are very submissive to the control of a "boss," they do not want him to direct them wholly by inspiring awe in them, or by causing them to dread his appearance. This is wherein some large men go to extremes in displaying the bull, and we regret to say, too often the brute of such beasts, in controlling wholly by fear those under them, instead of more inciting a respect for experience, skill, ingenuity and tact that can be as good an asset for them as to be dependent more especially upon their physical powers.

Since man has come to recognize the necessity of his being directed by others, such can be done with a firm but intelligent control that leads rather than drives. This is not contending that the bull's tenacity is to be wholly dispensed with in the supervision of men and work. However, what is necessary of this force does not demand that the "boss" must be of large physique to compel the essential respect for his position and authority.

Knowledge, experience, ingenuity, skill, tact, resourcefulness, and a becoming dignity in the overseer, combined with a recognition of the requirements of compulsion by the operative, permit the small, sturdy man to be as capable a "boss" as the one of gigantic stature. See chapter VI.

The supervisor should know where to draw the line between the being of bull or lamb. He cannot be much of the latter or he would be taken advantage of at almost every turn. There is too much of a tendency with many supervisors to be lamblike. This may suffice for a few occasions, now and then, but no overseer from the president down should have within him any dislike, hesitancy, or fear to display the full bull if conditions demanded it to compel operatives to mind their own business, work faithfully, and recognize and respect authority. Hesitancy to do this prevents some who are equipped in every

other way to make excellent supervisors from attaining success in their positions.

To know where to draw the line between being bullish or lamblike is one of the chief essentials of the "boss" that novices in the management of men and work have often to seriously consider and master. While many may abundantly profit by advice and by observation of this essential they may have to await some instructive experiences and no doubt get many good bumps in colliding with radicalism, disobedience, disrespect and the general trying out a new "boss" must encounter before they will properly realize what is involved in these points.

Any incoming supervisor, whether old in experience as such or a novice, upon taking up any new position must generally receive a trying-out battle in which those under him will create tests to demonstrate just how much of the bull or the lamb there is in him. At this beginning, the new "boss" will have his hardest tussles and must ever be guarded in not displaying too much of the lamb. His self-reliance will be heavily taxed, but with the determination of a bull and geniality of a lamb, diplomatically exercised, he can in time bring all to bend their wills in obedience to his commands and authority.

An overseer who has been many years with one firm will be very shortcoming if, in his management, he has not brought his old hands to pay little attention whether he is displaying the bull or the lamb, for the simple reason they have all come to know what is natural with him, and either extreme from this is generally ignored. This natural condition must, however, have established the fact that if anyone wants to know who is the "boss," whether he be an assistant, a foreman, superintendent, manager or president, let them start something that is wrong and he will soon show them that he is the "fellow."

CHAPTER XXVIII

The Desirable Mean Between the Positive and Negative "Boss"

As a rule, a business once started must be kept going, no matter what changes may be made in conditions of business or men. To accomplish this object, little, if anything, is more important than the existence of constant harmony between "bosses" and operatives. Men under the control of a supervisor rarely make, if they could, any effort to change their manners or ways. If an operative is of the positive type, he will generally remain so and nothing can change him, the reverse being true of the negative character.

An extremely positive "boss" coming in contact with a positive operative, with either unable to partake of any of the negative nature, will soon cause contention or strife between themselves. When times are brisk, or when for any reason it is difficult to obtain the needed operatives, the firm having any very radically positive "bosses" will often find itself having more or less trouble with operatives leaving or with their work. On the other hand, a "boss" of too generous a negative type would have the operatives controlling him in such a way as to make work unprofitable and have the men come to run the business more than the "boss."

The positive "boss" may be cited as sometimes being an aggravating driver, while the negative one is content in congenially exacting conventional or ordinary efficiency. Neither of these extremes is, as a rule, commendable in a "boss," as man does not work complaisantly by being driven, and business if there is any competition may become very unprofitable if permitted to drift along with indifference as to what the best managed in their line can accomplish.

Fortunately, it is practical for the existence of a medium between the extreme of the positive and negative "boss," and that is the mean which should as a rule

be sought in the development, or qualifications, of any supervisor desiring to obtain the best success in competitive supremacy. This mean we have called magnetical, and the chief qualifications of these three dominant characteristics exhibitable in a "boss" are shown in the following Table 3:

Table 3. Chief Qualifications of Three Dominant Personalities in "Bosses"

POSITIVE

Arrogant and Compulsive	Capricious and Critical
Captious and Harassing	Hasty and Inconsiderate
Satirical and Egotistical	Impetuous and Irritable
Sharp and Observing	Opinionated and Self-centered

MAGNETICAL

Energetic and Aggressive	Diplomatic and Appreciative
Deliberate and Firm	Sympathetic and Considerate
Sagacious and Accurate	Truthful and Honest
Resourceful and Persevering	Loyal and Just

NEGATIVE

Gentle and Stoical	Assuaging and Consistent
Reflective and Circumspective	Forbearing and Conscientious
Educational and Sapient	Genial and Sensitive
Philosophical and Persuasive	Steadfast and Subservient

We should be schooled from childhood in the inevitable need of working and being accurate. Everywhere a child may look he sees work being done. As the youth grows he soon realizes that as an adult, if left dependent upon himself, he must work either as an operative or as a supervisor, to be the directed or the director.

Realizing the general necessity for man to labor

causes it to be natural for persons starting in to work for a living to be willing subordinates in any labor fitting their capabilities, and this creates a complaisant spirit in them to come under any intelligent, skillful, pushing, staunch, but compatible leaders to instruct and direct them. Where people are mere barbarians, or have no knowledge of civilization's bondage and necessities, their chiefs must from sheer compulsion be of the positive type, or little or no attainments could be accomplished by them.

We believe that the majority of proprietors will agree that the qualifications of the magnetic "boss" are the best to draw and hold the confidence and good-will of the vast majority of subordinates and at the same time create and exact their best efficiency. This is all to the end of producing quantity and quality at the lowest cost and also insuring a full and steady operation of a firm as long as it can be supplied with work or business.

CHAPTER XXIX

Exaltations on Successes Producing Failures

When any business man or supervisor of operatives comes to have a bad case of an incurably swollen "top-knot" due to achievements or a series of successes it is fitting for his enemies to anticipate a good jollification meeting, for it is indeed a rarity if Father Time will not provide occasion for it.

A good-sized volume could easily be written to illustrate special instances of able men well qualified in every way to make a grand and lasting success of their business, vocation or position but who did not do so, solely because of acquiring very exalted ideas of their own achievements or importance and forgetting that of others. In any looking backward for the cause it could be plainly seen that a series of commendable accomplishments had given them such great satisfaction they became intoxicated with success, so much so that they rolled over in a way to never regain the footing they originally had for a base to build on and at which no one could scoff because it did not possess solidity.

Any profound analysis into the cause of some very able men toppling over will generally disclose a sad forgetfulness to utilize their wisdom and not being sufficiently weighted down with hard work, or a pressure of responsibility to prevent their capsizing, similar in equipment to the mariner who has his ship ballasted with weight to make it stay right side up when adverse storms strike it.

We have, aside from men of staunch ability, those who know so little of what real practicability, efficiency and achievement involve that they are many times over more susceptible to losing themselves by forgetting there are others on this sphere that might be doing a little more to feel prodigious about than they themselves. There is need for exceeding sympathy to such men, as here often exists the making of something very good, as the efficient man, that is killed in the budding.

There may be some prospect for the really able men becoming puffed and yet to be progressive, but for the fellow who is greatly short of this standard there is none. The man that is actually talented and of commendable achievements may bring himself to an end of attaining any further accomplishments, and still plod along, but the fellow having done little, and knowing less, that exhibits himself as knowing it all, is sure to see his "finish" at an early day and never regain any solid footing.

The person who does things and then forgets them, but keeps in mind what he might have done and did not, and always thoughtful about these deficiencies, is the one most likely to continue his climbing and to stay up when he gets there.

An important point in this subject not to be lost sight of is that some of these men in falling may pull down level-headed men associated with them, by causing them losses in money or other properties. We are informed of firms having gone into the hands of receivers through their head officials becoming so enchanted with their own successes that they were disarmed of the needed sagacity and caution to safely manage the business. They were so sure of everything going as they wanted it that no one else's opinion or experiences had any weight in helping them to decide important issues, no matter what disaster their associates, or friends, might predict could come from their prospective decisions.

Nothing so blinds a person's best perception as being so full of himself that there is no room for being considerate of others.

There is, however, a way whereby any of us can keep on earth and still "feel our oats" yet not do ourselves or others an injury. It is very simple and should be very effective. It only requires that when we feel any great growing protuberance of our craniums we will calmly sit down and endeavor to think of the multitude who have done much greater things than we ourselves have achieved. If there are none among the living we might pick out a few old-timers, such as Washington, Shakespeare, Faraday,

and Morgan, or some other of the immortals. This failing, we may look to the Creator of all and think of His great work. This kind of philosophy must bring great relief from any topknot-bursting strains that self-exaltation has created and removes all danger of its thralldom downing us.

It is not to be inferred from the above that no man should ever become tipsy, for a short period, from admiration of his own achievements. It is the control of one's self, to know where to draw the line in being so badly intoxicated with one's own successes there is no room for thoughts of what others may be achieving to excel us, or often might lead to mistakes that can injure or ruin us. It all admonishes us against being too assured of everything going as we may predict it. It demonstrates the necessity and wisdom of being considerate of others' ability, as well as our own, whether we are presidents, general managers, superintendents, foremen, assistants, or operatives.

CHAPTER XXX

The Undoing of the Touchy "Boss"

A class of supervisors, not able to remain long as a rule in one position, and who usually bring on their own undoing, are those called "touchy." Instances are known of high-class overseers being practically all that was desired but having the quality of being so touchy that superior officials could not tolerate association with them.

It is very unfortunate for touchy "bosses" that they cannot perceive wherein this one failing often keeps them almost constantly changing positions, and like unto a rolling stone they can gather in no accumulations for the rainy days.

We cannot expect the old to easily change their developed habit of being touchy, but the detriment that such has been to them should be a lesson to the minor and cause the novice among supervisors to guard rigidly against such tendencies taking any possession of him.

While writing this work the author had occasion to inquire after a certain foreman to learn of his standing. The reply which follows will serve to illustrate how many of the touchy class are weighed in the balance and found wanting:

"We found him a man who thoroughly understood his business, of high executive ability, and one well liked in every way by us all but in one particular—he was too touchy about what he considered his own rights in the shop. This defect created disagreeableness, caused him to make bad friends, and prevented the existence of harmony to such a degree we had to dispense with his services."

It is very unwise for any supervisor to be touchy or oversensitive about what his employers may wish him to do, or to object to their having a voice in certain matters, for they must be responsible for all results inuring through their suggestions or rulings to officials below them.

Not long ago a certain foreman of a large and well-known firm, who had been with it for fully twenty years, in discussing its president with the author, stated: "He is a very nice man, we all like him and he likes us, but he wants full power and takes it, in dictating how we shall run the shop and do any special work. I for one of his overseers never hesitate to try out any of his suggestions, changes, or inaugurate any system or practices, no matter how impractical or differing with my ideas they may be. He pays the bill, not I, and I feel it my duty to please him the best I can."

The highest officials may be inexperienced men in the business they are intrusted to manage, nevertheless the best plan for any overseer under them is to be congenial in gratifying their wishes in all things as far as he can. There is one thing certain, that by doing this the under official is placing himself in a better position with his firm for promotion, longer retention in services, and a possible increase in pay, than if he makes no effort to please or respect those above him.

Some may say they are all that is implied in the above, but are not receiving any recognition or credit for it. Granting this to be so, is it possible that it would have been better to have been otherwise? Are there not strong possibilities that in disregarding all efforts to please those above those below would have been seeking other situations? Again, granting everything as in the above and it is thought more money or better opportunities could be had elsewhere, is not the recommendation that past superiors must give a departing overseer in telling the truth, and which is often known by others, bound to benefit a person as an applicant for a new position more than if that testimonial could not be given?

By avoiding being touchy and by cheerfully complying with the will and desire of superior officials in order to carry out their ideas and rulings in a painstaking manner, an under overseer can generally bring the higher authority, even if not skilled men in the business, to much more readily abandon any impractical measures than if

it were the case that almost every proposal were met with ill favor or discouraged.

These are all matters that right themselves in time, and the more an under overseer endeavors to cheerfully comply with the suggestions or rulings of those above him the sooner he will find himself not knowing whether he is strictly following his own ideas or those of his superiors. Further, he will come to find all affairs going so smoothly and harmoniously he need have little fear of the next month or coming year being such as to start his undoing on account of being a touchy "boss."

There is in all the above a few words necessary to show wherein a boss that might be looked upon as being touchy may be sometimes justified in such actions. This lies in the possibility of a proprietor or superior not fully realizing all that is involved in a supervisor being highly skilled or broadly experienced, to thereby not be fully cognizant of what is wise in permitting such under "bosses" to greatly have their own way of doing things, or in more fully respecting their views and opinions. The greater the difference between the superior officer and those under his charge in the possession of experience and skill the more liability of grievances in the latter being touchy, and the more the reason for each to use good judgment in respecting and considering the other's desires, ways and rulings.

CHAPTER XXXI

Tantalization by Whimsical Employees; Needed Development of Amicable Dispositions

Analogous to trouble and worry of many "bosses" is the irritability and testing of their patience by reason of the whimsical disposition of overseers and operatives who may be under their control. One "granny" or "crank" in an office, store, shop, field, or road, whether he be an under supervisor or an operative, can often cause his superior more embarrassing labor to keep him in control than all the rest of his operatives. A supervisor no sooner straightens out an inveterate "granny grunt" and turns his back than he finds him doing something else that will often so exasperate and perplex a "boss" as to make him disagree with the author of "Happiness in Hades." This writer may have inside private knowledge of the conditions of affairs below, but we can assure him that there is anything but happiness in places having two or more crabbed cranks and grouchy grannies.

A manager is often driven to his wits' ends in handling these whimsical emotional beings, for they seem to possess sense enough to know just how far they can go with their cranky granny ways to escape being discharged. Their cuteness in this respect is remarkable. They often cause a supervisor to feel that he would like to "fire" or send them where there is such as to give them a warming, for then they could be happy if we are at all to believe St. George Mivart. If they were not happy, their absence would permit others to be, so that in this respect St. George's logic of happiness below is not wholly devoid of benefiting man.

As we are not believers in future roasting, nor that sending cranks and grannies on a joy ride to Dr. Mivart's pleasure resort is a practical proposition, we are taking space here to diagnose these noxious nuisances in rather an elaborate manner as is seen by the following ten spe-

cial cases, and we believe that the cures advanced farther on should help to obliterate some of these evils, or at least retard their being so much in evidence.

Table 4. Ten Eccentric Qualities Exhibited by Some Employers

1. The fellow who is always whining or growling about nothing.
2. The fellow who is suspicious of everybody, even his mother.
3. The fellow who wants everything different from everyone else.
4. The fellow who is never caught minding his own business.
5. The fellow who always has a remedy for every ill.
6. The fellow who has more religion than common sense.
7. The fellow who is always tired and wanting to rest.
8. The fellow who has always a pain like every one else.
9. The fellow who is always kicking.
10. The fellow who goes crazy when the quitting time whistle blows.

There are few general managers or supervisors but have had experience with almost every one of the above effervescent characters to a greater or less degree and must have often wished that they could see themselves as the well balanced see them. The employee who is almost continually whining or growling about every move he makes would be very liable to make a discovery if he would only stop and seriously consider why everybody else was not grunting at almost every turn he makes. He surely can find operatives performing the same labor, or having similar work to do, going along without a murmur and making their work a pleasure instead of a desultory drudgery.

No. 2 is the character of a fellow who thinks everybody is making a life study to injure him or place ob-

stacles in his path to block his every move from being successful. Could he only come to have a little common sense occasionally, he surely would perceive his imagination was running away with him entirely too often.

Of the third we hardly know what to say other than to have the whole world chip in to purchase some independent country to give him and his kind for experimental purposes with the understanding that if he failed he could never return to his own country to tire the patience and rattle its "bosses" any more. There is nothing like having responsibility go with control to knock out the visionary and impractical.

With the fourth, the best thing comes to my mind at the moment is for him to locate in some small town and form a women's gossip club with the promise of being elected its president. By being loyal to the club's cause he should never be lonesome for the want of employment, and they would be a very mean set did they not pay him liberally for his services.

Regarding the fifth, we would suggest his forming an alliance with the third. If this cannot be done, it might be well for him to take the "stump" in his own country and there is no telling but what he might turn out the savior of all the world's ills.

The sixth is generally so loaded with religion and its discussions that he cannot perceive that a firm is paying him for his time to work and not preach. Such as these should consider that a work-a-day place was built for men to labor in, and if they cannot attend to their business they should leave and take the "stump" or join the Salvation Army, where they then can find excellent opportunities for making converts.

The seventh or always tired fellow should start an agitation for a three-hour workday. This, if obtained, should allow him time to recuperate and be happy, providing he was not bored by others to know what they should do while loafing to keep from being miserable.

The eighth should seek a situation as a porter in some large drug store. He then could, along with every ache,

save many steps in obtaining a cure. This should in time either end his worldly aches or send him to bask with the angels.

As to the ninth, it may be said, kicking with sense once in a while can be justifiable, as it may imply obtaining better wages or working conditions, but the chronic kicker generally makes more of an ass of himself than of a martyr by going so high as to unsettle his equilibrium. There is a pointer in this fact that a good many kickers would be wise in letting it jab them.

Considering the tenth, we cannot perceive why some get so excited at the sound of a quitting whistle that a pickax would be left hanging in the air did it not from force of gravity fall to the earth. It might be a sudden passionate love for a home, wife or little ones, or expecting a birth or death at such moments. Of course, a "boss" is not supposed to know all of his operatives' private affairs, and hence cannot consider it any of his business. See cartoon for this action at end of chapter XXII.

This chapter is not written solely to make ludicrous the effervescent actions of any special overseer or operative, but should the shoes fit any employee he cannot but profit by wearing them, as any remedy of a whimsical disposition cannot but cause the person to be a much more desirable and valuable employee for anyone to retain his services; especially when Father Time calls on him to join the ranks of the young-olds. We are all to ever remember that friends, happiness and business are far from being augmented by any cranky or "granny" actions that may be allowed in our adolescent years to become inveterate habits.

Need of Recognition for Efforts to Develop Amicable Dispositions

We have in this and chapter XLIII made special mention of the functionary importance of man's disposition being one of his faculties to require judicious direc-

tion and training in order that he may develop an amiability that will permit his mingling and co-operating with his fellows in an agreeable manner. This is a quality of man that demands existence and being made servient for enabling him to be efficient as that of having eyes to see, hands to feel, ears to receive sounds, and legs to walk.

When a person's disposition is a functionary as necessary as any other he possesses in order to provide a combination of qualities to make him an efficient man, it is certainly requisite that every power should be utilized to train and develop it to be a good running mate with his qualities that have the essential of making a successful operative, supervisor or instructor in them.

One of the chief factors that has greatly helped to permit the existence of incompatible dispositions is the ignorance which has prevailed in the past as to the great importance of its being a quality that should be of as definite a standard and proficiency as much as any other that is developable in man to make him efficient.

There needs to come a general public recognition of the grave importance of every possible effort being made to turn detrimental dispositions into efficient ones as far as may be possible. This is a work that must commence in the home and be carried on through the schools to insure that all other labor expended to make man efficient is not to be discovered as having been but wasted efforts of parents and instructors, fortunes lost in money and in the wrecking of lives by creating rogues and criminals, etc., who otherwise would be employable by honest industry.

CHAPTER XXXII

Importance of the Ability to Forget as Well as to Remember

It will appear strange to some that there should be anything necessary for an overseer to forget. Naturally all can conceive of there being a great many needs they should remember.

A good memory is a very valuable gift. It has made some men "smart" who otherwise would have been of little value in any vocation. If a supervisor has a bad memory, it will soon become known to all with whom he has any extensive dealings. Some persons can often greatly improve a bad memory by taking studies designed for this special purpose or by originating ways and means to thus help themselves to strengthen the memory.

A bad memory causes some in starting a new, difficult work to rarely exceed the perfection of the first attempt, though they might, within a few weeks or months, be called upon to produce one to a dozen or more duplicates. This can be due to their possessing excellent ingenuity and originating qualifications, but when beginning to duplicate their first creation they wish to do it all as at first, and would do so if their memory did not fail them. To start afresh to originate what should be the duplicate creates a confliction between their ability to invent and remember. This confusion is not easily eradicated, and in some cases can cause the first production to be rarely excelled by repeated efforts.

One of the most obnoxious features about bad memories lies in knowing, or discovering, we had forgotten to do some act, word or deed, but do not acknowledge it; instead we endeavor to shift to others' shoulders the responsibility for any embarrassment, trouble or losses that may be caused. The "boss" who can do this is often capable of other actions not creditable to any manager of men and work, and is very apt in time to place himself in bad repute with many if not all his business associates.

It all has close connection with Saint Francis, who has said, "A gentleman is one who excuses every one but himself."

Destroyers of Tranquillity to be Forgotten

The chief grievances to be forgotten by supervisors are those that, 1, develop prejudice; 2, seek revenge; 3, blazon private or business disasters; 4, call up domestic troubles or afflictions; 5, inflict injustices or fraudulency; 6, cause misfortune in not grasping opportunities; 7, create bickerings or quarrels; 8, generate errors or mishaps; 9, involve defects in bodily and physical ailments; 10, aggravate excitement, nervousness, worries or infelicity.

The man who is the thorough "boss" can have many of the above destroyers of tranquillity heavily weighing him down and still carry himself to all outward appearances as being an indurated creature. His heart can be apparently so calloused that he can pass directly from the scene of assisting some terribly mangled operative into an ambulance to his general duties and exhibit no emotion to depict his being other than at such ease with himself that he could be considered as enjoying a peaceful, reticent rest.

