

HE UNDERSTANDS HIS JOB — DO YOU UNDERSTAND HIM?

WHAT SHALL WE DO ABOUT IT



SEQUEL TO "PATTERN FOR SURVIVAL"

BY

EVERETT R. SMITH

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FOREWORD

THERE is just as much truth today as there was nearly 170 years ago in Benjamin Franklin's famous caution, "We must all hang together, or assuredly we shall all hang separately."

If there are serious divisions and schisms between capital and labor we cannot achieve the goals of high level production and consumption and a satisfactory scale of living for the majority of us which we all agree are highly desirable. One of the greatest areas in which we must hang together is that of labor-industry relations. In this area, as pointed out in a previous book "Pattern for Survival," there is more lack of understanding and cooperation than there is between the two major political parties. This in spite of the fact that some of industry has seriously undertaken the duty of trying to develop understanding.

A large — too large — proportion of the workers believe that capital is a profiteer, that it makes two or three dollars net profit for every dollar paid out in wages. They believe there is a great deal of graft on the part of management as well as on the part of capital itself. Particularly do they believe that the graft on the part of management and capital has been notorious in connection with war contracts and the cost-plus system. They believe that the intent of capital and management generally is to exploit labor, to treat it as a commodity to be used at a profit and discard it. They feel there is a lack of interest in human relations and understanding.

Labor would like to feel that it is a part of the enterprise but claims that management will not take them into its confidence — that it does not give them information or understanding. They feel they are too remote from management and that there are too many 'in-

between fellows' who act like little czars and exploit the workers.

These are but a few of the beliefs in the minds of a very large part of the wage earners in America. They say that they have had nothing shown them to indicate that those beliefs are wrong. They would like understanding, but they say that capital does not understand and is not even interested in trying to understand them.

If the ideas and programs of enlightened and progressive industry are right, and the writer believes that most of them are, it is impossible to convey an acceptance as well as an understanding of those ideas to labor if there is no common ground of understanding. It is like an American missionary trying to convert the heathen in the South Sea Islands when neither one has the slightest understanding of the other's language, customs, and background.

Having pointed out some of the serious problems which must be bridged if our American system of freedom in enterprise and competition and progress is to continue, numerous top men in industry and management have asked me how specifically can we solve these problems, what shall we do about them. The general areas in which this work must be done have been suggested, but they have asked for specific programs.

They have expressed the belief that our special activities have given us a better knowledge of the points of view and attitudes of the workers than is possessed perhaps by most others who are sympathetic to the aims of management.

For the interest and activities of Macfadden Publications have brought those of us who are associated with that company closer to the wage earners, and to an understanding of them, and far closer than most organizations whether in manufacturing, publishing or public relations. For, twenty-five years ago the first magazine edited to the families of wage earners was one published by this company; and today its magazines, editorially directed basically to the wage earners and their interests, reach more of the wage earners than do

those of any other publisher. Both cause and result are that we know the wage earners intimately and study them constantly. The success of this specialized publishing operation is evidence that we do understand them and know how to reach them. We may say without hesitation that the work which we have been doing here during the past years in editorial studies and in studies of labor attitudes and labor relations can merit confidence in our interpretations of the thinking, feelings and attitudes of the workers.

From talks with wage earners in various cities throughout the country, there have come information, comments and ideas which seem impossible for management or the representatives of management to get from the workers in their own companies.

And in more recent talks with wage earners we have endeavored to draw them out still more as to their own ideas as to what is missing in industry-labor relations.

That it may be of some aid in solving the problems ahead of us and to answer the questions put up to me by heads of industry, this book has been written.

Naturally, it is impossible to cover every activity and every step which can be taken by management toward the creation of better understanding between itself and the wage earners. Conditions and situations differ from company to company and from area to area. Every company must work out its own individual problems in relation to its own personnel.

There are, however, certain basic and fundamental procedures which can be used to meet the basic and general problems which exist in this field.

This book will present the basic facts of what the workers really think. Some facets of these attitudes are newly developed from recent discussions with the workers in their homes.

The opportunity to observe the activities and operations in worker-management relations in several companies has made it possible to

present here a list of the things which should not be done and the methods which should not be used. These 'don'ts' have been developed from studies of both sides of the question, the workers' and managements'.

And finally, there will be presented basic recommendations in regard to three areas of essential activity on this vital question of giving understanding to the workers. Industry has undertaken various activities on this problem in some of its major associations and other groups. Some work has been done very constructively in specific communities. In the case of many companies management is definitely endeavoring to meet this problem.

It is not the intent or purpose of this book to suggest ways and means of dealing with the designated representatives of labor. This volume deals with the methods of giving understanding to, and gaining the confidence of, the individuals who together make up what is called labor.

A continuance of the lack of confidence which now exists on the part of so many of the wage earners can result only in disaster for the system of private enterprise. If that lack of confidence is allowed to continue and grow, the workers will demand that industry and business be controlled — probably by government.

For the encouragement and cooperation given me in this work I want to pay tribute and express my appreciation to my associates at Macfadden Publications, Inc.; to a considerable number of forward-looking men in industry, management, and public relations; and above all to the great number of the workers who have made it possible for me to express in this book their viewpoints and to contribute our part toward that better understanding which they so earnestly desire.

E.R.S.

New York,
July 1, 1944.

*WHAT SHALL WE
DO ABOUT IT*

I

THEY DON'T UNDERSTAND

A FEW WEEKS ago in a mid-western industrial city a worker in one of the factories said, "I don't want to have to fight and go on strike and all that — it don't get you no place and it happens that way just because the big money bosses and the laborers don't even try to understand each other."

Some days later in the same city another thoughtful worker brought up the same subject and made this comment on it, "These big companies have big research laboratories. They couldn't get along without them. The research is to develop products. You don't know of any production plants, do you, that have a research laboratory for studying the men and women who work?"

These comments and others reported in later chapters are representative of the attitudes and opinions of the majority of the workers in most cities. They indicate a very strong feeling on the part of labor that management is not interested in them.

There are many companies who have developed and are endeavoring to carry out plans for conveying information to their workers. Why are not these plans more resultful?

Let us be extreme. Let us visualize the destruction of every piece of machinery and equipment in the factories, but so long as we still have skilled and trained men that machinery and equipment can be replaced. On the other hand, let us imagine the factory beautifully equipped with the finest machinery in the world but all of the men destroyed. Can the machinery re-create men or will it run itself?

It is hardly necessary to argue that men are more important than machinery. It is hardly necessary to bring up the point that so long as machinery is well oiled and cared for it will

run. It has no feelings. But men need something more than food and a place to sleep. There is the human mind to be taken into consideration.

The average worker, the great majority of workers, do not work solely for the amount of money they take home in the pay envelope and the things which that will buy for them. They want to feel that they are contributing 'value plus' for the money they receive. Many people will dispute that; many men in management will deny it. But it is absolutely true of the great majority of American workers. They want to feel the satisfaction of a job well done, and work done that is worthwhile.

The criticism which has been voiced so widely by factory workers in many cities is their feeling that the company gives more consideration to the machines than it does to the men.

The engineering department knows all there is to know about the qualities and strength of metals. They know that two pieces of steel of identical quality and composition will stand the same strains and stresses and react always the same. So the engineering department can proceed in its plans on the basis of that knowledge.

But too many of the plans for labor relations have every evidence of having been designed on the drafting board in the engineering department.

In many of these there is so evident a lack of understanding of the point of view and interests of the working men that the ideas, which may be excellent in themselves, fail completely to get across.

The workers have told again and again that they believe management does not give the consideration to the human element which it does to other factors of the business. The workers generally feel that management does not understand them and doesn't try to understand them. Consequently, they feel remote

from the business and have little interest in it beyond their day's pay.

Why is it important that management understand the workers? Of course, there are many obvious reasons, but let us look at some of them.

Management has expressed surprise at the ideas advanced by some of the workers. For example, the factory workers rather generally believe that the company is making two or three dollars in net profits after taxes for every dollar paid out in wages. Management states that that is completely untrue. Management knows that that is not the fact.

But in developing understanding between management and labor *the facts as management knows them are not of any importance whatever. What is important is what the men think are the facts and why they think so.*

Do the men want to know the facts? There is no question that the average factory worker does want to know the facts. That calls for an understanding of what sort of facts he wants to know.

If industry is to do this important job they must understand not only what the men think, but why they think as they do.

The next point is — what can be done about it, and quite as important, what not to do and methods not to be used?