The duties of a supervisor from the highest to the lowest call for ability to leave any perplexing or troublesome task at any moment and carry a free, clear mind to another that might demand his undivided attention. He can often be called upon to pass every few minutes from one problem to another, each as different as a funeral and a comic opera, each demanding an active mind, but all expecting him to be as calm and composed at the one as at the other.

During the passing of a day many supervisors or their assistants may be required to fathom a hundred or more perplexities that many operatives, though possessing similar skill and experience, would want a week or so to do, and while they were at it would fuss and stew and be

so grouchy that it would disgust and tire the patience of all having anything to do with them.

Very few outside of supervisors in the actual harness stop to consider, especially if they are operatives, the great self-control that is manifested by the conduct of many efficient officials and their assistants in commanding an attitude of reserve, reticence and dignity throughout the many diverse and incongruous conditions that could easily excite a display of: 1, surprise; 2, embarrassment; 3, anxiety; 4, timidity; 5, consternation; 6, despondency; 7, exasperation; 8, malignancy; 9, impetuosity; 10, or violent ferocity.

It should be evident from a study of the above destroyers of tranquillity that it is very important to develop, as far as possible, the power to forget any factors that can influence the mind and divert it from being wholly absorbed with that which is of paramount value during all the hours of any business. The higher the position the more the necessity of possessing this power, and the more any person is able to forget his afflictions and sorrows the better qualified is he for any duty, whether of business, home or country.

CHAPTER XXXIII

The Good and Efficient "Boss"

Having in the foregoing chapters portrayed the qualities that impair and also those that make the best efficient supervisor, we now give herewith a few comments as to what may justly define the popular commendation of "He is a good 'boss.'"

A proprietor, or chief official of a firm, in learning of a person being called "a good boss," generally first of all wants to know whether it was his superiors that gave him such a cognomen or was it those under his charge, or has it been applied by both.

Any overseer who will permit operatives to do about as they please and have an easy time would be called a "good boss." The more loitering and "slackness" he permitted under his charge the more an angel of a boss would he be in the estimation of his operatives.

The adjective "good," to receive any just consideration in appraising and in assisting a supervisor to obtain and hold responsible positions of trust, must emanate from the employer's side. When both sides are satisfied with implicitly ascribing him to be "a good 'boss,'" he has then obtained an efficiency as a master of men and work that is commendable in the highest degree.

Wherever, as a rule, employers as well as employees will concede a supervisor to be "a good 'boss,'" there will his personality and influence be so deeply engrafted that nearly all under his control will greatly be counterparts of himself in exhibiting his prominent traits in their work. His intrepidity, energy, prudence, watchfulness, neatness, precision and any special characteristics he may possess in wanting work done by any certain methods or systems to achieve perfection or economy, to please customers or excel competitors, will be evinced to a greater or less degree by every operative under his control.

The good and efficient "boss" not only benefits his employers and all under his charge, but is also of profit to

many others of mankind. He is a cog in the wheels of supervisory machinery that as they turn onward, assisting him to create necessities or luxuries of life that because of him will cost less to manufacture, the greater grows his efficiency as a puissant supervisor.

Goodness in a "boss" without efficiency is an evil. There are many ways in which a supervisor can display goodness to operatives without permitting those under his charge to have "snaps," and still allow him to be a potent "boss." As an overseer he should bring all under his charge to realize that he can and does do much in looking out for their safety, and should any get hurt he should show he is anxious to relieve their sufferings in any way he can.

If "slackness" compels a good operative to be laid off, let his "boss" show him he stands ready to do all he can to see him well placed in another position, and that as soon as business picks up he is ready to re-engage him if he desires to return.

If an operative is saddened by any trouble or affliction, let his "boss" show him that he has sympathy and stands ready to do all he can to advise or help him. Bring the operative to feel he can go to his "boss" for counsel if he wishes it at any time, and that if his knowledge of affairs is not adequate he may be taken to higher officials and guided rightly.

It is always to be conceded that an imbecile might run an industry if operatives are to have "snaps," but it takes the full man to exact thorough workmanship done economically and still retain the good-will and respect of all. Again, as a rule, it is a fact that the insipidly weak overseer, not potent to have operatives work faithfully, can rarely be strong in resources to be the friend in need who can be relied upon.

Any keen, discerning analyst of sociology will find that the codes of civilization permit no person to escape being "bossed" in some form, whether he be king or president, millionaire or proprietor, manager or agent, banker or merchant, professor or artisan, operative or

clerk, criminal or pauper. We are all bound as by an endless chain, compelling us to recognize our dependence on one another, and the necessity of influences to guide us rightly, whether we are of great or small import in the maintenance of civilization.

The world has plenty of born leaders, but unless they have obtained the skill and learned the requisites of the good and efficient "boss" they can be lost in the maelstrom of struggling inefficiencies and be as valueless to themselves and to mankind as a diamond lost at sea.

Few greater honors are bestowed on man than when on his passing it can be said: "*He was a good and efficient 'boss.'*"

PART III

CHAPTER XXXIV

Functions and Character Required of the Firm's Chief Officials

An important factor that proprietors, stockholders or their directors are often called upon to consider is the number and character of persons that their new company, corporation, or the old firm, may deem it necessary to oversee production and trade. The plans may call for a president, general manager, superintendent, foremen and assistants, aside from a secretary and treasurer.

THE PRESIDENT is the company's chief officer, the one to whom the law looks to for its success or failure. He is the ruling spirit to direct all active officers, and has first voice in advancing the desires of the proprietors or directors in all financial and manual work affairs. His duties are, as a rule, not of details, but of a general character, involving the greatest weight and responsibility. He should be a man experienced in financial and commercial business; of clear, keen perception and judgment; well balanced, diplomatic, and possessing a strong personality and sterling character; impartial and just in all his acts and rulings, the points of which are treated further in the next chapter.

The position of president and general manager is often held by the same person. Again, there may be a vice-president who also holds the position of general manager.

THE GENERAL MANAGER is the first one to come under the control and guidance of a president. He should be a person of good moral character, address and carriage, possessing characteristics similar to those required for a president, with the addition of being a broadly experienced and skilled man in the manual art of his vocation. All improvements and production orders are first placed in his hands. He must then devise practical ways and means for the attainment of all results being expeditiously and economically completed to meet

all demands. He should be able at all hours to inform his president or any others of the progress of any work, improvement or production details under his charge. He should know definitely, as far as practical, if his under supervisors required any instruction or counsel to avoid the making of errors that may produce defective or unprofitable work.

The manager should look after new construction and repairs, and direct and observe that it is all being done accurately and substantially. He must study up and see that every practical provision is made to guard all employees against accidents, having "Safety First" a standing regulation. He should not take anything for granted, but know from inquiry or investigation that it all is positively as it should be, and ever be vigilant in observing that there is no slackness in the endeavors of any under his charge that could lead to injury or unprofitable results. He is especially called upon to know what improvements and perfection his competitors may be making and not to be lax in creating conditions, as far as possible, that permit none to excel his management of affairs.

In brief, a general production manager should, aside from being highly skilled in the manual, possess the highest executive ability to control under supervisors and operatives, plan work and see to its all being done at the least possible cost, with the best perfection and within the time limit of contracts or promises.

THE SUPERINTENDENT comes next in rank to the general manager, and as in his case he should be especially expert in his business. In fact, while the general manager may under some conditions be deficient in experience and skill of the manual art of the trade, it is very rare that a superintendent can be permitted to be other than a thoroughly trained and skilled production man. He is commonly required to be constantly in and about the plant, and to be obtainable at all times during its operations. He takes his instruction for the general carrying forward of all activities from the manager, and is called

upon to plan the details necessary for the completion of all work placed in his charge. Any and all foremen or their assistants are more or less under his direct control. He is held responsible for their actions and deficiencies, as well as for all errors, mishaps and imperfections that may occur in the daily operations of the foremen, assistants and operatives under him.

The superintendent should especially take a keen interest in the question of "Safety First," and take nothing for granted but know positively that all is as it should be, the same as is the case with the general manager. He should keep a sharp lookout to know that all operatives under his foremen and their assistants are always working to the best advantage, and if they are not he should see to it that means are provided to permit of their doing so. Ingenious, resourceful and vigilant he must be in watching and knowing what is going on with all activities under his charge. If the business is such as to require machinery, shafting, etc., he should know that its lubrication and maintenance is carefully controlled. Carrying himself so as to be approachable by all operatives and keeping in close touch with all his foremen and their assistants, the competent superintendent will see that little escapes his notice that might lead to labor dissension or trouble, or that may cause a lack of harmony between any of the overseers or operatives throughout his plant.

A GENERAL FOREMAN is often substituted for a superintendent, but may, as a plant or business is enlarged, be promoted to permanently fill that position and be given an assistant; again, he might be retained in his old position as an assistant to a new man, one having ability for greater responsibilities or engineering functions to be above him as a superintendent because of the increase in the business or because of the enlargement of the plant.

THE FOREMAN more than any other supervisor, especially so if the business is peculiarly that of a high class type, should be an expert broadly skilled in every detail of the work he is to supervise. He should, as with the

general manager and superintendent, possess good executive ability. The more men he can look closely after in securing quality and quantity, to the greatest possible extent of production or finish, the greater his value. Next to having necessary executive qualifications, he requires to be capable of looking very sharply after all details, so that few if any factors requiring attention to avoid defects, secure best output, and have work finished in the time promised shall escape him. In fact, the necessity for a foreman to be able to look after details is, as a rule, more important for him than with the superintendent or any below him. He should be a loyal man, one of steady habits, truthful, having good self-control and reserved to the extent of being not any more friendly with one man than another under his charge.

A foreman should be capable of showing respect for all superior officers and be ever ready to follow their requests; know his own place and keep it. That ought to beget such confidence and faith in him that observing persons can readily discern he is a trusted and a prized official.

THE ASSISTANT can be a person to aid executively any one of a company's officials from the president down to the most minor supervisor. He should be experienced, the more the better, in the work or line of the one he is to assist. He should also possess the moral, mental and executive qualifications, to a greater or less degree, sought for in his superior. Of all officials, he should labor against being self-centered, and generally be backward in flaunting his own opinions on rulings about work unless they are invited. He should not display any disposition to lag in doing any work his strength and ability will permit. He should help his superiors early and late. On no ground, especially that of knowing his next superior receives more money than he does, should he hesitate about doing his whole duty.

In becoming an assistant he should use good judgment not to assert an ambition to be something higher in a manner to irritate the minds and destroy the confidence

of those above him. By such actions an assistant only retards his prospects for advancement. True merit will sooner or later promote and permit him to advance himself and still retain the good-will of those who had afforded him the opportunity to do so.

THE TREASURER AND SECRETARY being officials not generally in actual contact with the manual or production force, as is the case with the above supervisors, mention of their qualifications is here omitted.

CHAPTER XXXV

Hazards in Starting a Business and the Qualities Desirable for Its Success

There are few production men having money who have had control of operatives for over five years as employees of a firm but have come more or less to have a desire for starting in business for themselves, or in company with others. Once a production overseer has permitted himself to think seriously of striving to make a start, he is rarely ever contented in being merely a hired subordinate, but is very apt to be continually on the lookout for a chance to start for himself. One factor that causes him to be restless is the knowledge that some well established or old existing firms had their beginnings through some one having an ambition similar to his own and he cannot perceive why he should not succeed as well as others.

Starting a business generally looks easy and to be a sure thing to those who have never passed through such experiences. Nearly all those commencing business having keen competition with limited capital, as a general rule, have little realization of the task they are undertaking. It is generally of little use for any person of experience, one having fought to establish a successful competitive business on limited capital, to depict the troubles, the hard work and often the desperate struggles that have to be encountered in establishing a sound business. It is another case of having difficulty in bringing those not in the actual fight of laboring to guard their all to see the situation through the eyes of the proprietor that fought the battle.

We are dealing here chiefly with the ambitions of those of small means but anxious to get into business for themselves, or to be associated with others seeking the same ends. In regard to possessing almost unlimited capital, as some have in starting, we have in a measure

similar demands for ability to make a safe landing as with the small capitalist.

Business, not kept off the toboggan, does not generally stop until striking the bottom. The only difference between the sliding down of the little and that of the big concern lies in the chutes being longer for one than for the other.

To obtain a start and place a competitive business on a firm basis, with small or limited capital, depends very much on the following five auxiliaries for the practical end of the business management. Those required for the financial may also be seen below :

1. Necessity of being thoroughly skilled and broadly experienced in the business to be conducted.

2. The demand for good health and strength and untiring energy, often exacting very hard work, not only for all the days but often for much night work also, and a willingness to endure privation in dispensing with luxuries and getting down to live as cheaply as possible.

3. Ability to contend with inconveniences, such as not possessing good facilities and tools to do work with, and to be ingenious and resourceful in devising ways and means for bridging difficulties.

4. The need of having good pluck, abundant courage, so as not to become faint-hearted when mishaps and trouble with work and of debts must be confronted.

5. Last, but not least, to be a "hustler" and a good production manager having executive ability to compel work being done with the greatest dispatch, economy and perfection.

Five Qualifications Desirable in the Financial Man of a Business

1. Dignity and good address associated with a carriage that attracts and retains respect.

2. Geniality and suavity to win and hold subordinates to obtain business and the required credit.

3. Keen perceptive powers, good sagacity, diplomacy,

judgment, common sense and foresight, combined with a zealous vigilance to guard against all contingencies that might be injurious to the best interests of a business.

4. Integrity, keen regard for what is just and honorable, and intrepidity to encounter any discordancy, contention or business reverses, in a manner to not display any timidity that might disclose to others any hint of trouble, or disaster that may have been encountered.

5. Possession of a good commercial training and having skill in financiering.

Where a business is of any magnitude it generally calls for both a financial and a production man to be its chief officials, and their provinces are often referred to herein as the two ends of a business. There are, as is well known, many small concerns, or the beginnings of large ones, where one person may be competent to manage fairly well both ends of the business. In this latter instance we cannot expect to find one man to stand high in all the qualifications desirable for each end of the business, as are called for in the above ten requirements.

Whether the financial or the production chief officials may be considered as being the more important to insure the success of any newly started business depends upon its character and competition to be met. Where the business must have the skill and push of an able production man to instigate and produce the firm's commodities as its general manager in a sharp, open competition trade, then as a rule the financial chief is of second importance to its success, for if the dollars are not made in the shop, when fighting to establish a business, there can be few, if any, to juggle in the office to pay bills or make improvements and it could soon go to the wall.

After a firm of the above character has become thoroughly established, having its production overseers and operatives well organized, and the financial manager has become well versed in all the processes and general needs of the production end of the business, he can then often dispense with the pioneer production manager.

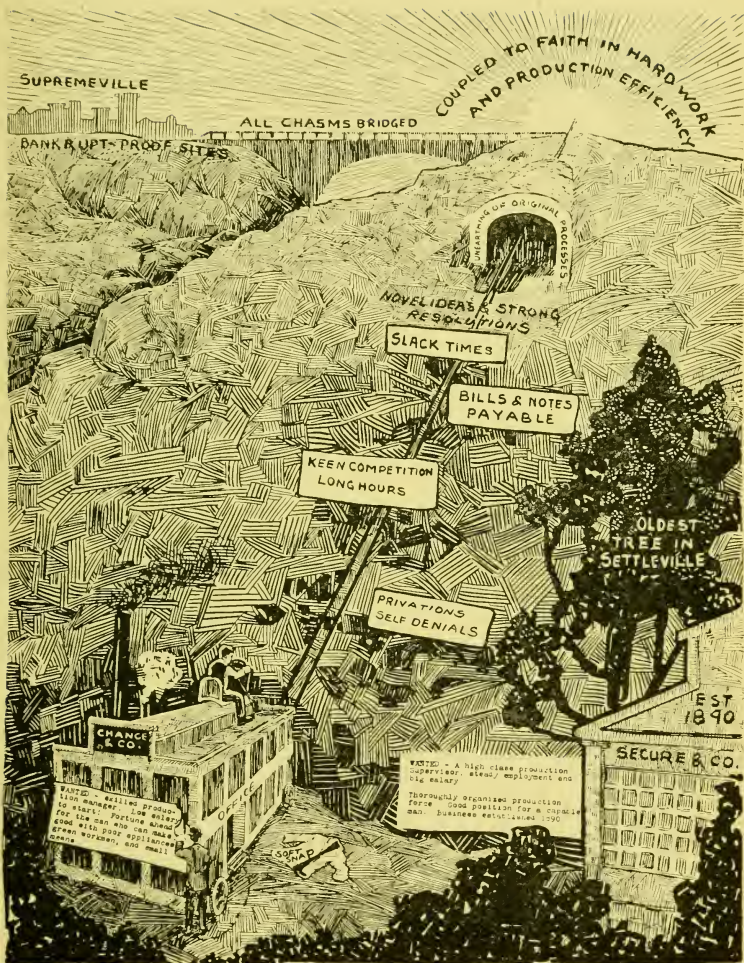


Fig. 22. BEGINNER'S UP-HILL BUSINESS

If there had been no unearthing of original processes or of new methods, etc., in tunneling at the top of the hill, the chasm would not have been bridged, and ruin instead of a safe travel to Supremeville would have been the ending of Chance & Co.

CHAPTER XXXVI

Inappreciation of the Practical and the Dominancy of Operatives

Few factors are more detrimental to the development of the practically efficient man than the increasing inability of the unskilled in the manual arts and of all the intricacies of expert production management, to understand and appreciate the full value of the broadly skilled artisan and the adept supervisor.

The estimation of whether the expert supervisor or the operatives of offices or of shops are of the most importance is being exhibited by some firms who give those of the former bonuses in premiums, stock or dividends, while the latter are practically ignored in such appraisals of value. If these firms do not train up minors of known adolescence to be highly skilled in their shop practices and fortunate enough to find them good executives there will, as the old passes away, come an awakening that was little anticipated and that will demonstrate the injury of their lack of appreciation for the production manager's requirements.

Other instances of inappreciation of the practical or skilled man's importance are seen by some who replace experts with the new because of contention and strife that would never have arisen had there been an appreciation of the production manager's ability and value to anything like the degree which should have existed.

The inability of some to realize the full importance and extensive sphere of all that is involved in the intricacies of the production expert manager's work and value of the practical end of a business is often greatly responsible for an undercurrent of aversion or enmity that tends to create dissension and rupture of the once amicable relations—a disturbance that otherwise would not be in evidence.

The practical end is the foundation upon which all solidity of production must rest. A skilled man of in-

telligence, if he has the money, can proceed and continue to successfully produce his vocation's commodity, without assistance of the unskilled moneyed man, whereas the latter could in nowise even make an attempt to start manufacture without the assistance of the skilled production man.

No one is to consider the author as deriding the value of the financial man or that end of a business; he has had broad experience at both ends. He is here merely calling attention to some abuses that should be restrained and which are chiefly responsible for discord and strife existing between the production and financial branches in some concerns, a condition that is to be greatly deplored and often causes them great losses.

Dissensions of the above character can in some cases cause the practical end to become so indifferent and often so disgruntled that it has to be driven to attain any results as may be best secured. This can throw the chief responsibility of the management for the executive staff and the firm's operatives upon the financial end, and instead of all rolling along smoothly to reach the desired ends as if the business were a heavily loaded roller pulled by a fine matched team of strong horses, the effect is more that of a spavin-crippled mare and a balky mule hitched together as depicted by the cartoon shown with this chapter.

The crippled office mare, finding the balky shop mule will not pull with-it, seeks to be independent in his own strength, and to cure his lameness resorts to all kinds of nostrums. These may be the employment of extra chiefs and clerks to elaborately wrap the legs with red tape; originate and use whimsical methods for driving the mule; to obey their mandates, regardless of how many post-mortems must be held by unskilled veterinarians over its stubbornness and ill production.

The sooner there comes the necessary realization of the full importance of both ends of a business, the less hitching together of these crippled mares and balky mules will be observable, and some industries come to

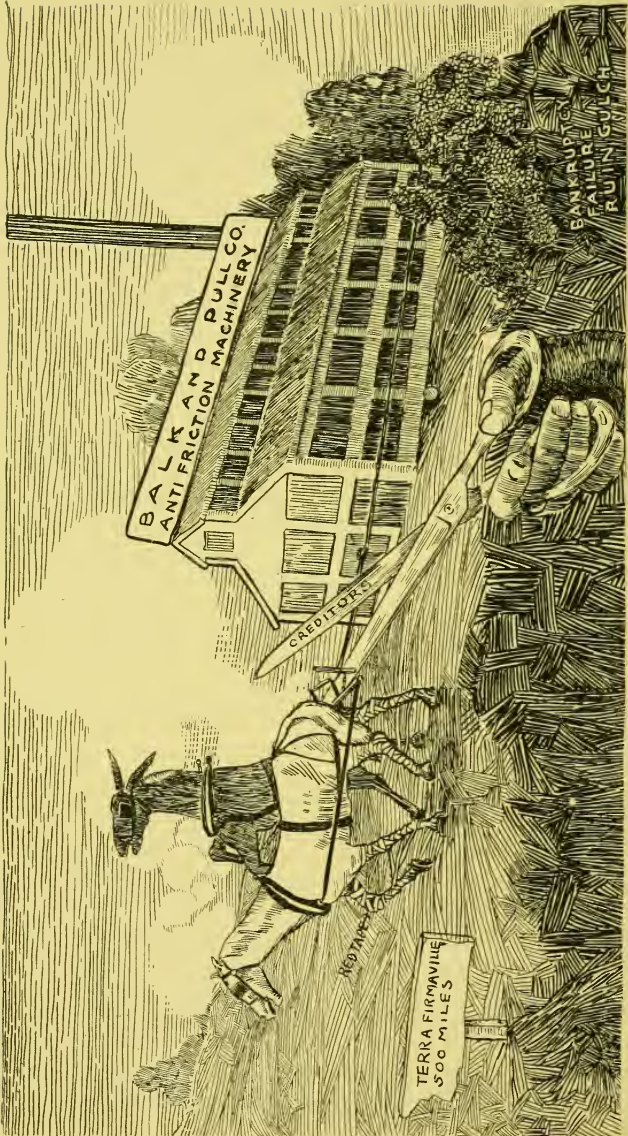


Fig. 23. INHARMONIOUS BANKRUPTING TEAM'S WORK

find businesses pulled by harmonious teams of matched ability—teams that will more than ever decrease costs of production, and thereby more often place credits for merit where they are justly due, aside from decreasing the chances of a firm having the rope cut that holds it from sliding to ruin.