Progressive management wants to give understanding to the men in the factories. But all too often management itself does not have understanding. Why should the men be expected to understand the problems and viewpoints of management, if management has not taken the trouble to understand the viewpoints and problems of the men?

Right attitudes and understanding can never be created unless the facts and conditions bear them out. Unless top management definitely and sincerely feels a desire to develop mutual under-

standing with the workers, any attempts in this direction are artificial and will not be successful.

The first job of management is to make sure that its own house is in order, mentally and physically. The job starts in the minds, yes and in the hearts of management. Sounds utopian? No, it is just plain business sense. If you are not willing to give the workers credit for decency of attitudes and of intention, don't try to fool them about your feelings — you can't do it. Management must carefully weigh its policies to be sure that it is not indulging in practices which are basically belligerent or antipathetic to the workers, and must make sure that such practices are not being carried on by the in-between fellows, superintendents, the managers, the supervisors, the foremen. The first job which management has is to be sure that it is right — it can then carry out the suggestions made in this book and secure that understanding and cooperation with its workers which is so important to every company, to every community and to the nation.

In the succeeding chapters it is hoped to set up some helpful guideposts along this road.

II

OUR COMMON GROUND

THE ACTIVITIES for mutual understanding with the workers can be predicated upon this fact: basically, the workers believe in the same sort of things in which industry basically believes.

They talk a lot about security. What they actually want in the term security are things which we all want. We can lay aside such things as old age insurance, unemployment insurance, and other factors which come within the province of government, state or national; aside from those, these are the things they mean by security and the things they want.

They want opportunity to improve themselves and their situation and the situation of their families. They want an opportunity to advance within the area of their interests and capabilities, within the kind of jobs which they can do. Within that area they want the opportunity to get better jobs if they are fitted or can fit themselves to hold them. And above all, they want to feel that there is ahead of them an opportunity to improve the standards of living of themselves and their families.

These are merely the basic things which have been greeted everywhere with acclaim, whether expressed by the spokesman of industry or by the spokesman of the United Nations.

Labor and industry are both fundamentally seeking the same goals. We recognize that on both sides there are those who have other and reactionary or revolutionary ideas. But the great majority of labor is neither reactionary nor revolutionary.

The difficulty is that neither labor nor industry believes the other. The trouble is distrust. Does industry deserve the trust of labor?

Mutual trust can come only from understanding. Industry must give understanding; *but, first of all, industry must have it.*

If there is to be agreement and cooperation, the task which faces industry has well been expressed by President Wriston of Brown University in his recent book, "Challenge to Freedom" — "We must understand the other fellow's point of view — and go as far as possible to meet it."

The statement is frequently made that the heads of industry and of management *do* understand the workers. It is pointed out that a great proportion of the heads of large companies had themselves been workers and have come up through the ranks.

There are outstanding and exceptional examples of such men who do still understand the workers.

Today, however, a considerable proportion of the top men in management have not come up from the ranks. They have come from engineering, from accounting, from the law. They have not had experience themselves as workers at the machine or the bench.

Among those who have come up from the ranks there has grown a great gulf between them and possible understanding of the workers. Conditions and attitudes have changed greatly from the days — twenty, twenty-five or thirty years ago — when the big boss was himself a workman. Things are not like they were then. Attitudes and viewpoints of the workers are not like they were then. The boss' fine and hallowed memories of those days have no reality in relation to the conditions and attitudes existing today. Beside that, the boss has for years been of necessity so preoccupied with the other problems of management, finance, supplies, selling, capital, all of those other major problems of top business-management, that he has not had the time or the opportunity to keep in touch with the changing conditions and attitudes among the workers. He has had no time to talk with them or even to observe them closely and carefully.

In the instances where the boss himself was once upon a time a worker in the ranks he often has no better understanding of the situations that exist today than does the other type of boss. In fact, he may be more wrong.

If the heads of industry can understand exactly what are the wants and desires in the minds of the workers, they then have a starting point from which they can present to the workers their purposes and methods in the light of what the workers want. Only if presented in that way can the ideas of industry get over to the workers. Presented otherwise, the workers are not interested.