Operatives' Insubordination and Control of Business Without Responsibility

While in several parts of this work we have shown how far a lax realization of the practical has brought proprietors to experience inefficiencies in their operatives and overseers, we will here display some instances of insubordination and weak supervisory control as by the following that should also be effective in assisting to further show whither we are drifting.

1. One of if not the foremost designer of high-class automobiles and a mechanical genius of national reputation, in seeking to have a large concern make slight changes in some of his work, suggested that one of the draftsmen present would sketch the alterations before he left so as to make sure that everything was as he wanted it. The general manager, in looking around among fully fifty draftsmen, said to the engineer wishing the sketches, "Well, if it has to be done right away I shall have to do it myself," and accordingly he went at it.

2. An important machine being broken down, the pattern of one piece was sent to a foundry to have one cast, and with orders to let a man have it as soon as it was cooled, so it might be finished up during the night and placed in the machine-shop that it might be ready for work the next morning. The day machine foreman was directed to send a laborer to get the casting, which would be ready within an hour or so before quitting time. This foreman replied that if he sent the laborer he did not know whether he could get back before the whistle blew.

3. A traveler entered a large barber-shop in haste to get shaved and catch a train. All the chairs were filled but two, the barbers of which were playing billiards. The proprietor was informed of the limitation on the customer's time, but after sitting in the chair for fully three minutes, thinking the game would soon be finished, or the men attend to their duties, the customer got up and rushed to another shop across the street in the hope of receiving attention.

We could fill many pages on the insubordination of operatives and inefficiency of "bosses," as seen in the above three items. It all illustrates how frequent it is that operatives and not the "bosses" are running the business. We fail to perceive wherein this is a desirable condition for the betterment of labor or anything else. Rather does it the more forcibly demonstrate that there exists an utter lack of appreciation and regard for the needs of the practical in business, a lack of respect that if permitted to grow, as it has grown within the past few years, "bosses" will be praying for the ruler higher than they to come down and take full charge of the world's managerial affairs.

Dominancy of Labor Dethroning the Potent and Creating the Bluffer "Boss"

The inability of many supervisors to do little more than make a bluff of being a "boss" is not only seen by open evidences as above but is also to be found in establishments that have the efficiency of "bosses" so covered with blankets of duplicity and assumption as to create an impression they are the cocks of the walk, when down in their hearts and to the wise they know and are known that they are slaves to the degeneracy of control, and they greatly fear any attempt to inaugurate the economical practices some of their competitors are following, or what they should have and it could mean higher wages for their operatives as well as profits for their firm.

In line with the above weakness we have in mind

one of the largest manufacturing concerns of our country, employing over 10,000 operatives on light repetition work that could be made on a premium or piece basis, whereas it is a surprise to those of broad supervisory experiences to see all their work governed by an hourly rate and made in a go-as-you-please manner.

Some might suggest scientific efficiency experts being employed by the above firm to better effect labor-saving management. We are led to understand there are men in the employ of this company as well fitted, if not better fitted, than any that could be engaged to do this work, but the company does not think it wise to take that course. The chief objections lie in the dominancy of its labor over its capital, to do pretty much as it pleases, and the scarcity of men highly skilled in their business and who are born leaders but have not had the "boss" properly developed in them.

Is it not about time a turn-about face was made by our proprietors and supervisory agencies to acknowledge the truth of prevailing conditions and to encourage any factors that may assist to bring supervisors more back to be the potent "boss" like unto a porcupine not afraid to shoot its quills in self-defense whenever necessary?

CHAPTER XXXVII

Pertinency of Help or Position Advertisements; Character References and Stock-taking

Any person out of a position, or expecting to be, has recourse to making a personal research, or of advertising, to help in securing one. Likewise is this the case with firms seeking supervisors, whether they are to fill positions of general manager, superintendent, foreman or of assistant to any of them.

There is much that might be written on the best construction of "Help Wanted," "Positions Wanted," "Business Opportunities" advertisements in order that they may bring the desired replies from the persons sought, as well as to portray the true nature of the situation seeking the applicant, all of which should be characterized with pertinency and intelligence.

The chief factors we have to deal with in this chapter are the qualities involved, or connected, with the answering of the above character of advertisements and furnishing of references by applicants.

In writing this chapter the author is carried back to consider actual experiences where in advertising for overseers he has received some of the best replies that could be expected in their recital of personal qualifications and experiences being almost exactly what he wanted. So satisfactory were these letters he could not conceive of any serious thing lacking until he would look back to some overseer he had dismissed for incompetency who nevertheless could have written just such letters as the above and not have had one word of prevarication in them.

Let any head official not having thought of such a looking backward test as the above do so, and he will be sure to be awakened to the stern fact that no matter how gratifying and assuring an applicant's letter may be, there generally remains something to be found out that could cause the applicant, if engaged, to be one of

the most objectionable, or undesirable, overseers he ever had in his employ.

In connection with self-written recitals of an applicant's experiences, we have commendatory letters obtained by request of the applicants from past or pres-



Fig. 24. ROMANCING OF THE INEFFICIENT

ent employers that can be mailed or delivered by them to a prospective employer. Many of these are of the wornout pocket epistle class often carried by young-old men, and which no experienced "boss" sees brought forth but knows it is a self-praising letter before reading it. As a rule this class of recommendations has little weight with the majority of employers.

The mailed, written or verbal reference, the substance

of which is known only to the employer seeking information on the integrity, character or skill of an applicant, and to the persons tendering the same in a confidential manner, is in reality the only class of informative reference having any substantial merit. The wise and sensible will, whenever possible, seek no other kind and will display a desire to welcome the most searching investigation along these private and confidential lines.

Another feature of this subject lies in answering advertisements that expect replies promptly. All such are to bear in mind that this is a big country and the world is a large one, also that some advertisements may bring several hundred replies, some from persons several thousand miles distant. Many of these replies may contain very little to show if their writers possess any of the ability being sought. This can often cause such communications to be passed over by the advertiser through his taking special note of the explicit in detail, and apparently thoroughly competent persons sending their letters.

Again: the advertising firm or individual may be giving some one or more of the applicants a trial. This naturally compels the awaiting of developments before it can be known whether it will be necessary to try others or not. Much time can so rapidly pass by in awaiting these trials that to make any thought of replying to stacks of pigeonholed communications, some of which might be wanted, seem like handling dead letters.

Further: a firm or individual can have good and valid reasons for wishing to hold back knowledge of who the advertiser is; this is often absolutely necessary, as such information may give competitors or others news that might create trouble or losses for the advertiser.

Question Involved in Accepting Investments With the Services of Supervisors

In matters of business advertisements, where firms or individuals seek supervisors having money to invest

with their services, we are brought face to face with conditions that display the fact that employing parties are rarely in a position permitting them to give full publicity to their motives or desires to any whose services they may seek to engage. As one instance, a certain firm advertised for a superintendent who could take a little stock. One applicant in stating his qualifications, and which were seemingly all that was required, wrote he could not conceive of the necessity of his investing any money with his services, and he went on to state that something must be wrong with the company. In reference to this assertion he cited some comments of a well-known writer on industrial questions who had claimed that all such engagements ended in the final going of the supervisor and all of his invested money.

The above applicant may have lost the opportunity of his lifetime. Had he "made good," as he probably had the ability to do, he would soon have been promoted to a higher position with increased salary and still better prospects confronting him. This firm was merely seeking a good superintendent and desired to have an arrangement such as would cause him to see through the proprietor's eyes in the fulfillment of his duties.

It is to be known that in such instances as the above there are cases wherein an incoming supervisor, thinking to invest with his services, can arrange some specified time, ahead of his commencing work, for deciding whether to invest or not. The company knowing he has the money, if all proves satisfactory to both sides, can in many cases be a safeguard and all that is necessary in starting. If the members of the firm have a reputation for being square-dealing men, and the new try-out supervisor proves efficient, there should be little or no cause for his apprehending any trickery to rob him of his investment with his services if he finally decides to become financially interested in the company.

There are some firms who object to having any supervisors other than those directly connected with the office end of the business having any money invested with

them. This can be due to several reasons. Some supervisors having money invested with the firm often object to carrying out of their superior's orders because they do not meet their full approval of the way work or business was or should be done. Again, their inability to keep from "nosing" into matters where they have little or no business is apt in some way to make it very unpleasant and often causes trouble for a firm's chief officials.

One instance to show cause for some objecting to officials other than those connected with the office and having money invested in a firm, exists in a certain party holding but two shares in a company having its chief officials and outsiders holding from ten to three hundred shares of the company's stock, and yet he had more to say about what should be done, and how to do it, than all the other stockholders combined. In fact, his stock was always in his "noddle" more than his work. He finally became so obnoxious the company dismissed him.

In the same firm, as an illustration of the other extreme, is another stockholder laboring both as a supervisor or as operative, as may best suit the interest of the company, who holds about forty-five shares. This man is on hand every day, works very hard, and attends strictly to his own business. None of the company's officials are made aware of his being a stockholder only upon occasion of paying dividends, or the convening of stockholders' meetings. All members of the company prize and respect this employee and would be glad to sell him more stock were there any for sale.

The above illustrations place the whole question of the advisability of accepting investments with services upon the personal disposition of any contemplated supervisor or operative stockholder. As it is difficult to know of these temperaments until such persons may become holders of stock, few concerns worth less than a million care to risk having the annoyance and trouble persons in the above positions can create.

With large interests worth many millions we have different conditions than in small concerns. With the

former, small stockholders cannot very conveniently worry the managing officials, and if they are not strictly attentive to their own business they can be dismissed at any moment without considering any injury they might inflict on a company or its members.

The above actual instances are cited herein to also show the impracticability of any outsiders generally thinking to instruct contemplated new incumbents, as supervisors or operatives, of what any firm or individual might do with them did they invest money with their services.

There are no two firms or even individuals with whom conditions can be alike, and either are certainly in a better position to know the wherefores of their own advertisements and the treatment that will be accorded any new applicant or supervisor than outsiders. Any surmises by outsiders as to what may be the exact conditions calling for applicants, investments, treatment, etc., can be as far off from striking the mark as a person firing a gun from the deck of a heavy-sea rolling ship to hit a land target.

There can be no strict standard code for "Wants" positions or "Business Opportunity" advertisements. Every advertising firm, or party, merely solicits information on points pertinently set forth in the advertisements from any thinking they have the qualifications to meet the requirements there cited. Any person can answer such advertisements, but it must be left for the party ordering their publication to discriminate whether there is any chance of the correspondent being the applicant desired.

No form of explicit intelligently constructed advertisements or replies to them can remove the fact of there being risks for both sides having something to be found out that cannot be discovered until after an applicant assumes his duties. The discovery of something wrong having been made raises the question whether the deficiencies can be remedied or must be endured in prefer-

ence to a dismissal or leavetaking that would call for the trying out of others.

At the best, advertising for help or positions and engaging new hands is all similar to traveling in unknown lands. Here many risks are to be run, and we know not what we may find out or learn until we have reached our journey's end.

CHAPTER XXXVIII

Labor-saving Management and the Utility of Efficiency Experts

Saving labor by machinery and saving it by management are two resources adaptable by supervisors, that may be made to operate in conjunction to produce superior economy and a perfection in all work that can utilize machine and hand labor.

Constant strife of competitors to reduce cost of production, and the efforts of inventors to improve the old and beget the new, will ever demand the attention of progressive managers of men and work.

There will always be a plentiful means of deriving information as to the new in appliances, tools and machinery, but in the matter of their best application we have an independent factor that must be considered both in the abstract and concrete in order to make it the most efficient in obtaining results. This may be called "scientific management," "management engineering," "art of management" or "industrial management." However, we have accepted that which is the title of this chapter and which well covers all of the above equivocal elements intended to derive the best efficiency of man's mental and manual labor.

This chapter's adopted definition for efficiency was suggested by a sub-committee on administration appointed by the American Society of Mechanical Engineers, and is to be seen in its *Journal* of November, 1912.

In any efforts to develop the highest efficiency of labor-saving management, there are four factors necessary for consideration:

1. Absolute necessity of possessing efficient highly skilled and good executive supervisors for men and work.
2. Indispensability of having good skilled operatives who will respect authority and are not hidebound in contending for limitation of output.

3. Establishment of methods for production whereby improved appliances, tools or machinery, may supplement mental or bodily activities to the highest efficiency.

4. Omission of any unnecessary study or words, loss of speed, or waste of time.

UNNECESSARY STUDY AND TALKING can, in many cases, be prevented by reason of a supervisor being better qualified to devise ways and means to do work than is to be expected of the majority of the operatives under his charge. The more skill and experience the overseer possesses (all conditions of intellect, executive ability and ingenuity being about equal) the greater his capabilities to save time in mental labor for all concerned.

LOSS OF SPEED in operating appliances, tools or machinery, is a function to be first, as a rule, observed and corrected by a supervisor. Much is involved in all this to help toward obtaining the best economy in production, to also demand good skill and experience, along with ability in other efficient points of the overseer.

Any supervisor who neglects learning as far as practical of what his competitors may be doing to speed up any of their appliances, etc., that turn, slide, swing, or move by power, and if practical to exceed them, should be considered as sleeping.

WASTE OF TIME in physical activities can be overcome greatly by means of highly skilled intelligent and bright overseers, and sometimes by unskilled so-called efficiency experts, recording the seconds of every manual movement of an operative until the job is completed, and then making a study of the work to cut out the false and useless. This saving of time is generally done by means of selecting the best obtainable skilled and energetic operatives to work at a job, in their general way, while their movements are being coached and recorded. Again, it may be conducted by using operatives of all grades of ability in laboring to produce quantity and quality, the average time derived hereby being that recorded for future comparison and establishing of rates for premiums, piece or day work pay for operatives.

While this method may be utilized to speed up the indolent, or slow, to equal the active or energetic, we can perceive by the following few illustrations a little of how man's energy is wasted in the useless that could be exerted more beneficially by supervisors as well as operatives:

1. A laborer in filling a wheelbarrow places it so far from the dirt that one or several steps more than necessary are taken with every shovelful; in unloading a wagon or car, he causes his shovel and body to move in several directions, which movements are of no use in assisting him to pick up and throw the material to its pile.

2. A bricklayer makes two motions in lifting and spreading mortar where one should suffice.

3. A painter keeps rubbing, with no paint on his brush, or when it is on, more than necessary.

4. A clerk in sorting bills takes two minutes turning and looking at them where one would be ample.

5. A chipper gives three to four blows to do the work he should do with one.

6. One grinder presses the stone so lightly that others do three or more times more work than he, with all conditions being the same.

7. Men who could not move any faster than paralytics during working hours become great sprinters at the first toot of quitting time.

8. One supervisor sees more in one trip around his operatives than another would in half a dozen of them or perhaps in all his life.

9. One boss takes over twenty words to explain what another would do more clearly with less than ten.

10. One overseer makes two motions to instruct operatives in the handling of tools where another would make but one.

11. One manager not being thoroughly skilled in the craft of his vocation permits operatives taking advantages in decreasing his output and controlling his business and in other detrimental ways that would not be

attempted with another capable of doing any of their work if necessary.

12. One proprietor not skilled in the work of his business seeks the aid of experts to prick up the energies of operatives and effect economies that the thorough production owner ignores and considers useless to help him or his firm to excel competitors.

Necessity of Efficiency Experts Being Skilled in the Vocations They Teach

Several books and many magazine articles, as well as technical society papers, have been published on labor-saving management; however, the author's experience and observations cause him to know that if more efforts are not made to develop better supervisors and instructors from the ranks of skilled operatives we will soon come to find that the best unskilled though intelligent efficiency experts obtainable can be but of little benefit in permanently sustaining or increasing the economy that may and should exist in the workings of commerce, of industry, of engineering, and transportation.

The author is bold to affirm that in his line, the art of founding, unless the efficiency instructor for trade schools or commercial shop work is a thorough practical man he will be very incapable of preventing a degeneration of skill due to his inability to show men how to use tools, how to do their work, or how in any commendable manner sustain the superior shop practice, all of which must necessarily mean increasing the cost of production.

We have gone backward so rapidly within the last two decades or so that it is astonishing to see the large numbers in vocations, as for example those working in foundries, unable to even handle their commonest tools in an expert manner. This deficiency is also referred to in chapter VIII.

We feel called upon to again ask how is it possible for even the best of intelligent men to teach workers

in shops or students in schools to handle the simplest tools in an expert manner if they cannot themselves do so skillfully? The author has had this point up with quite a number of men proficient in other lines than founding (that by hunting for them have been found) and all have similar grievances on these features of incompetency.

In the sixth paragraph of chapter III reference is made to the impropriety of patternmakers, machinists, etc., running foundries. These comments are not intended to include men who are engaged as engineers of construction or in any way having charge of the machinery, tools, appliances, etc., utilized in foundry work. It is only in case where these construction engineers would undertake to supervise the molding and melting in the making of castings that they would come under the censure that is tendered patternmakers, etc., in being taken to run foundries.

Owners of numerous small and large industries, other than foundries, are more and more placing intelligent but unskilled men in charge of their production, and some, thinking to save their vocations degeneration in skill and constantly increasing costs, are seeking the aid of efficiency experts unskilled in their vocations, in view of their not being able to find the skilled. However, the economy sought will be found to be best augmented by bringing the intelligent and strong earlier to the task of more thoroughly learning their life's vocation than has been the practice of the past twenty years; and again, in bringing more influence to bear upon developing the overseer to be notably freer of the pernicious inefficiencies greatly portrayed throughout the pages of this work.

CHAPTER XXXIX

Demands of General and Detail Supervisors of Work

There are few accomplishments in commerce, industry, engineering or transportation work requiring two or more persons to achieve them, but that part of the work will be of a general nature and part be composed of details. The energy for the first may be exercised largely in planning or in starting the work, and that of the second in seeing that it is done or doing it.

The general work may require but one to five persons, while to complete it in detail may demand from one to a thousand or more individuals. One architect can plan and dictate how to construct a building, but it may require several supervisors and a hundred or more operatives to produce the material and erect it. One military general can plan the taking of a city, but an army of privates with their captains is called for to compel its surrender.

There are, as a rule, always more persons necessary for looking after the details of work than for the work in general as a whole, and the qualifications exacted for each differ in many respects.

The general manager or supervisor should especially, as previously stated, never take anything for granted as being correct. He should know from personal investigation, by general observation, or direct watchfulness, or have trustworthy persons who will do these for him, that everything progresses accurately and safely. If work is not being produced to the desired perfection, it is not for him to say to those under his charge that are chiefly responsible for the defective work, "That is a devil of a job," as some often do, and then walk away expecting such censure and language to assist or force the under supervisor to obtain the perfection desired in any following trials.

When work is not going on or coming out rightly it is the duty of the general manager, superintendent, or

the supervisor above the one having had the difficulty in obtaining perfect work (or taking risks) to talk matters over with him in a calm and friendly manner to permit his having full freedom to do some unbiased serious thinking on causes and effects. This kind of consideration by an under supervisor, combined with his superior's judgment, and any final conclusion by them both to try for betterment of work, will generally result in what might otherwise have always remained a sample of hades production, to raise it to such heights of perfection, far above the abode of the evil shades, that its satanic majesty could never call it down because of its being bad.

"It is up to him" is another phrase that should never be tendered by any supervisor as an apology or excuse to relieve himself of responsibility. The rank of the supervisor, from the president down to superintendent or general foreman, to whom mistakes or accidents will cause the greatest perplexity, worry or laborious efforts to right matters, should generally consider himself as the lone official chiefly responsible for any ill results.

Any of the above officials should consider the attainment of desired results, by any or all under their charge, as being up to himself and no one else. A foreman or an assistant who is answerable to any above him should likewise generally consider himself, and not his lower assistants or operatives, as being chiefly responsible for the desired and the obtained results.

No managing director or president should tolerate long any supervisor shirking responsibility under the plea that "it was not up to him." If this is done with the highest in thinking to escape blame or censure, it can be carried on down the line to the lowest operative or clerk in a way to create such a chaos that the chief's official finger could not point to any one as being responsible for ill results or unprofitable production.

Losses by Shifting Responsibility Under the Plea "It was Up to Him"

One example of where "it was up to him," and if left there could have done great damage had it not been for a certain president noting where some risks were being run and directing the responsibility of watching the work to the care of a superintendent, is displayed in the following circumstances.

A certain firm engaged a rigger to hoist a heavy stack that, to be set in a certain position, required to be handled close to a building in which a traveling crane and many workmen were inclosed. The above official noticed that the rigger in charge of the work was a man of not any too good a judgment and in connection with this was under the influence of intoxicants owing to a saloon being close to this firm's plant. These two factors weakened the superintendent's confidence in the "boss rigger's" ability to safely land the stack, and, as he was in the act of starting to hoist it, pleasantly approached him and expressed some doubts as to the reliability of connections that had been made in bracing the pole. The rigger became rather indignant, as almost all do when nearly "full," at interference with the work, and cited his firm as being responsible for any damages, but finally submitted to a proper bracing at the disputed point.

There was every evidence to show that had the above stack been hoisted without the superintendent's correction of weakness it would, after having been hoisted to its height, upon any efforts to swing it into position undoubtedly have caused the stack, pole and all, to drop upon the roof of the building, with grave chances of maiming and killing men and injuring property. This all could have caused damages and losses to so financially embarrass the firm it would sooner or later have been forced into the hands of a receiver, as it was a struggling concern, heavily in debt, and insurance is not always reliable to pay all such losses, and there are some which no insurance can cover.

The above was a job that a conscientious superintendent would generally have known about or what was going on and have required no higher official to call his attention to the risk being run. There was a condition in this work that might have caused much dissension and trouble owing to the fact that the superintendent could have taken the position that the rigger was the responsible party. This can be looked at from different points of view, nevertheless the job was being done on the grounds of which the superintendent was justified in stopping any one that gave strong evidence of causing disaster to his firm. At least his vigilant eye to discover any risks could do no harm, and if they did exist and the lookout prevented damage surely only appreciation and not censure would be his reward.

The general manager's and superintendent's responsibilities are grave, varied and many. He may offer excuses for losses or troubles, but there is a conscientiousness exacted by it all that if not pricking him shows that he has not developed to the extent that loyalty to duty demands.

Six Qualifications Desirable in Detail Supervisors

Some have taken the position that an overseer cannot be efficient in both general and detail work. We look upon this as being greatly dependent upon the opportunity and training of a supervisor as well as upon his natural capabilities. Usually a person having the ability to make a general overseer should, if having previously developed to be good with details, be much better as the general man by reason of the detail training.

While this treatment of the general supervisor or manager should display many features of excellence demanded in him, there is also much of value to be exacted from the overseer of details and can be well emphasized in the thought that attention to all the little things better perfects the big.

There are few factors that cause a smoothly har-

monious and profitable operation of a plant or business more than the sharp watching and correct handling of all its details, a work most frequently resulting from the attainment in a commendable degree of the following six desirable qualifications in an overseer:

1. A disposition to encourage high ideals for accuracy and obtaining perfection in details.

2. A good memory and the natural tendency to be an energetic worker.

3. A sharp observer who will not miss seeing things on all sides and at all times.

4. Possessing the ability and perseverance to cause others to look closely after details.

5. Not afraid to take hold of tools and skillfully show others how best to handle them.

6. Having a keen foresight to guard against blunders, mishaps, or accidents.

Efficiency in looking sharply after details is a valuable acquisition to the assets of any overseer. He who is energetic and trustworthy with this qualification is on the ladder of success and generally sure to climb far.

CHAPTER XL

Man's Obligation to Respect and Enforce System in All Activities of Work

This chapter in no wise treats of its subject by setting forth scientifically arranged methods or plans to systematize cost systems, etc. It is a mere statement of a few logical conditions necessary to be respected and enforced by supervisors and operatives wherever a firm makes any effort to systematize its activities or work in any manner.

The necessity for and the value of system in office, factory, field or railroads, etc., is the more prized the higher the official. Were it not for system, there are vast industries, employing millions of workers, that could never have been inaugurated to give labor employment. One of these industries is the railroad with a network of tracks branching out from thousands of stations to reach almost every inhabited community of the world. One may apply at nearly any one of these stations and although he wishes to journey to a destination thousands of miles distant, he can obtain the information as to the exact minute he should reach it as well as the time at which he should pass every hamlet, village, town and city, though to number hundreds, on the route.

In rolling along on the rails a thousand or more switches will be moved to guide the train to its destination, an error in one of which might cost the traveler and others their lives. Surely any subtle thought of this magnitude, perfection and achievement must impress any one with the absolute necessity of system, and of its being conducted exactly as devised, in order to assure positive and safe transportation for man and his commodities.

There are times with railroads when all does not progress as scheduled, as when wrecks occur, to perhaps take many lives and destroy many thousands of dollars' worth of property. Here we find, from good authority,

that fully 80 per cent of these disasters are due to a disruption of system by some one having been "slack" or careless in not obeying specific rules or orders.

Search wherever a person may for the necessity of system, whether in transportation, commerce, production or engineering, and he will find that all business would be a captious chaos without it and he will come to concede that man is greatly obligated to those evolving it.

It is not that the great majority of supervisors and operatives do not recognize the urgent need of system so much as it is their indifference to its dictates and a tendency to escape, as far as possible, its restraint and compulsion. Their greatest contention is "There is too much red tape." It is certain that system can be carried to extremes often uncalled for. There are limitations to what is beneficial in nearly all affairs and things real of life. A little whisky may be a good thing to assist a cure, but too much could easily stupefy or even kill.

While we recognize that too much system can often be injurious, as seen at the close of the following chapter, still we have to acknowledge that it must exist to a greater or less degree. However, it is, as a rule, better to have too much than none. Again, a very important factor not to be lost sight of is that in formulating any system it cannot be arranged so as to be compulsory for some and not for others that are to come under its rulings. This brings us to a point we desire to make most impressive in this chapter and one with which most firms experience more or less trouble.

Whenever a new system is designed or adopted by the head official he may often be heard giving instructions to the next in authority below him something after the following style: "I want you to see that this is put into effect, for practice, by all down the line, and permit no one to be slack in its observance." Slackness is the factor feared by the chief giving the original order. He may know definitely that there are some to whom it may not seem so important that they should comply strictly with the system's requirements, but should he chance to

discover that a single one of these whom he knew might omit living up to his orders and was so doing, he instantly has cause for doubts and for worry as to the injury that may result therefrom. If one person can be permitted to be negligent, who is there to draw the line at how many may be indifferent and as to whether or not the omission of details by a single person will not lead to the system being disregarded by many, if not all, others that should come under its rulings?

As a matter of fact, well known to all conscientious and experienced supervisors, any disregard of a system by one person, though there be a thousand others, has opened a door whereby all involved could sooner or later escape the confinement that the door when shut would impose upon them.

There are few rational systems but which may permit of some disregarding part of their details for a period, but in the end such indifference is generally bound to create a slackness that must result in more or less injury or losses. It demonstrates that no matter what the system is that emanates from superiors all under it should be very conscientious and watchful to practice all its mandates at all times and places as far as is practicable. Also, they are ever to recollect that if any detail of a system comes to be neglected by any one person it can easily come to be wholly neglected by every one.

Whether a system is to ascertain costs of production; prescribes methods for keeping records of any details; tenders specific manipulations for any certain work, or directs any minute actions to assure the attaining of the desired results of any line, the official conceiving of or thinking to utilize these should first of all seriously consider if they are really necessary. This fact having been passed upon, any system adopted for practice should receive the sincere respect and unwavering support of all who may be called upon in any way to use it, and this, too, with a spirit that displays conviction in the maxim, "*What is worth doing at all, is worth doing well.*"

CHAPTER XLI

Dethroning of Production Presidents Responsible for Some Radical Cost Systems

Half a century ago, a very brief period in the life of civilization, few, if any, ever thought of putting their money into any business unless they were well skilled in all its practices, whereas today (1914) few of those financially interested in a concern have had any manual experience by actually working long at it. Because of their good executive qualifications often permitting many to be very successful, their examples have led on to the selection of men of somewhat similar qualities to fill the positions of general managers and superintendents. At this time it is being carried to such extremes as to promote unskilled men for foremen and managerial assistants owing to the scarcity of good skilled executive men. This has the savor of many expedients that when once started and not stopped will continue to grow worse until their evils bring a very sad ending.

We may dethrone the brainy and skilled production man as a president, and continue on down to the superintendent, but when it comes to the foreman we are at an abrupt parting of the ways which has very dangerous pitfalls. As one illustration on this point, the author not long ago, in visiting a certain bright, intelligent superintendent, inquired if he did not find it of a great disadvantage not to have been trained in the business from his youth up. He replied that all he wanted was a good, skilled foreman and a few expert journeymen.

What are managers or firms to do if such men as this supervisor desired cannot be procured?

We may often, in drawing the line of where to dispense with skilled ability do so at the president, but it is certainly very injurious to all interests to be compelled for the want of intelligent and executive ability in practical men to be forced to engage those for general managers and superintendents who have been trained up in

other vocations, as is depicted in the sixth paragraph of chapter III.

Who is there to teach minors in trade schools or commercial shops a business so as to make them skillful and keep them from being disenfranchised young-olds if they do not possess experienced and expert instructors and supervisors?

Much has been written upon men advocating scientific management and efficiency, but wherein can this be of much benefit if an instructor hired to do so is not skilled in the work he would teach? This is the second or third time this question has been asked in this work, a repetition ventured by the author so as to insure the importance of the fact impressing all readers.

Owing to the vast majority of the proprietors of today not being practical men or experienced in the manual work of actual production, it is natural to expect that through their inability to know whether the highest art was being utilized by their supervisors and operatives in the manufacture of their wares, means would be devised to spur and control their output by establishing cost systems and suitable records for the checking of production, or endeavors to learn of it from those who are known to stand high as experienced production men. This, of course, is proper and necessary in enabling a proprietor or president to use his best powers or resources, though it be a very costly expedient. However, it is well known that some have carried the measures of cost systems, etc., as above, to such radical extremes as to make them a very heavy burden rather than a valuable assistance to real economy of production. Believing that there is a limit to which cost systems and keeping of records should be carried, even by those that must rely wholly upon them, we have thought it wise and beneficial to present the following considerations:

Farcical Red Taping of Business

There are many inconsistencies in methods for utilizing red tape to systematize business which we could feature herein, but will confine comments on these to chiefly a few practices penned by a friend who has traveled extensively and is a manager of broad experience:

"In my experience I have come across some queer things. I believe in order and system, but now and then I am moved to damn red tape. I saw a concern that had a system to the limit, and prided itself on doing everything on a piece-price basis, but when a man would claim that the number he could make per day did not amount to what he was willing to stay on the job for the firm would add enough to the man's day's pay to prevent his leaving. This was piece work with a vengeance.

"I am not now speaking of little 'one-horse' shops, but of large concerns. Again, I saw a place where, when work was made wrong, the men were paid for making it over, because they would quit if required to make it over without pay, and yet I doubt if a man in the works would dare speak to the manager, so strict was the discipline. This all seemed so ridiculous I could not resist the thought of what we are coming to.

"Again, I know a place where no account is kept of spoiled work. I have wondered for the reason for this; I really believe that it was because the management was afraid to look the matter in the face, for there was a great deal of it. It appears to me that after all the ostrich is not the only two-footed creature that sticks its head in the sand so that it may be blind to danger that may confront it.

"When it comes to systems of running stores or factories, it seems to me we ought to be somewhat careful in adopting them, and before tackling

a new one we ought to be assured that it is gentle and well disciplined, will come when it is called, or eat out of the hands, roll over and play dead when you want it to, otherwise you are taking an awful chance. Some firms allow nothing to happen unless it goes down on their cards. They have green cards, yellow cards and red cards; cards of all sizes and shapes: one for every purpose. A workman could not scratch his head or borrow a chew without putting it down on a card, and when the day's supply of cards goes into the office to be assimilated by a corps of trained accountants it looks like an explosion in a paint factory.

"It goes without saying that an account of costs should be kept, but it is much more important to keep costs down. It is largely a question of 'this should ye do and not leave the other undone.' What I am driving at is that the keeping of the factory force at its best is the great thing; unless it is earning money naught else can avail. To do this is the great work of the production manager, through his foremen on down to the lowest worker in the place. There is no gainsaying that the greatest thing is management of men."

CHAPTER XLII

Evils of Nefarious Cliques and Ill Disciplining of Operatives

Probably no element in the management of men blends more of pleasure and regret than exists in hiring or discharging them. We doubt if it is possible to find a "boss," no matter how mean he may be considered by his men, but who takes more pleasure in engaging than in dismissing.

The "boss" who has the charge of operatives, and faithfully performs his duties, often holds about the meanest position in which a man can be placed. He forms the target for two fires. His men may slander him for endeavoring to push ahead and get out good work, while his superiors may find fault with him for not getting out even more and for the blunders and poor work his operatives may make.

The position a "boss" holds is one of trust and honor, and though his duties may be unpleasant he should always possess an innate feeling of having been loyal to the confidence placed in him and a knowledge of having been as just and reasonable in his rulings between man and master as an intelligent judgment would dictate was business and a consideration for the rights of all concerned, whether they are ignorant or intelligent, white or black.

The above question of distinction leads us to that of cliques, and is a matter of interest to employees as well as to employers. The clannishness often exhibited in establishments is not only not business but often works an injustice to both sides.

Cliques will frequently drive "weak" supervisors to be their slaves. Again, there are flagitious "bosses" who will connive at the creation of cliques to serve their own unscrupulous ends against the interests of a firm. Some overseers have gone so far as to give a firm to understand that all operatives would go out with them on a

strike if the chief officials did not knuckle to gratify their opinions and adopt their methods of running affairs.

Such supervisors are devoid of all the qualities that go to constitute an honorable man. They are traitors in the camp and are no more to be trusted by labor than by capital. They would sell out their own fathers if they could make anything by doing so.

In some offices, stores, shops or railroads, etc., there are often some employees who are made to suffer for the favors of a few may receive at the hands of disloyal "bosses." On the other hand, there are cases where the most just overseer's best efforts will not prevent cliques growing to constitute such a force that he and many conservative and industrious employees are compelled to withstand all kinds of abuse and injustice through their actions.

The world was made for us all, and every honest, industrious individual is entitled to just treatment and a chance to earn an honest and a good living as may best agree with his own views and conditions.

Managers should watch to have any nationality or class so divided, if possible, that each factor is able to hold the other from riding over them. If a "boss" has only Irish and Germans, he often may find it well to endeavor to have one of the former to two of the latter, as one Irishman is generally considered good for two Germans in holding each to respect the other's rights. Two brothers, or the father and son, should be discouraged from working in the same department, for, ten chances to one, some day an overseer will be suddenly called upon to referee the brothers who are knocking the "stuffing" out of some lightweight, or the case of the young-old gentleman having left his work to pummel his son for disobedience of parental instructions.

We might keep on enumerating evils of and injuries resulting from clannishness. However, the freer any supervisor can keep his department of this influence the easier it will be for him to manage it, also the more

pleasant and desirable for individual operatives, as by preventing cliques the necessity will often be avoided of a "boss" having to discharge some operative every little while over their shoulders just for the sake of example, as some do.

An authorized overseer should always be in a position so that he may be free to discharge any operative. When it becomes so that he has those in his employ whom he is afraid to discharge by reason of being intimidated by them, he had better quit and thereby allow some one to take his place who has the ability and pluck to rightly run the business, as such a timid "boss" cannot do justice to all the operatives or to his employers.

Readers are not to infer from the above that the author is an advocate of discharging men without having a very just reason for doing so, for if they do they are mistaken. When a "boss" is continually discharging men it generally demonstrates that his management is somewhere weak. A supervisor is engaged to discipline and not to discharge all the time. Any half-wit can continuously hire and "fire" men.

A person possessing the right qualifications for a "boss" will get out his work in quantity and quality and still retain the respect of his men, and seldom be compelled to discharge any of them unless for want of work. Discharging may be essential at other periods as an aid to discipline, and to awakening operatives to a full realization of the justice of rightly performing their labor. As a general thing it is chiefly the poor tools, drinkers, loiterers and young smart alecks, unskilled young-olds, and the whimsical or not amicable operative that gives the "boss" greatest cause for making an example.

Employers are often to blame for the indifference to team work which their employees show by not pulling with them. Many "bosses" do not get close enough in spirit to their just and industrious operatives to win their confidence in a way that will permit their being made to realize right from wrong. They are often taken in a sort of "bull by the horns" fashion and discharged upon

the first error they make, which might not have been done had more intelligent instructions been proffered them in starting their job, or if the gate for discord had not been left open by the overseer's lack of tact in judging of men's natures and how to get around them.

Baneful Effect of Passionate Usage of the Power of Discharge

The power of discharge should never be abused. Every other method of discipline should be tried before it is invoked. When all else fails and it is the only course left, and a person is discharged through other just causes than mere want of work, it should be done with a spirit that will not be forgotten in a hurry by the "fired" or by any others still remaining who need a reprimand. Wherever circumstances will permit, it is generally wise to have the cause for discharging so self-evident that all can perceive the justice of the act. It should be based on facts that warrant the dismissal, the operative's actions having been detrimental to the interests of the company or its work.

It is ever to be acknowledged that the longer a firm can retain an employee, especially a proficient young-old, who by retention does not thereby think he should have a large pension, or get the "big head," the more profitable he should be.

Every new employee means lost money as a general thing to any firm. In this factor lies the employer's main loss in cases of strikes, etc., and most firms do all that is possible to prevent or compromise against these troubles, as breaking in any new employees under any circumstances is generally an expensive proceeding.

In hiring operatives a "boss" cannot use too good judgment and tact in ferreting out by any means at his disposal to reliably judge of or learn their record and character. One "pal's" recommendation may do for another if his services are wanted for only a few days and if it is not possible to obtain good men otherwise. The

taking in by a firm of any tramp, loafer or stranger that comes along is very apt to be the engaging of some who will create disturbances or dissatisfaction among those who may have common sense and the greatest desire to be kept free from contention, trouble and interference in the minding of their own business in their own way.

It is a deplorable condition for any establishment to feel compelled to supply a large percentage of its needed force with unknown employees. This shows the wisdom of having a good number of efficient young-olds and retaining them in service as long as possible. We have seen instances where the practice of bringing in of many new employees has resulted in no end of trouble from every standpoint.

If new contracts or any work is to be rushed, every effort should be made to use good judgment and tact in first utilizing "broken-in" and young-old employees, who may have been retained or can be called back to resume work, to the best possible advantage, and then if strangers must be engaged have them, as far as practicable, furnish references, to whom wiring, telephoning or possibly letters may be transmitted to learn of their ability and character. This practice should often permit of greatly reducing the number of unknown so as to leave those who would be unidentified to be probably so few as to so greatly annul the risk of trouble with strangers in retarding necessary perfection, or quantity of output, to fully meet all requirements of customs, agreements or contracts.

When rush contracts have been completed and the firm's force must be reduced, discretion and discrimination should be exercised in a way that will clearly demonstrate to the best remaining that the qualifications which make a man valuable to an employer are recognized. In this it is generally advisable to retain, as far as possible, the proficient young-old employees. By such actions the worthy will more than ever realize that consideration has been justly given their ability and loyalty. By practice in this line a firm is, during all depressions, the more able

to raise its standard in the production of good work, and every time new employees are called in with any old ones that had been laid off there will exist strengthened influences, greatly assisted by the proficient young-olds, to insure the new operatives' conforming to a firm's customs and rules with a grace and cheerfulness that would not be exhibited did a firm wait until it had rush contracts on hand and then strive to enforce the discipline necessary to support its standards.

When a firm is slack in business is by far the best if not the only time to inaugurate any disciplining of its operatives. By this practice, when a firm is rushed there is little chance for any "setback," its machinery of control and customs will have been so thoroughly babbitted and supplied with self-lubrication that it can generally stand a long run and much abuse before any slackness or "shutdown" will be required to place it again in a good running order.

It is ever to be borne in mind that the power of discharge is as the valve to an engine in exercising control, as by this we are able to start and stop activities at will. We start work by hiring and stop it by discharging. Which of these may be done demands exercise of intelligence and a positive reason for action similar to the operation of the engine. Any supervisor that will not give care and thought to hiring and discharging can expect it to result in trouble as the engineer can who might disregard necessary precautions in his control of motive power.

A supervisor's method of hiring and discharging often displays his generalship in managing men and work as much if not more than any other details of his duties or responsibility that might be mentioned.

Many intrusted with the handling of operatives have much to learn in being diplomatic when hiring or discharging, as also has every novice in undertaking to assume such tasks. It all involves an exercise of intelligence, skill, circumspection and patience that the higher

they are developed by experience the better the results of any overseer's management of men or work.

When a plant is crowded with orders, it is well for its "bosses" to remember that among a body of workmen bad, good and great, there are sure to be fakes, kickers or rakes, making trouble when business is pressing; but if slack, oh! what hustlers, meek as lambs, who can no more talk than a clam. How easy to manage when it is dull, but when brisk it's

Wiser to keep calm
and

Bring the kickers to understand their error was grave
And they escaped a grand bounce by a close shave;

Then keep cool and use tact to bring to time

The fellows that object to being in line.

If fire you must, set off a poor tool.

Such shows tact, and you're no fool

To be discharging expert men

When work is away behind.

And always recollect

When business is rushing

And skillful men are scarce,

It is not the time to be kicking

At every bad brick obstructing one's path.

Think of an hour-glass filling with sand.

Then curb your grit before showing your hand,

In a style least expected but far more effective
To benefit all concerned, than by an untimely discharge

or

A very rash "fire."

CHAPTER XLIII

Some Reasons for the Retention and Dismissal of the Young-old

The proficient young-old should always, as a rule, be more prized than adult beginners, especially if they are of the smart aleck type or have other objections, as noted in the thirteenth paragraph of chapter XLII. If it comes to a point that the young-old is known to be skilled but little or no more than the young adult and some one of the two must go for the want of work, then there exists a just basis for the young-old to be the one to be dismissed. This is due to the reason that the younger operative has more years ahead of him in which he may improve himself, and then again on the ground that the younger any person is the easier for him, as a rule, to learn and to be brought to efficiency than young-old men.

A young-old who has in his early years taken measures to make himself an expert or a highly efficient man in some vocation, whether of clerical or manual labor, and possesses a congruous, compatible disposition, should not become a "castoff" as long as he possesses good health and has not joined the ranks of the enervated old.

Why a man having started early to master some vocation and possessing an amicable disposition and good health should in his young-old years be displaced by some young adult who cannot have the experience, skill and solidity of character that the more advanced man must own, is a query that is answerable only on common sense grounds.

If a young-old of vivacity, high skill and a companionable disposition gives place to some much younger man it may be due to the incoming of a new official having friends, or having a low conception of the sterling value of large experience and high skill. Again, he may possess mercenary motives unexplainable to the dis-

missed, but all this should not make it difficult for the truly efficient young-old to find another position by stating that all he asked was a "tryout" and if not able to "make good" he would be perfectly willing to pass on to seek others the best he could.

There are few factors more effective to cause highly skilled young-olds to be dismissed from remunerative employment than the possibility of their possessing an unsociable, "granny grunt" disposition. Man may, while young and full of vitality, have an unaffable disposition tolerated by "bosses," but as soon as he commences to wane, to become a young-old, and does not have high skill or some special talents that are in demand, he is generally among the first, when times or business slackens, to be thrown out of employment.

The author is a young-old of rather a pronounced type; however, he figures that as long as he retains good health he should be good for fully twenty years more of usefulness, and if not to his own vocation it can be to others, in a remunerative way. The truth of the matter is that as long as we may live and will keep on increasing our efficiency, or knowledge and skill, we have little more than commenced to be the full proficient person in these accomplishments we should be when we then pilgrim to the unknown.

One of the main functions the author desires to have exercised, and he trusts that this book will be effective to assist to such ends, is to have all the possible machinery and forces of the home, school, church, state and society in general to awaken and labor to bring the young early to the task of being trained to have amicable dispositions and high skill in some vocation that might best suit their capabilities. Herein lies the solution of preparing man to best prolong his young-old years of servient labor and proficiency, reduce high cost of living, and bring the best social rest to the nations that will sway and combine all educational elements to the achievements of these ends.

CHAPTER XLIV

Resultant of an Impractical Age as Seen by the Inauguration of Father-Son Association

When near finishing this book, a movement, initiated at Canton, Ohio, during the week of December 15, 1913, was taken up by the Y. M. C. A. of Cleveland asking the governors of all the states and the mayors of five hundred cities of our country to inaugurate a national movement to bring fathers and their sons into closer relationship.

Father-son clubs will appeal to many merely as an innovation, the craze to have something new—a good thing, though, and one which should be encouraged and fostered to make it successful if possible. There is a commendable work ahead for such leagues of good fellowship, and they will be of assistance to none more than the producer or manufacturer.

While many will consider this movement as being largely based on visionary sentiment, there are but few who have examined the causes that have led up to the need of such welding of broken links in the unity of kinsfolks who will not concede its being more advisable now than in our grandfathers' days.

From the author's experience and outlook there is in all this very much that calls profoundly for a remedy, caused as it is by the agencies that have brought us to be a most impracticable people through the adoption of ideas and customs having principles that do not work out successfully.

There are in brief two coöperating factors that have now separated fathers and sons as never before in the history of man. The first in commencing carries us back some forty years when the father who worked at labor which begrimes and callouses thought it his paramount duty to lead his sons to professional vocations, to have something better than he had, and thereby to have the

son stand higher than he in the estimation of his neighbors.

The second is the resultant of what the father thought to be beneficial: the plan having proved detrimental and debarring the son from obtaining a practical education such as would have instilled in him the essentials of true economy, right living and efficient management, a deficiency mainly due to erroneous ideas of what is uplifting to mankind.

This first factor has worked out to so encourage the idea that all should flee from that labor which begrimes or callouses, that they give little or no consideration of fitness or ability for the other kind of work that there are today many sons coming to find that their fathers have made a very grave mistake in not allowing them to more closely follow in their own footsteps.

The above is an error of the nineteenth and twentieth centuries that is largely responsible for the present deplorable conditions in which the world is finding a great scarcity of common labor and of skilled men to do its work when busy in its activities. This error has also caused many sons to be kept near the bottom of the ladder when they might have been up near its top had they only been led to vocations best befitting their capabilities and that are calling loudly for intelligent men. A life thus wasted borders on a tragedy and involves a commendable work for father-son clubs to bring the younger to concede the older having done what he thought was best, and both to labor in unity to bridge the chasm by forgetting the past and striving together to make the best of the future as far as possible.

In considering the second case we have the estrangement of father and son due to the action of the latter. Here the follies of this century and days beyond it have brought the young to figure overmuch on commencing life where the old left off, and thereby to have no foundation of solidity under them, and there again is the inability to have foresight into the practical needs of work and business.

The second cannot be better brought prominently to the front than to ask: How many fathers are there in business today that could with any fair confidence of all going safely as with himself in charge turn and place all his worries, obligations and responsibilities on the son and then himself step to the rear and out to be engaged in other activities? Few sons are to be trusted with such a responsibility, and their struggles not to be brought to assume them as in connection with their abounding ambition to start life on a big scale created such a rupture of kinship ties that many fathers and sons live apart and are but little, if any, in each other's company.

We are living today in a very impractical age. That something is radically wrong is conceded on every hand. Few understand the real cause of trouble. All kinds of reforms are suggested and tried as remedies, but as all evils in life cannot be corrected other than by digging to the roots it is incumbent on our coming father-son clubs to face their task with an understanding of all that is involved in this as far as is possible. If such clubs do not seek to eradicate the evils that have called them into existence they may do more harm than good.

Now that many have been nonplussed with the thought of a call for a father-son club being necessary, all should endeavor to destroy the seeds that have engendered the creation of this impractical age and strive to have us all commence anew a growth of practices and customs that will permit the blood of kin to be sufficient in itself to bind father and son in unity of companionship. The thought of any other elements being necessary must cause many to have a secret pricking of their conscience that will make wounds that only nature and time can heal.

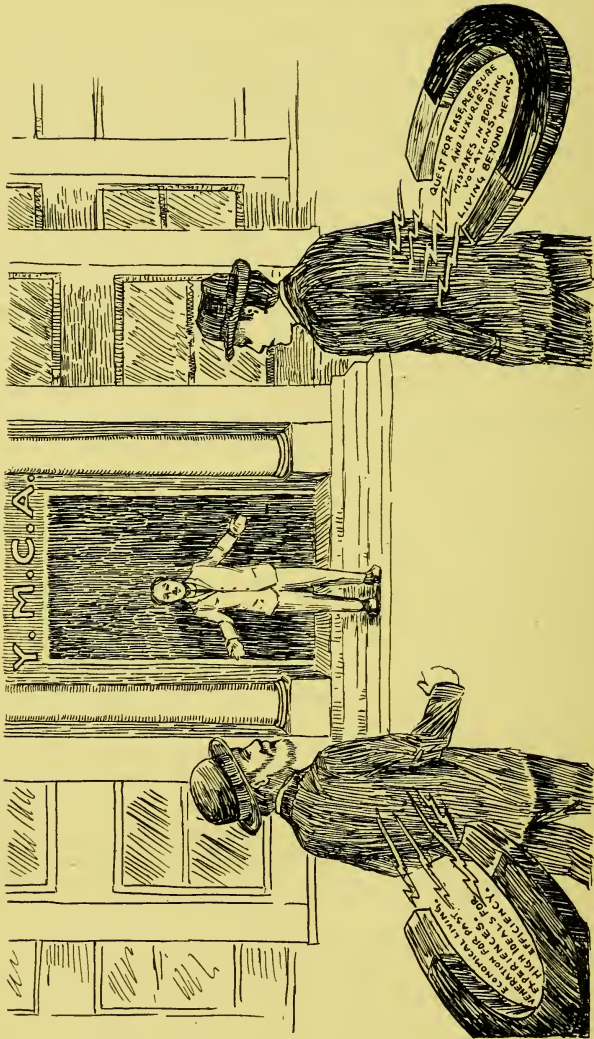


Fig. 25. IMPRACTICABLE AGE SEPARATION OF KIN

CHAPTER XLV

Handling Men and the Efficiencies of Working and Marshaling Supervisors

Can you handle men? is the common parlance generally used by proprietors or managers in talking or writing to individuals in a desire to learn whether they have the qualifications to manage men and work. It is astonishing how few of both mental and manual operatives comprehend all that is involved in this simple phrase of four words. This is best realized by giving operatives, when this is practical, some co-worker to help them along with their jobs.

Fully half if not more of all operatives are more likely to do less work with the assistance of a "helper," if left alone by their "boss," than they would were they working without him. Few vocations are better to demonstrate this fact than that of the author's, as here there is much of its manual work which can be done by "helpers" as long as there is some one who can tell them what to do and how and when.

There are jobs in founding, such as making massive castings that weigh one hundred tons or more, wherein the leading molder, the one who is held responsible for the success of the casting, may have as many as three molders or more and a half a dozen of the common laborers to assist him. In making a large mold, the leading molder generally has to set the pace in speed of working and at the same time watch all points and keep all the rest steadily employed in pushing the work to completion.

When a man can keep steadily hard at work himself, and at the same time keep an eye on a dozen or so assistants to know they are doing their work properly and to keep them all going briskly, so that none of them has a chance to do any loitering, it is pretty fair evidence that he possesses ability that might be developed to make

him a good working or marshaling supervisor in its strictest sense.

There are, however, in founding, similarly as with other vocations, men that when dressed up in their Sunday best will look as bright and smart as some stock-broker or speculator and still have no more ability to keep merely one "helper" busy while they themselves are working than a staggering drunken man has for walking a chalked line.

There are few better tests to permit an employer or chief manager judging if there are any hopes of any of his operatives working up to become a supervisor than if it is practical to give the one to be tested some job whereby a "helper" could be utilized with him in quickening the completion of the work. In many cases the proprietor or supervisor may find the leader can produce more work when going it alone than when having a "helper."

Molders are often given a "helper" in founding that seems as incapable of thinking ahead for what should have been placed ready at their hands when they come to need it as to take wings and fly. Instead of these having every appliance at their hands when needed they will wait until they have reached the point where the appliance is wanted. Then they will generally stop all work themselves and inform the "helper" of what is needed in a manner to often cause one to think it was the recital of a death warrant, and then they will sit down to await the desired coffin to be brought to them.

With men incapable of handling others or a "helper" to advantage we have three delays that would not generally occur were the leaders working by themselves. The first is the long time taken to tell or show the helper what is wanted; second, the slower speed of the helper to obtain the needed article than if the leader had gone for it himself; third, the chances of the helper having more difficulty in finding what is wanted due to his not knowing all that might answer the purpose as well as the leader.

The inability of many to utilize the "helper" to advantage would not be so bad if a supervisor could only impart some ideas that the leader might perceive the utter uselessness of giving them any "helper" at any time. The worst of it all is that it cannot be knocked into their heads, even with a sledge hammer, that they are incapable of using a "helper" to any advantage and that instead of this the so-called "helpers" are then only a hindrance.

A man who can handle others can naturally handle more when he is not called upon to be kept busy at the work himself. There is in this a feature of much importance for consideration by all proprietors or chiefs requiring supervisors to manage men or work. We first have the difference that exists in the overseer who is working on a job with others at his side assisting him, and that contingent with the supervisor who has his operatives scattered in different parts of a department or in several of them.

Advertisements are often seen soliciting a "working foreman." This generally means that the supervisor is to have charge of some department with a small force of operatives scattered over its area, and the supervisor is expected to keep busy working himself and at the same time keep watch on all that are employed around him, and to know that their work is being done correctly and with the best dispatch.

We have seen a working foreman utilized to great disadvantage by the proprietor or manager neglecting to consider that his efficiency depends greatly on an overseer's ability to watch others while he himself is working, and in the number he may be able to handle expeditiously while doing so. Again, a proprietor having a force for a working foreman to watch over should carefully consider his overseer's ability to keenly watch work, or to note how much he can see, as many are good lookers but rarely see things. Some "bosses" if permitted to merely oversee what others are doing are so industrious and exacting in getting after the little details to crowd the work, and at the same time have it come per-

fect, that to tie their noses down to working themselves causes a loss in production and perfection that would not exist were they left to be more of a marshaling foreman, an orderly sergeant.

There are many working foremen who are by far best left as such because of their inability to see things, but men of this class are as a rule dear at any low price. A man hired for a working foreman, if loyal, conscientious and of true merit, will soon convince a proprietor that it is well to let him go as he thinks best, as by this freedom he will keep himself busy to a good advantage or profitable ends by dividing his time in watching and working as conditions may seem best in his judgment. A working foreman of this stamp is well worthy his hire, but such are in the minority.

The question of where the dividing line should be drawn between having a man to be wholly a working or a marshaling supervisor, is one that must be decided by the proprietor or head manager, who is on the ground. What one proprietor might think the best course to adopt another would reject. However, this chapter has no doubt suggested ideas for consideration along its lines that may be beneficial to certain readers; if so, it has served its purpose.

Considerations Advisable in Having Working or Marshaling Supervisors Do Clerical Tasks

A subject that is in keeping with this chapter is that of enlisting the services of working or of marshaling supervisors to do clerical tasks in connection with their manual trade. We have seen supervisory staffs so occupied with keeping men's time, records of work being done, etc., that they had little opportunity to be rightly looking after their operative manual operations.

No doubt many overseers might as well be at a desk as on the field, track or floor of production activity, and that is due to their inability to see things or to coach operatives. However, the degree to which a supervisor

may be loaded down with clerical work and yet have all move or progress in the best manner is a factor that should be given very careful and unbiased consideration by every concern that thinks in any wise to utilize the working or the marshaling supervisor's time with clerical labor.

It will be observed that throughout this work, on the lines and between them, we advocate the production "boss" being confined to the manual art as much as is feasible. As a rule it is a bad policy to keep a manual supervisor's eyes buried in bills or papers when there are operatives around him that are most constantly in need of some one watching and coaching them in order that they avoid mistakes, produce no inferior work, or do not become dilatory in their movements or not be working to the best advantage.

There is in all this one factor that, as a rule, is very evidently a principle from which conclusions can be drawn in defining where one may expect to observe the normal and radical in these practices. We may expect that in most cases the more practical or skilled the head officials are in the manual arts of their vocations, the less clerical work will there be found occupying their under supervisor's time and attention. This applies mainly to where the chief officials of a company are situated so as regularly to be able to take a daily or more frequent tour of their plant or business. Where the production work or plant is a point situated from a mile to one thousand or more from the main office, then we can expect to perceive the greatest infringement of the clerical on the manual tasks of supervisor's labors.

The officials unskilled in the manual practices of their vocations generally feel more or less called upon to depend chiefly upon the check their supervisor's clerical records tender them to govern their productions. On the other hand, a thoroughly skilled head official would more often compel his under overseer to toe the mark by his personal observation and oral instructions. This is due to the fact that in his tours through a plant he

can tell at a glance if any "bosses" or operatives are substantially having their hands in his pockets, whereas the unskilled chief can rarely correctly form little, if any, opinion on such profits or losses. If he has been a long time at the business then it is natural he would have come to be more proficient in understanding what should be achieved and be the more closely classed with the skilled and thus not be dependent so much on his checking records, etc.

There are firms today doing a large business which could, were their head officials highly skilled in the manual practice of their vocations, dispense with a very substantial amount of their clerical expenses. Further, many of such firms could be driven out of business were it possible to find practical skilled men of fair intelligence and executive ability having sufficient money to start in competition with them.

There is but one remedy to all the above, as with much of all else that combines to decrease our costs of production and living, and that is the bringing of the intelligent thought to have executive qualifications to start in early to master the manual art of the vocation they may follow so as to become efficient supervisors or instructors.

CHAPTER XLVI

Prevalence of Remiss Management: Its Losses and the Salutory Remedies

There are very few supervisors of long experience but have witnessed many losses by reason of remiss management. They can generally recall past instances not only involving themselves but others wherein there existed much slackness that required tightening in order to make them the efficient "bosses" they could and should be.

Some are so utterly careless, negligent, inaccurate, or indifferent, tending to make them remiss in their management, that about the only channel through which they can be made to realize their loose methods is by being dismissed and thereby compelled to seek other positions. If the successions of respite from labor are numerous, these delinquents may gain in experience what they lose by being occasionally out of employment. Any having thus changed positions two or three times should come to learn wherein they are loose and endeavor to tighten themselves. One of the means we have of learning wherein we might improve ourselves is by the character of any complaints that may be made against us. If we are asked many times why certain matters were not attended to, when there was nothing to prevent, we are fairly safe in concluding we are being marked as remiss in our duties.

Slackness in management can often be the chief cause of bringing ruin to industries, that had there been more strict care and regard for needs exercised by the management they would not have been driven to the wall. There is hardly a concern of any note but that has some overseers who can almost daily find some looseness requiring attention and again need seldom retire from the responsibilities of the day without a knowledge of having prevented loss through vigilance in tightening loose

screws in their own management or of the operatives under them.

New systems of bookkeeping are numerous and contain provision for almost all kinds of accounts but that kind which shows approximate cost of remissness in management, some peculiarities of which are cited in the following examples:

1. A coal pile is permitted to run so low that in order to keep the plant's engine running an inferior fuel is brought a long distance by teams.

2. An order to ascertain the time of a train's departure is so flippantly pursued that wrong information is obtained and a valuable contract is taken by another person who got there on time.

3. An address taken over the phone by one not concentrating his mind on what he is doing sends a party to Chicago instead of to New York.

4. A rush order for a breakdown is pigeonholed through negligence and causes the loss of a valuable customer.

5. Dilatoriness in rigidly checking orders caused the making of several thousands of pieces when only a few were wanted.

6. Tom, Dick and Harry are permitted to enter an oil house with the result of more grease being on the ground than is used for lubrication, and this giving cause for bad fires.

7. Through lack of close inspection at the beginning of filling a large order of duplicate commodities several thousand are made before they are discovered as not being of the exact design that is desired by customer.

8. Indifference to inform and drill assistants and watchmen in emergency calls of police, doctor or fire alarms has caused so many minutes to be lost in connecting with these functions of saving life and property that heavy losses have occurred that could have been easily prevented.

9. Carelessness in not being assured that all is cor-

rect before proceeding with work and in not following it up to know that all is progressing as it should do to prevent errors or defective work.

10. Dilatoriness in not being sharp after needed repairs for building, tools, machinery and working appliances so as to prevent accidents and undue destruction to property by not following the principle of "a stitch in time saves nine."

Many overseers require a little spurring up occasionally to prevent their being remiss in their duties. It is very easy to become careless, thoughtless, dilatory, or indifferent, in looking after affairs, and still to think we are all O.K., and in such faith pass along day after day not giving the attention to business necessities that we would if once in a while we were prodded a little.

There are numerous ways in which supervisors' slackness in management can be checked. 1, by superiors' dominancy or influence demanding concentration of their assistants' minds to duty, and by being exacting in compelling compliance with all their rulings; 2, by a supervisor bringing himself to be all that is salutary to his charge; 3, by the plan being now followed (1914) by some firms in holding weekly or monthly meetings of all overseers and assistants. At these gatherings the chairman, managing director, president or general manager presides, and suggestions are solicited from any or all as to any changes or improvements that might be beneficial in reducing any remiss management, or which would create betterments in any manner or form.

We might continue reciting factors here of the remiss management of concerns that if the loose screws were tightened their business would be less shaky and prove more profitable for them. A supervisor's duties are such that in almost any kind of an establishment he rarely, if ever, need want for something to do. There are generally a hundred and one things he can be continually turning over in his mind and following so that he may take nothing for granted but know from actual knowledge that all is as it should be.

SAFETY FIRST SECTION



Fig. 26. Safety Emblem adopted 1911 by the U. S. Steel Corporation and the National Association of Manufacturers and called "The Universal Danger Sign."



Fig. 27. Safety Emblem adopted 1913 by the National Council for Industrial Safety*

*See last paragraph of page 10.

CHAPTER XLVII

Keen Foresight in and Marshaling Supervisors to Prevent Accidents

Every person having any charge of men and work should take an interest in preventing accidents or mishaps, as well as in deriving a good day's work from all his operatives. Six years ago, very little attention was given this subject, but owing to progress in efforts to universally decrease accidents, it is at this time, 1914, excelled by few matters, if any, in being kept to the front, and its cause is greatly benefited.

The author is credited with having done much of value for humanity by instigating and pioneering what has grown to be a potent national movement to prevent accidents. This is due to his having started the American Anti-Accident Association at Sharpsville, Pa., January 22, 1908. Also in holding its first convention in the Y. M. C. A. assembly rooms, West Twenty-third street, New York City, February 11, 1909, for the purpose of further securing national coöperation in its work and inciting an interest to organize municipal anti-accident boards throughout the country. Again, by his labor of fully two years as chairman of a committee appointed by the American Foundrymen's Association to work for the decrease of accidents in its industries. Further, through many of his writings, most notable of which is a small work, "Accidents: Their Causes and Remedies," brought out in April, 1908, and last but not least by his labor in "Back with the Saloon," a movement he instigated at the American Foundrymen's Association, Chicago, October 16, 1913, and furthering of the system advanced in this and the next chapter, all in connection with the author's instigations of a Sane Fourth celebration in Cleveland.

The instigating of the above A. A.-A. A., and holding of the above New York meeting by the author, which was attended by representatives of our leading

steel companies and other industries as well as by trade paper editors and insurance officials, with other interests, was in reality the launching of a campaign to prevent accidents that has advanced to give us the activities of today (1914) as is seen by "Safety First" movements all over the United States.

Those familiar with the author's work in the cause of preventing accidents know that while he advocated everything being done that was practical to utilize safety devices, he placed the greatest stress upon the personal factor. This takes the position that while we may do everything possible to install safety devices, the greatest percentage of present accidents will not be materially reduced until man comes to consider care and watchfulness on the part of the lone individual and his "boss" to look out for him as being paramount to all else in preventing injury to lives and property.

It was very gratifying to the author to note, at the above New York meeting which had gathered at his call, the great interest the representative men present took in the work. However, he became somewhat discouraged in it all on account of certain leading interests switching their endeavors to prevent accidents almost wholly to safety devices and practically ignoring the personal equation in the subject. Nevertheless, the author felt that there would have to be a general taking of interest to exact care and watchfulness on the part of the individual before the decrease in accidents which should be effected could be achieved. It is very pleasing to the author to know that while writing this chapter, the whole United States as well as other countries are now after the personal equation in a very radical manner, and great good is to be accomplished through these efforts.

In view of the turn of thought having come to lay great stress on the personal factor, the author considers it timely to suggest ideas and plans herein that should marshal the general manager, superintendent, foreman and assistant, in the service of our country's and of

others' industries, to take a keen interest in personally watching to warn and guard their operatives against injury wherever they may be employed.

If but one-half of our country's supervisors would take a personal interest in warning and guarding their operatives against harm, we could reduce the number who are injured every year to the extent of several hundred thousands annually. Surely such a humane work is worthy of all possible effort on the part of individuals in charge of our stores, shops, mills, mines and transportation activities wherever they may be.

An Illustration of Operatives' Indifference to Safeguard Themselves Against Injury

It is to be borne in mind that the great majority of operatives are either very careless, ignorant or stupid, and greatly require a guardian to prevent their getting injured, and must be governed similarly as parents guard children. A proprietor may do everything conceivable in the way of providing safety appliances to protect his operatives, still if it involves a little labor on their part to adjust these devices so as to make sure of their precluding injury the devices will, as a rule, be neglected or pushed aside.

While compiling this chapter an article appeared in "*Wood Craft*," December, 1913, by S. P. Swift, which is so pertinent in displaying the great need of supervisors taking it upon themselves to look after operatives, if much of note is to be accomplished in preventing their being injured, we republish it here in full as follows:

Sawguards and Carelessness

"It is easy to guard a saw or a buzz planer but it isn't as easy to guard the operator against accident. For when a man won't use the machine guards which are provided, what are you going to do about it? I have tried all sorts of things, methods and makeshifts, and am about ready to

give up in despair, take out a blanket policy covering all accidents which may occur in the shop, and let them cut hands and slice off fingers, right and left, as much as they wish. It sounds brutal to say it, but what else can be done when you get right down to the bottom of the guard business, and find that in spite of all that can be said and done, workmen (some of them at least) persist in taking risks without the guards in use?

"I have tried the summary discharge plan, the fine and the premium plans, and each and all have failed, for many times the workmen simply will not use the safety devices, red tape them all you will—and can! If you want to make sure of this matter, in your own shop, just arrange a peep-hole and place a clerk there with instructions to note during the day the exact times when the saw or other tool was in operation, giving minutes and hours, and also noting in a parallel column, the position of the guard. Try this on a machine which is operated in common by several workmen, and see what a mass of evidence will be collected in support of the statements made above. And, by the way, have the clerk enter in a third column the name of each operator against the time or times he is using the machine in question.

"Just try this once or twice, and if it is not a revelation to you, then I will run any machine in your shop for a week, free of charge! There are many saw-guards and guards for other machines on the market, and the Patent Office Gazette shows each week from two to four more devices for the same purpose. Now, as to the patentees, before any more guards are invented, for pity's sake let somebody invent a guard or two which cannot be omitted—invent one which the workman **MUST** use, and that inventor will deserve the thanks and patronage of the entire woodwork-
ing fraternity."

Example of Carelessness and a Plan for Anticipating and Preventing Accidents

A liberal extract of what is to follow in this chapter was presented by the author to the American Foundrymen's Association convention, Chicago, October 16, 1913.

We have two conditions in the preventing of accidents that demand recognition in any effort to decrease their number; one we will call lucid and the other ambiguous. The first involves some one having the foresight to perceive a risk being taken and then annulling it, or if this cannot be done, knowledge of the cause is at least obtainable; while for the second the cause is questionable and generally beyond any person's ability to prevent the accident taking place.

Two wrecks occur on railroads: one by means of an open switch, and the other by a broken rail. The first, a lucid accident, could have been foreseen and prevented, while the second or ambiguous one offered very little, if any, opportunity to have foretold of the accident, or done anything to have prevented it. Where there is one "ambiguous" accident, there are many "lucid" ones, most of which could be avoided.

Safety devices to guard against accidents have been freely invented and adopted. However, the injuries and deaths that occur daily are still very much greater than they should be and these cannot be reduced to any notable extent other than by efforts of the personal factor, and which lies in there being more regard paid to anticipating, or noting, what could happen and then taking the extra precautions to prevent it.

Injury and death through the lack of foresight and careless actions are displayed in the following citations, which could be extended to fill many pages of a work such as this.

A father takes his family in an auto, and in passing over a railroad crossing kills them all by not taking pains to look where he is going.

A driver neglecting to tie his horses permits their

running away and injuring many before the efforts of a dozen people can stop them.

An ignited match or burning cigarette is carelessly thrown away, sets fire to a building, and many people are burned to death.

A majestic ship on the high seas goes down, like the Titanic, with hundreds of souls, when all loss could have been prevented by a vigilant outlook.

A parent leaves a pistol where a child gets it and is killed.

A man takes poison by mistake, instead of his medicine, and is no more.

A battery of boilers blew up, because of inattention, and killed nearly a dozen men or seriously injured them.

Lack of foresight with carelessness in handling tools and machinery maims and kills in our country alone about 1,200 every day, and losses by fire merely through the careless throwing away of burning matches and cigarettes are around \$50,000,000 annually.

In the accidents of American railroads, mines, shops, public gatherings, theaters, schools, fields, water and ice sports, automobiling, etc., we not only maim and kill around 600,000 annually, but also by the general run of fires burn up fully \$200,000,000 worth of valuable property every year.

The Interstate Commerce Commission, in its annual report submitted to Congress December 19, 1913, stated they were compelled to note the large proportion of railroad accidents due to dereliction of duty on the part of railroad employees. The report states these accidents were caused by disregard of fixed signals; improper flagging; failure to obey train orders; improper checking of train register; misunderstanding of orders; occupying main tracks on time of superior trains; block operator allowed train to enter occupied block; dispatcher gave lap order or used improper form of order; operator made mistake in copying order; switch left open in face of approaching train; excessive speed; failure to identify train that was met. The report goes on to state that the

mistakes noted were violations of simple rules, which should have been easily understood by the men, and that the evidence is that the rules are understood but are habitually violated by employees, and that in many cases operating officers are cognizant of this habitual disregard of rules and no proper steps are taken to correct the evils.

Adoption of No Smoking by Employees During Working Hours

Smoking by operatives is also being greatly discontinued. It has been tolerated in the past, out of its place, too much for the good of all. It not only affords excuses to "kill time," but has been and is the cause of killing and maiming many people, aside from being destructive to property, as can be seen by the above great losses due to fires, and which are currently reported in newspapers.

It is instructive to now (1914) note that where operatives are employed to work at premium or piece rates, there is, as a rule, very little smoking during their hours of remunerative employment. A man who has to occasionally hold a cigar or pipe with one hand cannot naturally do the same amount of work he could were both hands free to handle it. This is what many piece workers have discovered and hence they are omitting smoking during working hours and await their leisure time to indulge in this habit.

The Greater Importance of Prevention Over Cure

It is fortunate that in our activities of domestic and business affairs conditions exist to make it the person who cures and not the individual who prevents who is chiefly credited for saving life and property. However, this should not deter any person from being conscientious in his duty and to take an earnest interest in removing any factor that might lead to injuring man or cause the loss of his resources.

The supervisor who is ever on the lookout and anticipating what injury little neglects might do, and has them remedied, must come to be considered as lucky and again a careful guardian of all that might be left in his charge.

Any supervisor who neglects the taking of any interest in preventing accidents these days should consider himself a back number.

Enactment of Compensation Laws and Heavy Indemnities for Accidents

All supervisors should ever keep in mind the compensation laws of the various States as made active during the years 1911 to 1913 as an example of what is to come, and the demands they make upon all firms to protect, as far as possible, all their operatives from injury, and which also impose heavy penalties for their neglecting to do so.

The day when a person might be seriously maimed and receive little or no compensation has passed, and we have gone to the other extreme as is especially seen by our courts during the year 1913 granting operatives indemnities as high as \$25,000 for injuries that consist in backs and necks being broken, and for the loss of their fingers, limbs or eyes, etc. Accidents can happen in the same firm, where two to three or more such injuries as cited above could be sustained, and unless the firm were very strong in wealth and resources the general taking out of insurance could leave it in grave doubt of being kept from going to the wall.

The recent enactment of compensation laws and penalties for accidents and injuries has caused a great increase in the rating of liability insurance and is giving experiences to force these companies to reject firms that have hazardous risks, or have much or any large number of accidents, to demand sums in excess of their premiums. It is evidently in prospect that the doctrine originally advocated that each different class of business will have a rating to cover all in it will not hold. This

can be stretched so as to rate firms in the same line independently of each other, according to the number of their accidents and the character of them. Each firm would be thus in a measure compelled to so stand alone that where operatives are not killed outright, the loss of fingers, limbs or eyes, broken backs or necks, could cause their premium, if liability or state insurance would carry them, to be so high and risks so great that the question of their ability to exist would become a very serious one.

A System That Can Give Man Credit for Prevention as Well as Curing

Although current customs to 1914 give little credit to the person who prevents accidents, there is a method that supervisors, or firms, could adopt that should pay well any interest or labor expended in it and which will give the man who prevents disaster good credit for such humane work. It all involves an idea and system originated by the author as follows and further displayed in the next chapter. It is all very simple, and takes but a few moments of a supervisor's time. It merely consists in his having provided cards or blank printed memorandum notebooks and jotting down a numeral or some symbol in a space provided to designate the little things that he did that day that were in the abstract as well as in the concrete to prevent lucid, and possibly by giving the doubt the preference, ambiguous, accidents for that day, or the doing of something that might prevent their occurring in the near future.

The above practice should tender a self-satisfaction that is very pleasing and gratifying. It permits the supervisor to often think, "Well, I am sure I saved that poor fellow a finger," or it may be a hand, an eye, a leg, or some other one his life, and again he may prevent some mishap or error that saved his employer more or less money in work, tools, or other property.

It is true that a supervisor's own records after the

plans suggested above and in the following chapter, of his having annulled risks, mishaps, etc., might be disputed by the heads of a firm. However, if reports were made daily or weekly of such preventions there is nothing to stop an investigation being made by others than the recorder to ascertain if they were true or not. One thing seems certain in all this array of facts and that is this: it is a work all proprietors should encourage, and there is little question but that in time the degrees in the ability of supervisors to foresee and prevent accidents would become a dominant factor to assist in properly rating their value in dollars similarly as is now done in recognizing the various degrees in experience, skill, executive ability and morality.

The supervisor who has never taken much of any load on himself to anticipate what could happen, or kept a sharp outlook for needed precaution, or little neglects, should by doing so come to greatly surprise himself and his firm in the number of mishaps, risks or accidents, he could forestall during his daily rounds among operatives, tools, machinery and work in the passing of a few weeks, let alone a month or a year.

There is entirely too much indifference on the part of many of the great majority of supervisors to the urgent need of personal attention being given to assist in preventing mishaps and accidents.

This indifference is greatly due to many not having been awakened to the necessities of the hour demanding a decrease in the maiming and killing of operatives.

While everything possible should be done by a firm to provide safety devices all supervisors have a part that no such appliances can replace. It involves an extra load and charge that it must be acknowledged many have never carried, but nevertheless it should be encouraged by every and all means so as to best develop the humanitarian in the "boss," as all are who take an interest in preventing injury to their fellowmen by considering "safety first" in their daily routine of labor as supervisors of men and work.

CHAPTER XLVIII

A Card Notation System to Help in the Reduction of Accidents

The proprietors and chief officials of firms employing labor that can in any manner be injured while at work generally know how remarkable are the differences in the number of accidents that can be prevented if in the one case their supervisors of men and work take no interest in keeping a sharp lookout to prevent operatives being hurt, and in the other where they will make an especial protective effort to do so. A deep study of the previous chapter should cause the reader to perceive forcibly the importance of the ideas and plans presented by this chapter and which we proceed to explain without any further introduction, as it is believed all can readily understand the suggestions and system shown.

The symbol memoranda forms following this page may be utilized by having No. 1 on one side of heavy paper or cardboard and No. 2 printed on the other side. These cards could be made of a size sufficiently small for a vest pocket, and again they may be large enough for desk or other reference use. If for the pocket, they might be kept in a special leather case or any other suitable card case to keep them clean. In either form they may be returned to any official whose appointed duty it might be to investigate any reports made on them as to their correctness, extent of injury, etc.

The forms are designed so as to not only designate an accident having been prevented, but they can also be utilized to make note of any that might have occurred. In using these forms the supervisor, whether he be general manager, superintendent, foreman or an assistant, is supposed to merely dot any numeral or symbol if the accident has been prevented in the space at A and B on

"SAFETY FIRST"

Supervisor's Accident Reduction Memoranda

No. 1

(Space here for supervisor's name)

February, 1914

1	A	B	Prevented risk of arm being bruised	C	18th
2			Prevented risk of arm being broken		
3					
4			Prevented risk of body being injured		
5					
6			Prevented risk of eyes being cut		
7			Prevented risk of eyes being burnt		
8					
9			Prevented risk of fingers being bruised		
10			Prevented risk of fingers cut off		
11					
12			Prevented risk of feet being bruised		
13			Prevented risk of feet being burnt		
14					
15			Prevented risk of hands being bruised		
16			Prevented risk of hands being broken		
17					
18			Prevented risk of head being bruised		
19			Prevented risk of head being crushed		
20					
21			Prevented risk of legs being bruised		
22			Prevented risk of legs being broken		
23					
24			Prevented risk of employee being killed		
25					
26			Prevented electric apparatus being broken		
27			Prevented pneumatic tools being broken		
28					

“SAFETY FIRST”

Supervisor's Accident Reduction Memoranda

No. 2

(Space here for supervisor's name)

February, 1914

29	Prevented risk of cable breaking
30	Prevented risk of chain breaking
31	Prevented risk of crane injuries
32	Prevented risk of ladle injuries
33	Prevented risk of being caught by belt
34	Prevented risk of being caught by elevator
35	Prevented risk of being caught by gears
36	Prevented risk of being caught by machine
37	Prevented risk of being caught by shafting
38	Prevented risk of a man falling
39	Prevented risk of a man drinking
40	Prevented risk of men fighting
41	Prevented risk of electricity burning a man
42	Prevented risk of steam scalding a man
43	
44	
45	Prevented risk of a fire in engine room
46	Prevented risk of a fire in oil house
47	Prevented risk of a fire in office
48	Prevented risk of a fire in shop
49	
50	Prevented brass being stolen
51	Prevented iron being stolen
52	Prevented steel being stolen
53	Prevented tools being stolen
54	

the left hand side, and if the accident did occur in the space on the right hand side at C. The principle involved in this device is one for convenience and the saving of time, and should be of assistance in bringing supervisors into the taking of a keen interest in looking out for those under their charge.

Any notation of an accident having been prevented, or occurring, can be done at the time of the prevention, or occurrence, or before the supervisor leaves his duties for the day. It will be noticed that blank spaces are left on the forms to permit the writing in of any miscellaneous affairs. It should in any event take practically but a few moments of a supervisor's time to make the necessary notations on the forms. The cards or forms may be returned daily to the designated official's desk, or weekly or monthly as desired, and the records could be considered as necessary as any regular timekeeping or other reports required by the office at the hands of a supervisor.

The author considers that any supervisor who will start this practice can soon recognize that it is a very desirable innovation that will increase his efficiency, and that his firm will also find it a very valuable means for safeguarding operatives and property. It offers useful ideas that can be radically modified in various ways to suit conditions and localities. The words "Safety First" at the top of the forms might be printed in red, while the rest of the matter would be in another color.

We again, as in the previous chapter, call attention to the fact that a vast number of workmen are not only very careless but stupid and ignorant also, and if some person possessing intelligence and caution is not watching out for them, especially when they are placed in dangerous positions, grave risks are frequently taken of their being injured, regardless of what safety appliances may be in existence.

In order to demonstrate the practicability of the card system and to suggest ideas as to how the factors de-

scribed on the forms can have their risks annulled, we give examples as in the following:

Nos. 1 and 2. When a supervisor perceives a man in the act of moving or holding up material in such a position that some heavy article is in great danger of falling on his arm, or likely to catch either of them and to thus hurt him, and he took measures to promptly safeguard the man, he could correctly credit himself as having prevented the risks of the employee's arm or arms being injured.

4. When a manager sees a gang of men at work raising or rolling some heavy body that was liable to topple over and to catch them in tight corners where they had little chance to escape, he would by taking steps to insure against such accidents be justified in claiming that he had removed the risk of some, if not all, of the gang being hurt, and it might be seriously.

6. When a superintendent observes an operative working with his face toward flying chips of metal or other material and takes measures to locate him in another position out of their path, he can be considered as having prevented a risk of the man having an eye cut or knocked out. It is well known that men will not seek to obtain protective glasses if they are thought to require them for only a few minutes. Even where it is absolutely necessary that they should wear them all the time, it is often difficult for some firms to get them to do so. This is similar in large measures to the uselessness of providing sawguards, as described in the previous chapter.

7. When a foreman observes an operative near to and looking in the direction of what might at any moment be the path of flying hot or molten sparks of metal or the glare of electric-arc welding lights, and sees that the person moves himself to a safe position, he can rightly say he thus avoided the risk of eyes being burnt.

9 and 10. When an assistant observes an operative wearing gloves in handling tools or machinery which demands a keen sense of touch and a nimbleness of the

fingers to prevent their being caught, and compels the removal of the gloves, he has annulled risks of the hands being injured.

12. When a supervisor observes an operative standing on a crane's runway, or near some obstacle that for any reason can catch his feet, and therefore he drives him away, he is pretty sure of having protected the person's foot or feet from being bruised or crushed.

13. When an overseer sees an operative about to walk into a bed of molten metal, or is standing near a spot where it could run over his feet, or again where he might accidentally step into hot sand or water, and he warns that person to take another direction, he has prevented the risk of feet being burnt.

15 and 16. When a "boss" observes an operative placing his hand on a surface that is known to have something of weight or force to close up against it or come down on it at any unexpected moment and he causes their removal, he has thwarted the danger of the person's hand or hands being injured.

18 and 19. When a foreman observes a workman standing by an object where some article is to be moved up against it by the longitudinal or the trolley travel of a crane, or of other moving appliance that could hit his head, and he is made to shift his position just in time to escape its doing so, the foreman has annulled the hazard of the man's head being injured.

21 and 22. When a superintendent finds an employee obstructing the road of a wagon, automobile, buggies or cars on rails and makes him move just in time to escape being knocked down, he is warranted in being credited with having put aside the peril of a man being injured.

24. When an assistant discovers a chain having a broken link, or one altogether too light is hitched onto a heavy load that will be suspended over men's heads, and prevents either chains being used in the place of a proper appliance, he is entitled to the credit of having removed the risk of one or more men being killed.

26. When a manager observes a heavy electric appa-

ratus that cannot be reached by a crane is going to be skidded off a wagon by the use of planks or timbers that are too flimsy, and he stopped the work until everything is amply strong, he has avoided risk of injury not only to the machine but to employees as well.

27. When a superintendent notices men in the act of throwing over some chunky casting so as to come down on the top of a pneumatic chipping hammer lying on a solid floor and he holds up the work until the tool is removed, he has prevented the risk of its being broken.

29. When a foreman discovers that strands of a wire cable, one that has to lift heavy loads near to its capacity, have been ruptured and at once suspends hoisting operations until the old cable is repaired or a new cable obtained, he has lessened the risk of great damage being done.

30. When an assistant perceives men hitching onto a heavy load with too light a chain and he makes them search for the one bought and provided for the work, he has in that way guarded against the peril of chains breaking and causing accidents.

31. When a supervisor catches sight of a crane man taking his orders wrong by reason of having his mind on affairs other than his work, and lowers instead of hoisting, or the reverse, and he is quick enough to halt the error, he has stopped a movement productive of risks that have maimed and killed men.

32. When an overseer comes to find that a lot of wet clay was used in lining a ladle and that very inefficient fuel or heat was used to dry it, and he gets at it in time to have someone dry all dangerous moisture out of the lining with prompt and necessary firing, he has thereby interrupted a probable boiling of the molten metal that could have created great risk of its burning through the shell to do untold injury to men and property.

33 to 37. These are functions causing injury to operatives in almost every industry having machinery that can have their risks to maim and kill greatly annulled by

the earnest care and keen watchfulness on the part of supervisors that is constantly required, although the appliances may be guarded with safety devices to the greatest possible degree of effectiveness.

38. There are few if any circumstances causing more injury to operatives than their falling off buildings, scaffolds, ladders, etc., but much can be prevented by the observant overseer seeing risks being run and taking measures to offset them.

39. When a "boss" discovers an operative sneaking an intoxicant into the shop and takes it away from him and throws it on the ground he is sure of having prevented its being drunk.

40. When a foreman at a distance hears quarreling and sees men squaring off at each other, and he hastens to separate them with the order for them to stop or they will get their time, he has generally prevented the danger from a fight.

41. When an assistant notices an employee starting to climb to a position where there are live wires of which he knows nothing and stops him, he has prevented the risk of a person being electrocuted.

45 to 48. Offer reasons for the exercise of much vigilance on the part of supervisors and that they are to be constantly on the lookout in many concerns to guard against carried lamps, matches, lighted cigarettes, pipes, and flying burning embers, sparks, etc., in starting fires. It is not an unusual affair to find fires created by the above means that had they not been caught at their inception it is impossible to foretell what damage might not have been done.

50 to 53. Every supervisor should feel it as necessary for him to prevent his employer's wares being stolen as it is for him to be efficient in handling his men. There are few, if any, concerns but that at times are brought to realize there is a thief within or without who should be caught. When any overseer does this, he can safely credit himself with having prevented goods being stolen.

It is believed that anyone having read down to this

paragraph will concede that a supervisor has use for his eyes in seeing more than what is merely in front of him. We cannot but believe that this article will cause many to concede there is a greater demand for the exercise of watchfulness or critical ability when looking to fully see things on the part of supervisors than they had given any consideration.

Is it not practical to expect that in time after the herein proposed system has been followed by supervisors to get it well established that then they will have some similar method designed for the use of operatives who could either report to their overseer or have the report go directly to the office, the latter authorizing any necessary investigations that may be desirable to learn of the report's correctness?

While we have herein presented specific illustrations of certain risks that could be prevented, the facts will, if taken collectively, display the certainty of being subject to great variation in how accidents may happen and the best manner to record their occurrence. What is given on the "Safety First" subject herein is merely to suggest ideas and plans. Some industries or conditions might demand a wholly different classification of factors in order to have risks prevented by their supervisors than is shown herein. However, when it is conceded that the best possible result that is achieved so far with safety devices reduces accidents on an average from all records obtainable, but about 35 per cent, we are compelled to acknowledge that the personal equation in "Safety First" looms up as offering a very wide field for the need of care and keen watchfulness on the part of all supervisors of men and of work.

It is in every way a duty the intelligent owe to humanity that should not be evaded, and the more the supervisor comes to take a keen interest in this good cause the more can his superiors and his operatives justly consider him an estimably efficient manager of the agencies of production.

CHAPTER XLIX

Back With the Saloon as a "Safety First" Measure

This chapter is a revised article written by the author and published in the *Survey*, December 20, 1913, and although it is but a few days past its issue, the author is in receipt of letters and inquiries that show the *Survey's* publication of the article has proven very beneficial in aid of the cause. We give space to this subject in this volume wholly on the ground of its being a "safety first" measure and one which will aid some workmen to be more proficient in skill and reliable in work.

The very fact that saloons endeavor to cluster around industrial plants and to locate as close as they can to the entrances and exits, demonstrates that there are highly prized opportunities in such locations for the sale of intoxicating liquors. The patronage of these saloons must be chiefly among the employees of the factory or they would not be located there.

The annual bill for the consumption of beer, liquors and wines consumed in our country is said to be in the neighborhood of \$2,000,000,000. A surprising percentage of this vast consumption befores the brains of men who are intrusted with the handling of machinery, tools and appliances in the diverse industries of the United States. The tipplers among these men are bound to be less cautious than others even when engaged in dangerous employments.

Many instances are cited by employers and liability insurance agencies of the responsibility of the nearby saloon for the maiming and killing of men in factories, and of its being at the bottom of various kinds of trouble when men have carried its sense-destroying influence into their work-a-day hours.

That the close proximity of saloons to establishments having machinery or tools in any form is one of the chief contributing factors in accidents, should interest every employer, society, state or municipal authority or political

party now taking any active part in our nation's rampant crusade of "Safety First."

It is inconceivable that any man or body of men proposing to take an active interest in "Safety First" work should hesitate about doing all in their power to assist the work of "back with the saloon."

The laws of today say to our industries, if a man in your employ loses his fingers, an eye, or a limb, you or your insurance agencies are liable to the payment of a heavy indemnity. Still saloons are licensed to be located next door to factories and other concerns to sell employees drink that will weaken their limbs, befuddle their intellects, and thus render them liable to accidents that all the best safety appliances and watchfulness of managers, superintendents or foremen in this world cannot prevent. This inconsistent outwitting of justice, common sense and humanity, supported by laws, is responsible for many of the 2,000,000 injuries and 35,000 deaths that occur annually in the United States today.

The author of this article knows from experience what he is writing about. He is chairman and managing director of a hazardous industry located in Cleveland, and for some years there has been a saloon within a few feet of this firm's office and the employees' entrance. But thanks to John Krause and Edward W. Horn, the county license commissioners of Cuyahoga county, who realized the importance of "back with the saloon," on November 24, 1913, this saloon with others near industries and business firms in our city, was closed.

Drinking in Work Hours

The manner in which our employees would scheme to leave their post of duty to steal out to the saloon and get back without being caught displayed great ingenuity. It showed that these men were not lacking in intelligence. Nevertheless, intoxicants could get the better of these capable men and make them not only wholly incapable of exercising care or good judgment in protecting them-

selves and others from injury, but actually make them instrumental in causing accidents that would not occur among level-headed men.

When saloons are in such close proximity to industries and business houses that men can get to them and back again within five to fifteen minutes they can slip out occasionally without being missed. Under such circumstances a "boss" may not have reason to suspect there has been any drinking until he hears loud talk, a quarrel begins or someone is injured or killed.

There is only one sure safeguard against these accidents. That is for our laws to permit no saloon to be located so near a factory, etc., that the men can reach it, unnoticed by gatemen or watchmen, by breaking through buildings or fences. This security calls for saloons being all the way from five hundred to one thousand or more feet, according to conditions and locality, clear of the plant limits.

There are three distinct conditions that demand special consideration, any one of which would justify refusing licenses to saloons seeking to be near industrial plants:

1. Saloons should be kept back from all industries or firms that have work of a hazardous character, or where it is especially necessary for operatives to keep their wits about them to avoid injuring themselves or others, or where care must be exercised to do good work and avoid destruction of property by fire, violence or accidents.

2. Industries or firms that are called upon to work men at night time especially should be free from the danger of quarreling, trouble, strikes and accidents due to the existence of nearby saloons.

3. All saloons should be refused licenses wherever girls and adult women who pass them must traverse lonely or squalid districts in their journeying to and from their homes.

We are informed of one large firm employing men and women where the latter in passing saloons on their

way to work were often affronted by tipsy men, bums and loiterers. Finally it became so unbearable that their employers, in seeking to protect them, went to a great expense in making new gate entrances to an adjoining street where there was no saloon, in order that woman operatives might journey without danger of insult to and from their homes. There were no laws or means to keep back the saloon, however, and it was but a few months before a new saloon was located for full blast operation a short distance from each side of the company's new gate entrances.

The Saloon Lunch

The location of saloons near industrial plants is objectionable not only for all the above reasons but also on the ground that it causes many to acquire the habit of drinking, with all its evils, who otherwise would not do so. Young people seeing older men sneak out for a drink think they show smartness by imitating them. Men fighting their enslaving appetites get wafts of beer from buckets, bottles and the breath of tipplers, and are often driven back to drink in spite of a manly fight.

Some take the position that intoxicants are a necessary stimulant to many, especially in hot work or during the summer time. Experience shows that this is an error. There is no hotter work than attending crucible furnaces where the men have to stand directly over seething pots of molten steel with a blazing flame coming up all around—their clothes protected by asbestos covering. This is the hottest work imaginable—a perfect Hades—but we know men who in this work would never for one moment think of drinking anything but water. Again, the writer, a small man, carried "bull ladles" of molten metal in his younger days without difficulty by drinking water when much larger men drinking beer, and thinking it necessary, would "play out."

There are those who maintain that saloons are needed in the neighborhood of industrial plants so that the em-

ployees may be able to obtain hot soup for lunch. We do not deny that to those who have developed a craving for liquor it would be something of a hardship to be deprived of the saloon. There is no reason, however, why beer drinking must accompany a luncheon of hot soup. Meals in an industrial neighborhood can certainly be supplied in a much more respectable and beneficial way than by having saloons anchored to our industries and business houses.

The United States census for 1910 gives the state of Ohio 5,828 barrooms. Under the new law the permissible ratio of saloon to population is now one to five hundred people. Consequently, on November 24, 1913, 2,647 saloons were compelled to quit business in our state. In Cleveland we had 2,184 bars, of which 898 were closed after the above date.

This limitation of one saloon to five hundred population will no doubt be attacked as unconstitutional. Some are even now taking the position that if they cannot be granted a retail license there is nothing to stop their conducting a wholesale business by selling not less than two gallons of intoxicants at one time.

Such a license practice as above would undoubtedly be more harmful to "safety first" than retailing. Wholesale selling by saloons close to factories would simply mean that a workman who was formerly satisfied, when stealing out, to take one drink at the bar, or carry it into the shop workroom in a little tin pail or pocket bottle, would then either have to carry it in a cistern stomach or in a water pail or drink all he could at the bar and place whatever was left in a locker to be provided by the saloonkeeper. Whatever the choice, the result would be worse than present practice.

A large number of the licenses rejected in Cleveland were in close proximity to industrial concerns. The writer took a lively interest in this activity, having been appointed chairman of a committee to conduct a national campaign to push back the saloon from the doorways of

industrial plants, etc. This campaign was resolved upon at an enthusiastic session of the convention of the American Foundrymen's Association at Chicago, October 16, 1913.

The committee when completed will comprise a member or an Association from every state and will seek to enlist the earnest coöperation of the governors, legislatures and license commissioners of each state as far as possible in the work of "back with the saloon." This committee will also, as the writer is now doing single-handed, appeal to our country's industrial, reform and labor publications, politicians, etc., to give all possible publicity to this issue. In this connection the writer desires to thank George Smart, editor of *The Iron Trade Review*, for much good he has done the cause by editorials and by publishing articles of the writer's on the subject.

It is to be distinctly understood that this crusade of "back with the saloon" is wholly in the interest of "safety first." The writer was drawn into this work through the interest he had previously taken as pioneer in safety work, as cited in the second paragraph of chapter XLVI.

It is natural, therefore, that the writer, as the instigator of this movement, should realize the confidence which the American Foundrymen's Association has placed in him and be desirous of doing the best he can to accomplish effective results. He hopes that the powers that be in our various states will effectually respond to the appeals of this article and the forthcoming later solicitations of our American Foundrymen's Association committee.

A Political Party's Plank to Set Back the Saloon

On December 31, 1913, the author had an interview with Mr. John D. Fackler, an attorney of Cleveland and a prominent leader of the Progressive Party, at his request, to discuss the insertion of a plank in this party's

platform in the interest of "Back with the Saloon." Mr. Fackler had read this chapter in the *Survey* and was very enthusiastic on its policies and arguments.

The following is the general sense of a plank written by the author and he is in hope some such a plank may be embodied in one or more of our political parties' platforms. The whole subject was freely discussed at a meeting of Progressive leaders in Columbus, Ohio, January 2 and 3, 1914, and received a hearty personal endorsement to give the matter further consideration.

Any party that would embody some such a plank as the following in its platform can, aside from other factions, be assured that almost if not all manufacturers and business concerns employing labor would give their support to it.

"We believe that 'Safety First' should be promoted by authorizing the liquor license commissioners to refuse a license to saloons that are within 600 to 800 feet of factories having a large number of employees."

Of course no saloon would be placed where there were few prospective customers.

To show the sentiment of employers on this issue we insert the following unsolicited letter that was received from the president of a well-known firm, C. O. Bartlett & Snow Co., Cleveland, that is in full accord with many approvals tendered the author on the importance of this reform. Mr. Bartlett says:

"The writer wishes to thank you very much for your stand taken against the saloon, given in the issue of November 13, 1913, of *The Iron Trade Review*, entitled 'Back with the Saloon.' This is a very important question for the manufacturer to consider, by far the most important one, in the judgment of the writer."

The other factions referred to above in the second paragraph include the labor unions and the farmer. The support that would emanate from the former is nowhere

better displayed than by Mr. John F. Cunneen, union machinist, 1942 North Robey street, Chicago, Ill., in his able leaflets on "THE SALOON IS THE ENEMY OF THE LABOR UNION." One of his leaflets urges all to "VOTE OUT THE SALOON" and states "The saloon increases enormously the consumption of alcohol. The saloon lowers the workingman's wages and diminishes the food supply of his family. It drives women and children to work. Every workingman should vote against the saloon." It further asserts: "If the money now spent for liquor was spent instead for shoes, clothing, food, furniture and building of new homes, it would give employment to 600,000 more persons than are engaged in the liquor traffic."

"BACK WITH THE SALOON" RESOLUTION.

At a banquet tendered to William H. Barr, general manager of The Lumen Bearing Co., Buffalo, and president of The National Founders' Association, at the Cleveland Athletic Club by the Cleveland Foundrymen's Association, Jan. 21, 1914, the following resolution offered by the Author was unanimously adopted:

Whereas, the drinking of intoxicants by employees during working hours increases the number of accidents and is detrimental to the welfare and the safebeing of the employee and detracts from his rendering efficient service,

We, the Foundrymen of Cleveland and vicinity, in order to aid in the prevention of accidents and thereby minimize their number, hereby request the Legislature of our State to enact such laws as will instruct the Liquor License Commissioners of the State of Ohio and all the respective counties in the State of Ohio to refuse to issue licenses for the conducting of a saloon to be at the least not nearer than 500 feet of any manufacturing plant or foundry.

We hereby further resolve that a copy of this resolution be sent to the Governor of Ohio and to the members of the State Legislature.

All the speakers at the above banquet were very demonstrative in their remarks as to the importance of the subject. The Author intends from this on to more vigorously urge the work, and will be most pleased to hear from any individual, society or legislature officials that might lend a helping hand in the interest of this good cause.

Another good editorial on this subject by Mr. George Smart can be found in the Iron Trade Review, January 29, 1914.



Brookmont

CHAPTER L

A Narrative Account of the Antecedents and the Supervisory Experiences of the Author

The following biography of the author's life is almost wholly a reprint of extracts to be found in the "History of Mercer County, Pennsylvania," prepared under the supervision of Mr. J. G. White, and published by the Lewis Publishing Co., of Chicago, in the spring of 1909. A few additions, corrections and other changes appear, the latter due to the abbreviating of some statements in order to take less space while still permitting the biography to present facts to be found in Mr. White's delineation of the author's life and work.

Thomas Dyson West, the author of this work, was born August 31, 1851, in Manchester, England. His parents were William H. and Sarah A. (Faraday) West, both born in England; his mother being a niece of the late eminent English scientist, Dr. Michael Faraday of worldwide fame. His father was the oldest son of a well-known English family, descendants of The Right Honorable John West, Earl De La Warr.

Mr. West was brought to the United States by his parents when about six months old, and after a brief stay in New York City the family removed to Canada. His father was a contractor and builder, and passed away about five years after settling in Canada. Later, his mother married a Scotchman, who was a highly skilled molder and very successful in the making of heavy engine and machine castings.

The outbreak of the Civil War to free the colored man, 1861, found Mr. West, known at this time as Baird, settled with the rest of the family in Portland, Maine. Here he attended school and sold newspapers until he was about twelve years of age. He commenced selling papers in Montreal, Canada, when about eight years old. While engaged at this work he was also a drummer boy along with others who would escort recruits to and from

trains. Portland was a rendezvous where the State prepared soldiers to start for the seat of war. It was nothing unusual for him to make two dollars a day selling papers reporting navy or army engagements. His hours of labor called for his being up at 4 a. m. and retiring all the way from 10 p. m. to midnight, it depending upon what extras might be out to give information of battles. His school hours were from 9 to 12 and from 1:30 to 4.

When near twelve years old he entered the Portland Locomotive Co.'s Works Foundry as an apprentice to learn the molder's trade. After the great conflagration which burnt a third of Portland to the ground on July 5 and 6, 1866, he proceeded to Bangor, Maine, with his stepfather, who went there to take charge of Hinkley & Egery's foundry, which made a line of special engines and general sawmill machinery, while the Portland foundry gave him experience in making heavy engine and machinery castings for gunboats, forts and mills. Between the two foundries he served fully five years of an apprenticeship. At the expiration of this time, his stepfather, thinking he would be better off if he could again reach Cleveland, where he had previously worked some years, we find them both working in New York City for the Morgan Iron Works and later they were at another large engineering firm, both of which made massive castings a specialty. While in New York City Thomas attended public night schools.

Leaving New York City, the stepfather taking the lead, found them both with the Sprague Foundry Co., at Providence, R. I. From here they sojourned to Norwich, Conn., where they worked in the Hamilton Foundry Co., making its heaviest castings. The next move was to Cleveland, Ohio, where they landed in the spring of 1870. Here Thomas started to work for the McNary Clafflin Foundry Co. The climate or water affecting him, he quit work for about three months and for the greater part of the time attended the Kentucky Street public day school. After leaving the Kentucky Street day school he took up with night studies, learning draft-

ing along with other subjects, continuing the same for several years. When returning to work he commenced in The Globe Iron Co., a shipbuilding firm, as its leading molder to make its cylinders and other heavy loam work castings. Leaving here he became employed by the Eclipse Iron Works, now the Bruce-Macbeth Engine Co., as its leading molder in both loam, drysand and greensand work.

Having by this time (1872) become well known in Cleveland for his skill, he was solicited to take full charge of the Vulcan Iron Works Foundry, where he was known as the "boy foreman."

On account of his preference at this early day to again be in the ranks of the journeymen he returned to the Eclipse Foundry, at which time (1874) he was married, but in order to do so legally he had to assume his own father's name.

Mr. West has three children, the oldest being Dr. Thomas J. West, the second is Ralph H. West, and he has a daughter, Mrs. William E. Ward. All his children are married happily, and he takes great pride in their achievements. He has two sisters, the late Mary A. Kinney, and the one living is a Mrs. Jennie Parks; also three brothers, one the late Frank Baird, the other two being Frederick Baird, a noted architect of Cleveland, and William H. West, the next oldest son of Mr. West's own father.

After working a short period in the Eclipse Foundry he was invited to return to the Globe Iron Works, and after a brief period accepted an offer to take charge of William Tod & Co.'s foundry, Youngstown, Ohio. Remaining here about fourteen months, and on account of not liking a small town to live in, he returned with his family to Cleveland and started to work as a journeyman for William Fitzsimmons & Sons foundry. From here he went to the Cleveland Rolling Mills foundry, Newburg, then a suburb of Cleveland, to be employed under its very able founder, the late Mr. John Stoney.

When working about six months in Newburg, his

home caught fire one afternoon (1880) and burnt to the ground. It so happened that at this very time he had under consideration a proposition to take charge of the Variety Iron Works foundry in Cleveland, and largely by reason of his being homeless and having to start anew he accepted the offer. At the expiration of nearly one year he was solicited by the late well-known mechanical engineer and past president of The American Society of Mechanical Engineers, Mr. J. F. Holloway, to accept a position as foreman of the "Old Cuyahoga," a firm of which Mr. Holloway was president, and at that time greatly doing the leading heavy engine and machinery work of the West.

During a very dull year of the six, Mr. West was employed with the "Old Cuyahoga," the Cowle Works, Lockport, N. Y., sought Mr. Holloway to allow Mr. West a short leave of absence to overcome some difficulties they were having at that time in the making of their aluminum bronze castings. In this work he was very successful. A year or so after returning to the "Old Cuyahoga" it sold out to the Cleveland Ship Building Co., January 1, 1887, and now known as the American Ship Building Co. This caused Mr. West to decide on starting in business for himself, although great inducements were offered him to stay with the new company. Upon his leaving the "Old Cuyahoga," March 12, 1887, he was presented with a very fine watch as a testimonial of the high regard in which he was held by his employers and the employees under his charge.

In starting business for himself under the firm name The Thos. D. West Foundry Co., Mr. West took with him Mr. Samuel Lansdowne, an experienced foreman molder, and Charles Neracher, a good patternmaker, both now deceased. The money for starting was obtained chiefly by Messrs. West and Lansdowne selling their homes, and together with Mr. Neracher they raised \$4,600 and started upon a \$9,000 mortgage lot on Wason street, near St. Clair street. About one year and a half after starting another partner was taken in who assumed

the presidency of the company, while Mr. West acted as vice-president and general manager. The growth of this company was such that well inside of two years after starting in 1887 it had, in the face of keen competition, the largest jobbing foundry that existed in Cleveland.

During 1890 and at a time when they were going through the closing period of a hard fought two years' strike, Mr. West went down to the Alice Furnace of Sharpsville, Pa., to experiment and test the practicability of making ingot molds by "direct metal." This experiment by Mr. West attracted the attention of both the Illinois Steel Co. and the Carnegie Steel Works (both now subsidiary companies of the U. S. Steel Corporation) and proved so successful it was not long before the latter named companies were both making ingot molds by "direct metal."

While in Sharpsville experimenting, Mr. West was one morning surprised by a telegram stating that the Cleveland plant had burnt down to the ground the previous evening. On his return that day to Cleveland, it was decided to rebuild and to get at work as soon as possible. The foundations were fully half completed when events made it advisable to stop further progress and to establish the firm in Sharpsville, where, in the spring of 1891, it had a small iron building chiefly equipped with old tools from the fire, and commenced the manufacture of ingot molds as a specialty. This removal to Sharpsville was largely due to the assistance and influence of Mr. West's old-time friends, the firm of Pickands, Mather & Co., of Cleveland. At its commencement the plant had a capacity for about fifty tons daily. By a hard struggle and labor to perfect the production organization and plant enlargement brought this firm at the time of Mr. West leaving it, April, 1909, to turn out about 425 tons of castings daily and was the largest foundry of its kind making ingot molds with "direct metal" to supply a commercial trade that existed in the world.

A Review of Mr. West's Literary, Sociological and "Safety First" Achievements

In starting this narrative we are carried back to when Mr. West's article appeared in the *American Machinist*, January 15, 1881. He was led into writing by a friend, Mr. John Doolittle, a machinist of Cleveland, through seeing the fund of information he had collected and starting editors after him to commence writing for their papers. He thought his first article would be his last until the question came to him, What were the principles involved in the work he was doing? He found on getting down to answer this that he had been a mere imitator, simply following the footsteps of others, and that not only was he himself unable to tell why he did many things, but could not find any among the oldest and other best experienced workers in his vocation that could do so. This awakened him to the existence of a large field for original research in discovering principles, and advancing the art of founding, and it was not long before he was sending an article almost every week to the *American Machinist*. He wrote in a manner that could not only be understood by novices, but commanded the greatest consideration and praise by the best masters of his craft. The editors, not knowing Mr. West's age at this time, greeted each new article as "Another communication from the Old Man," and credited him as being the "Father of Practical Foundry Literature," writings which are today held by our leading engineers and founders as being greatly responsible for the modern practices of the art.

Shortly after Mr. West started to write he was led by his friend, the late Mr. Holloway, to join the American Society of Mechanical Engineers and The Cleveland Engineering Society. He profited much by membership in these associations as rarely could he listen to a paper read before them that did not afford him an opportunity to perceive or study out points involving principles that could be applied to his own business. At this period Mr.

West was also encouraged in his researches and writings by his friend, Mr. A. I. Findley, who was then editor of *The Iron Trade Review*, but is now connected with *The Iron Age* in a like capacity.

Mr. West's writings attracted such attention that it was not long before he was approached by John Wiley & Sons, the reliable and well-known publishers in New York City, to write a book for them. Contracts on a royalty basis were drawn up, and in September, 1882, his first work, entitled "American Foundry Practice," now in its twelfth edition, appeared. Twenty-eight months later he completed his second work, "Molder's Text Book," which is now in its eleventh edition. Both of these works are about 5 by 7½ inches and contain together about one thousand pages, and are fully illustrated from sketches and drawings made by himself. The books sell for \$2.50 each.

Mr. West's removal to Sharpshville, Pa., where he was surrounded by blast furnaces, led him more than ever to take up the study of the metallurgy of cast iron. At this time the foundry industry the world over was mixing and testing metals by antiquated methods, similarly as the blast furnaces had done before adopting the science of chemistry. Mr. West's researches, experiments and discoveries in these lines were many, and his frequent appearance before engineering, mining and foundrymen's associations to read papers on his new-found knowledge soon led the metallurgical world to concede him a place not only as an investigator and leader but a person of great originality and ingenuity. In fact, his introduction of new and advanced ideas was faster than could be absorbed. He met with much opposition in many of his contentions for new practices, etc., largely by men experienced only in one or two branches of founding, and like most pioneers had to endure much criticism, some of which was both unjust and discouraging. In this work it is to be said to his credit that in not a single instance did he advance any new ideas, principles, practice or tests but what are today adopted, or in process

of being adopted, by the iron world in general, a statement that can be readily sustained by investigation.

One special innovation that he originated was the creation and establishment of standardized drillings, whereby all chemists could check their analyses one with the other. On account of the universal value of this work it was taken over by the United States government at the close of 1905, and is complimented by many as filling a great need and being one of the greatest benefits rendered to chemists and metallurgists of these times. This achievement cost Mr. West much time, labor and money, but feeling it was to be of a high service to the iron industry he was thereby encouraged to persevere on to success.

Another notable achievement of Mr. West's exists in his advocacy of a round testbar cast on end as being the most suitable for investigating cast iron. This subject was discussed freely before engineering and foundrymen's societies, as well as in trade papers, in connection with other advocated methods, but resulted in Mr. West's plans being adopted as the best by both the American Foundrymen's Association and the American Society for Testing Materials, and his methods are being well sustained and used by the most advanced founders and engineers of today.

In this work of establishing his standardized drillings and round testbars he is indebted for very valuable assistance in accomplishing the ends being sought for to Dr. Richard Moldenke, the well-known able secretary of the American Foundrymen's Association.

A desire that his metallurgical researches, experiments, discoveries and experiences might render the greatest possible good to the largest number caused him to bring out his third work, "Metallurgy of Cast Iron" (now in its fourteenth edition), in 1897. This book is also 5 by 7½ inches, contains 627 pages, and is fully illustrated, selling for \$3.00, and is published now by the Penton Publishing Co., Cleveland, Ohio. Great praise has been accorded the value of this work by the iron

world in general. A combination of the above works are translated into one volume of the French language by Par P. Aubie and published by Gauthier-Villars, Imprimeur-Libraire, Paris, France. The "American Foundry Practice" and "Molder's Text Book" are translated into one volume of the German language by Ernst A. Schott and published by Von Hermann Neusser, Berlin, Germany.

About the year 1902 Mr. West was engaged by the International Correspondence Schools of Scranton, Pa., through the auspices of the well-known engineer, Henry M. Lane, under a definite price and a time limitation contract to write them a treatise on the principles involved in the art of founding. This work, when completed, consisted of six separate instruction paper-bound booklets, in size 6 by 9 inches, and contained all told 372 pages. All the subjects were profusely illustrated by "cuts" made from sketches, drawings and photographs furnished by Mr. West. These pamphlets and books are in use the country over for instructing experienced men as well as novices in the art of founding.

Aside from all the writings mentioned above Mr. West has written many papers and articles for societies and technical journals, etc. While a good sized volume could be presented on the value of Mr. West's original researches, experiments, discoveries, etc., the following sketch, which appeared in the American Foundrymen's Association journal of October, 1903, written by the society's secretary, Dr. Richard Moldenke, of Watchung, N. J., will suffice:

It is but fitting that the first page of our enlarged journal be graced by the portrait of the man, who more than any other, has labored to place the foundry industry on the high plane we find it today. Twenty-three years ago, when he began his aggressive campaign for better foundry education, he little realized how difficult it would be to awaken an industry which today, in spite

of all that may be said for it, is still the most backward of the entire iron industry. Perhaps, therefore, he must now feel great satisfaction in seeing the clouds roll by, opposition to his advanced ideas disappear, none the less surely because slow, and his disinterested labors for the good of the apprentice, the molder, the manager, and the owner, appreciated and extolled.

Wherever foundrymen congregate the name of Thomas D. West is heard, his books are to be found in every progressive foundry and in the molder's home, his face is familiar to all. From his early boyhood Mr. West has been so busily engaged in hard work that only now is he seeing his broad ideas on founding being realized. Coming from an old English family (from his mother side, a Faraday, of scientific preëminence) his tastes were naturally of an investigative turn. He is an active and honorary member of many associations, and is the originator of the standardizing bureau of our Association which is doing such creditable and useful work for the whole iron industry.

Mr. West is looked upon by personal acquaintances as an indefatigable worker. His experience gives evidence that hard work, when one is in love with his vocation, cannot hurt or kill, being unlike worry or dissipation. Another fact that is to be kept in mind to show Mr. West's unusual endurance is that he had his shop duties to engage him from ten to twelve hours daily, the same as do other foreman and shop managers. His researches and writings were chiefly done at nights and Sundays. In compiling his books he brought himself to such a practice as to require very little sleep, particulars of which are given in the sixteenth paragraph, chapter IX.

It is to be remembered that after an author has once placed his writings on the shelf of dealers and desks of

readers to become standard works, as are Mr. West's three books on founding, there is always more or less revision or additions to be made in bringing out new editions to keep the books up to date. This involves much labor that an author is not given credit for by friends or the general public, but nevertheless it all means work that has to be constantly attended to as long as one is in the field. On account of this labor in connection with answering the many letters of inquiry which every popular expert mechanical writer generally receives, and his other work, there can be no doubt that he will rigidly practice to the end of his days Gladstone's maxim, "It is better to wear out than to rust out."

"The Competent Life" and "Accidents: Their Cause and Remedies," two other books also written by Mr. West, are from a heart that has an earnest desire to help uplift mankind to a more practical and humane life. In regard to the question of accidents, he believes there is no way by which the business men and manufacturers better indicate their breadth, their strength and their true humanity than by earnestly endeavoring to throw safeguards around the lives of their employees, while they are actually at work, and afterwards to improve their home surroundings. If any criticisms were to be made of the reformatory work of our world, it is in overlooking the dangers at hand, which threaten life and limb, and going abroad into less pressing fields of philanthropy.

Mr. West is one of the men of practical wisdom who has first assumed the pressing task nearest at hand, which is the part both of humanity and common sense. The above assertion will be understood and appreciated at mention of the fact that Mr. West is founder and president of the American Anti-Accident Association, which is the pioneer organization in the United States to eliminate the cause of accidents in the business and manufacturing world through carelessness, etc., and has even in its present short existence up to this time, of but a little over one year, done much good. For the date of organi-

zation of the A. A.-A. A., see second paragraph of chapter XLVII.

Aside from Mr. West being the president of the above association, we have as the other officers Samuel Dunham, vice-president; Frank Pierce, treasurer; Rev. Clarence J. Harris, secretary, and an executive board in connection with the above officers consisting of Jones J. Pierce, M. W. Thompson, Frank Miller and Attorney J. P. Whitla as legal counsel. Mr. West speaks of all these gentlemen and the majority of the members as being very zealous workers in the cause of preventing accidents and desires to have them remembered in connection with himself in the Association's achievements.

Mr. West also desires to have Mr. J. P. Bartleson, editor of the *Sharpsville Advertiser*, remembered for his valuable services due to his publishing many of his writings on "Safety First" work, especially the twenty-four fundamental features closing this biography and the sending of many of his publications broadcast throughout our country.

It is to the everlasting honor of Thomas D. West that he is devoting himself body and soul to the arousing of a public sentiment which shall lead to practical results in reducing accidents. This must necessarily be slow and hard work at the beginning, with no recompense other than the knowledge at his end of having helped to better the conditions of mankind.

In politics Mr. West is a staunch Republican, and has been president of the Sharpsville Republican Club for the last three national campaigns. Though solicited to be a candidate for state and municipal office, he has always refused, as he prefers to devote all his time and energy to the line which now chiefly engages his attention. At the end of the McKinley and Bryan contest he was presented with a handsome gold-headed cane by the Sharpsville Republicans and a beautiful library clock by the Sharon Republicans for the enthusiasm he had created and the valuable services rendered his party.

Mr. West has passed through an exceptional relig-

ious and practical experience, all of which has brought him to be an ardent student of the social and humane affairs of life. He is a believer of man being a free moral agent to work out his own destiny, and that all should be considerate and just in their dealings with each other and labor to leave the world a little better than they found it. He believes in the Creator, but in any way to comprehend the greatness of such an All Omnipotent Power we must consider the operations of nature to be controlled by what is reasonable. In the majestic harmony and action of the infinite universe, he claims principles exist that affirm we are "our brothers' keepers," and that the manly and strong should hold and guide those of physical and mental weakness and protect them from suffering and misery.

Mr. West's writings and his other efforts in the interest of preventing accidents have called forth many public indorsements, and to show the general tenor of these we present the following few extracts:

We have never had the pleasure of meeting Mr. Thomas D. West, founder of the American Anti-Accident Association, but we should take our hat off to that gentleman did we not already happen to be hatless at this writing. For, that one particular citizen of an unknown little Pennsylvania hamlet has had the courage to stand up alone and try to inaugurate the upbuilding of the public sentiment needed to remedy the present shameful sloth of the American people on the subject of the prodigal but preventable waste and accidents in this country. It may be safely said that the man who wrote "Accidents: Their Causes and Remedies," and organized an association to work out a practicable application of its teachings, has done more good for the American people on those particular lines than have practically all the college professors in the United States.—*The American Underwriter*, New York, August, 1908.

A perusal of this little book cannot help but impress one and awaken in him a feeling of personal responsibility and moral obligation to do his best to help make his country the greatest in the world as to safety as well as in other respects."—*The Sunday Tribune*, Providence, R. I., May 24, 1908.

Mr. West has a very comfortable home, governed by an estimable wife as a helpmate in assisting him to achieve his successes. He has now two ambitions. The first is, to live and help to bring the masses more, if possible, to needed practices of care and faithfulness in work and recreation. The second is, to rewrite his three standard works in a manner to form separate volumes for each distinct branch of the founder's art and so as to insure their continuing to be in demand for many decades, something very impracticable at the time when he originally compiled these works. His career of usefulness in the industrial and social world will bear fruit up to the close of his life, and it is not too early to honor his attainments and character in view of what has been as well as of the promise of much to come.

The Author's Leavetaking of his Sharpsville Friends, April, 1909, Written by Himself

The nineteen years which the author resided in Mercer County, Pennsylvania, comprised many happy as well as busy hours, but none were more so than those of his leavetaking from the many true friends he had made while living in Sharon and Sharpsville. This was evidenced by the large testimonial meeting tendered him by the citizens of Sharpsville and the beautiful loving cup presented to him by the foremen and men who had been under his charge for many years in the firm that was The Thos. D. West Foundry Co., but changed after his leaving to the Valley Mold and Iron Co. The earnest regrets at the author's leaving of Sharpsville showed

that there was something for a man to live and work for in this life more than the mighty dollar. This statement is made to assure his Sharpsville friends they are not forgotten.

In returning to Cleveland the author became active for a short period in The West Steel Casting Co., which he had established in 1906 for his son, Ralph H. West, and with whom are associated the sons of his deceased partner, Mr. Lansdowne. Mr. West's son is president, treasurer and general manager, and David P. Lansdowne is secretary, while Mr. West himself is the chairman and managing director. The son and Mr. Lansdowne are complimented on all sides for the successful manner in which they conduct the business and turn out a high grade of medium and small steel castings by converter and crucible processes for the general trade. The plant has been enlarged twice since its starting.

Shortly after the author returned to Cleveland he also took an active interest in experimenting to improve, if possible, the life and durability of chilled car wheels. He is now the holder of eight patents having about 250 strong claims for this work. Wheels cast by his process have proven much superior to others of a general make that were cast for a comparison test with his own, and he is at this time anticipating the starting of a new company to manufacture car wheels by this process.

A very unexpected occurrence happened to the author in returning to Cleveland where he had voted from the time of attaining twenty-one years until about 1890, and then continued voting for nineteen years in Mercer County, Pa., was his being disfranchised, to be a man without a country, for about three years. However, on applying for naturalization papers they were granted to him in his sixty-first year by Judge M. A. Foran, February 13, 1913, and he can again write with pride "Our Country," to feel at home and be ready to fight in its defense at all times.

A "Safety First" Achievement as Exhibited by the
Author's Instigation of a Sane Fourth Celebra-
tion in Cleveland that is Now Being
Adopted Throughout the Country,
Written by Himself

The author, upon settling in Cleveland in 1909, at once took up the work of instigating a Sane Fourth celebration in order to provide something to replace what had been taken away from the people by the ordinance prohibiting the use of fireworks and explosives on the Fourth, a law which was the creation of one of Cleveland's estimable councilmen, Mr. Daniel Pfahl. For about six weeks the author labored to interest Cleveland's city officials and council in providing a substitute for what they abolished, but upon seeing that this was useless he finally turned to seek the aid of its private citizens in what he felt was necessary to sustain the ordinance in a permanent manner. Not until his meeting with Mrs. Edward L. Harris, the late Mrs. Harvey D. Goulder, Mrs. J. W. Cummer and Mrs. Stella M. Jacobi, a consultation arranged for by Mr. Samuel P. Orth, late an attorney of Cleveland, was there any evidence of his plan being successful. These ladies being members of the Daughters of the American Revolution enthusiastically carried the object of the author's plan to other members of this association as well as to others in the city, and after an address by the author to a gathering of about thirty ladies and a few gentleman friends of the above associations in a parlor of the Hollenden Hotel, a temporary organization was effected to carry the work forward. This meeting resulted in also enlisting the services of members of the Sons of the American Revolution with other societies in the work, and an organization which later was called the "Independence Day Association" was successfully effected by having Prof. J. E. Cutler of The Western Reserve University as its president.

There being but a few brief weeks left to complete

the arrangement for a sane celebration all worked with a vim to assist its able president, and on July 4, 1909, the citizens of Cleveland witnessed a parade comprising a children's grotesque carnival having many beautiful floats and bands with thousands of marchers, members of fraternal societies and martial companies displaying brilliantly spangled uniforms with the majority carrying the Stars and Stripes, a splendid showing that demonstrated we could have something far better than noise with deadly cannon crackers, toy pistols and other explosives to appease the young and to make them feel patriotic on our national holiday.

There was every evidence that had not some such a large celebration as the above been provided for this Fourth of 1909, the strong bitter opposition to Councilman Pfahls' anti-fireworks ordinance, which was seeking its repeal, would by another year have been successful and carried us back again to our old death-dealing Fourth of flame.

Cleveland's great success in establishing a sane celebration has, aside from the above ladies' and gentlemen's labors, the following individuals who are also to be credited for valuable services in this work, with a few others whose names are not at hand: Colonel W. S. Rogers, Mrs. Sarah E. Hyre, Amasa S. Mather, Harvey D. Goulder, J. J. Sullivan, Mrs. M. A. Fanning, Perry L. Hobbs, Mrs. C. B. Tozier, T. M. Bates, Cordelia O'Neil, F. W. Treadway, Mrs. W. E. Linders, C. N. Burrows, Mrs. L. H. Culley, Rev. F. T. Moran, Mrs. Caroline Burnite, and Newton D. Baker, now mayor of Cleveland.

The following, published in the *Cleveland Press*, June 1, 1909, will afford an idea of the manner in which the author undertook the work of arousing Cleveland to the necessity of providing a fitting sane celebration of its Fourth and should be helpful in further extending this humane work:

Thomas D. West, National president of the



Fig. 26. A TRAGEDY OF THE FOURTH

American Anti-Accident Association, is in town with a plan for a big, yet sane, July 4. He will present his plan to the city authorities.

"Cleveland has led the way in doing away with the firecrackers and blood and thunder that have made victims of between 5,000 and 6,000 every anniversary of our great national holiday," said West, Tuesday. "Thoughtful communities all through the country have applauded.

"Now it seems to us that Cleveland also should lead the way in offering the children something that will make for more patriotism without spoiling the pleasure of the day.

"My plan is this: In the morning, the children of every street should be encouraged to have their own little parades in whatever fantastic array they choose. After 9 o'clock they might parade before a downtown committee that would award prizes.

"For the girls, automobiles and floats should be donated and they should ride in fancy costumes. Prizes should be offered for their prettiest displays.

"The afternoons should be spent in the parks.

"Wherever there is a bandstand there should be a band, and for the first exercise of the afternoon there should be music and patriotic songs. This should be followed by a reading of the Declaration of Independence.

"After this there should be athletic sports and games, and in the evening a public exhibition of fireworks under competent direction.

"But above all, it should be a day of the flag. Every house in the city should be decorated with flags and bunting."

The attention of the whole country was so drawn to note Cleveland's successful sane celebration that other cities and communities are now, 1914, following its examples. It is a "Safety First" work that should not

cease until every hamlet, village, town and city of our country have adopted Cleveland's policy to give something to replace the old-time barbarous celebration of our country's Independence Day by the use of firearms, dynamite torpedoes and firecrackers.

The following demonstrates forcibly the great good the abolishing of the old murderous and fire-destructive Fourth has done in Cleveland, starting with the results of its last death-dealing Fourth of July celebration in 1908:

In Cleveland 1908—Deaths	12,	injured	93,	fires	23
In Cleveland 1909—Deaths	0,	injured	4,	fires	0
In Cleveland 1910—Deaths	0,	injured	1,	fires	0
In Cleveland 1911—Deaths	0,	injured	0,	fires	0
In Cleveland 1912—Deaths	0,	injured	0,	fires	0
In Cleveland 1913—Deaths	0,	injured	0,	fires	0

Prior to 1908 the number killed and injured in America's insane Fourth during eight years was 37,526, a terribly useless slaughter that could have been all saved had the country in earlier years seen the folly of its insane methods to celebrate Independence Day. It is also to be known that this hideous practice has caused the loss of many millions of dollars by Fourth of July fires. One instance of such losses is the burning down of about one-third of the beautiful city of Portland, Me., in the year 1886, because of explosives having started a fire in a lumber yard and there being strong winds to rapidly spread it, thereby making the combative force of its fire engines practically useless. The fire was witnessed by the author.

It is also to be known that while the A. A.-A. A. has been inactive since the author left Sharpsville, he has been doing all his time and condition of defective hearing would permit in its cause. The last work of note being that of "Back with the Saloon," described in the previous chapter, and is being pressed by the author to be effective as the manuscript of this book is placed in the printer's hands.

The length of this biographical sketch is embarrassing to the author. However, there are many details and features that could be added to increase its length many times. What is given is considered as necessary in order to tender readers any fair conception of his life's work so as to permit their judging of his fitness to offer this volume to the general public, in the trust it may influence many to adopt and to help advance its teachings.

Twenty-four Fundamental Features Involving "Safety First" and Sociological Work

In the hope of further interesting many in the work of "Safety First" and other reforms that afford plenty of work to benefit humanity, this volume is closed with the following twenty-four fundamental features that were written by the author and adopted by the American Anti-Accident Association at Sharpsville, Pa., on November 24, 1908:

1. Obtaining information of the true underlying cause of accidents.

2. Education of carefulness in our homes, schools and vocations.

3. Adoption of a standard code of discipline by each state for compulsory use in our common schools.

4. Agitation to assist in abolishing the injurious hazing and riotous deviltry of college students—a practice that creates many reckless civilians and managers.

5. Encouraging the establishment of vocational bureaus, in our towns and cities, that will help the young to find themselves and elevate esteem for the mastery of professional, commercial and mechanical efficiency.

6. Abatement of the injury of intoxicants and destruction of property through incompetent, "don't-care," vicious and criminal inhabitants.

7. Actions that will encourage civic improvements and morality beneficial in decreasing accidents.

8. Advocation of consistent hygienic or sanitary

science in our nation's educational, commercial and industrial institutions.

9. Contention for the installation of practical safety devices wherever these may reduce the risk of accidents.

10. Efforts to secure more efficient safeguards and attendance at the steam and electric railroad crossings of our cities, towns and rural districts.

11. Establishment of needed precaution and protection for our street and sidewalk traffic.

12. Observation and reports of dangerous construction of public or private buildings, also on excavations and all underground work.

13. Universal establishment in our country of fire drills for our schools and public assemblies.

14. Adoption of a sane and safe Fourth of July throughout the country.

15. Abolishment of the manufacture and sale of children's guns, slingshots, bows and arrows.

16. Suppression of all brutal practices in athletics and sports.

17. Vigorous efforts to help in reducing the present appalling number of fires in our forests, dwellings, commercial and industrial communities.

18. Soliciting public support to secure laws and customs that will discourage our young from forming the habit of smoking, a practice which costs our country over \$50,000,000 annually for fires, aside from its other evils.

19. Enactment of plain, concise laws that will provide fines and imprisonment for carelessness in neglect of duty, endangering life and property, on the part of the individual and corporation alike.

20. Establishment of anti-accident boards in our towns and cities that will be under the control of the state, similar to our present boards of health; also a national head for such boards.

21. Advocacy of an economical state or national insurance system that will tender an assured and immediate compensation to injured employees and others hurt by

accidents, and which will also be helpful in preventing accidents.

22. Education of the masses to foresee accidents, and to lend their moral support in favor of a policy that will "lock the stable before the horse is stolen."

23. Development of a greater realization of the suffering and afflictions created by accidents and of public censure for any carelessness that can endanger life or property.

24. Creating a public sentiment that will eventually cause the prevention of accidents, to command the highest humanitarian consideration, and bring all civilians to exercise carefulness in work or recreation.



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