Some of the things which are in the worker's mind when he talks of security are these —

Security in his job. By this the worker does not mean necessarily or even usually that he wants any kind of a guarantee that he is going to have fifty or fifty-two weeks work a year every year in perpetuity. He does want assurance that so long as he does his job capably, faithfully and well he will not be tossed out of that job because of any capricious whim of a foreman or supervisor, or in case of changes in operation and production without a reasonable notice. The executives of the business have some general ideas of the trend in the immediate future and the probabilities of extent of employment. With no desire whatever to know the details of the business, the worker would like and feels entitled to have something of that same anticipatory knowledge.

Jobs after the war. This is a subject on which all of the workers are articulate in their desire for information. They realize and admit that the company cannot give them absolute guarantees, but they would like to know and they feel entitled to know whether the company plans at the conclusion of war production to shut up shop and live on accumulated profits, or whether the company is making plans for continuing the busi-

ness. All they want to know is what the company anticipates and is planning for in relation to the overall picture of jobs. Can they have with that information reasonable assurance that there will be a job for them in the plant where they are now working or must they expect to be turned adrift?

In a recent article by Burton Bigelow, who has done very constructive work on post-war planning, he states: "Employees, in many cases, are as much interested in post-war planning as are their employers. And the National Association of Manufacturers' survey showed that workers want business to start its post-war planning *now*. Wise employers, therefore, are announcing to their employees that their company is starting, or is engaged in, post-war planning. Details are not needed — and probably wouldn't be read or understood, but employees do like to see the company's post-war planning *objectives* in print, especially when they include objectives in which the employees have a common interest."

Many of the men feel that the company is planning to keep and even to hire more women after the war, getting them at lower wages and firing the men. If that is not the policy or plan of the company they would be very glad to be told.

These are a few of the basic and broad questions which are in the mind of practically every worker today. They are not unreasonable and in most cases should be answered.

It is evident from these discussions and comments by the wage earners that there is not only lack of certainty but a great deal of confusion as to what is going to happen in the days to come.

It is just as true that industry has no certainty as to the future, although business executives probably have more specific and concrete ideas of what is to come than do the workers in the plants. This comes, if for no other reason, from the fact that the executives are naturally better informed.

But the workers do not expect that someone can give absolute and complete assurance of the future nor do they want that.

These men believe in a free America and in opportunity for each of them. They want the opportunity to go from one job to a better job and they realize that with such opportunities goes a certain measure of risk.

The assurance which they do want from industry is that industry is definitely planning, working, and striving for the maintenance of high levels of employment. If they can have some assurance that business generally, and their company in particular, is working steadily and soundly toward an expanding and better future for their business that is what they would like to know. But, as has been pointed out, they want to feel as good Americans that they are and can be part of that planning and development of a better future.

As matters stand today most of these men feel that any planning on the part of management is remote from them and uninterested in them. That it is purely a planning for management's own interest and profits. If management can make clear to them that these plans of necessity involve not only the front office but the shop and all the men in the shop, then these men will be more willing to stick by, cooperate, and take the risks along with management.

III

THEY ASK QUESTIONS

BUT AS to the subject of 'free enterprise,' if we must use that term, what does that mean to the wage earner?

Is it true that the company makes two or three dollars or more net profit after taxes for every dollar paid out in wages? If that is so, he doesn't like free enterprise.

Is it true that the companies have made so much money that they are not at all interested in what happens after the war contracts are cancelled?

Is it true that it is to the advantage of the company to hire more men than they need so that they could charge extra profits to the government?

Is it true that the company has profited by buying more materials and machinery than they need and letting them go to waste?

Is it true that the personnel men or others in the company are trained to becloud and confuse the issue rather than being fair and liberal in dealings with the men when they have complaints?

Many of the workers in city after city have complained of the fact that their problems, suggestions, and criticisms have been met by management on the ground of legal technicalities rather than on the basis of seeking a mutual understanding and agreement. They claim that the company attorneys study contracts and agreements and labor and wage laws solely from the standpoint of finding ways and means of avoiding doing or permitting those things which the workers feel are justified.

It is indeed too often true that in dealing with worker-management relations "the Law is an ass."

On the other hand, one of the most progressive and successful men in charge of labor relations and public relations in one of our great companies is a trained lawyer. He sees the much

greater problem of human relations and of industry's future problems, rather than the immediate technicalities.

In brief, *legalistic* minds have no place in labor relations.

Some other things which the workers want to know are these:

Are they getting a fair share of the product (profit) of their labors?

What is the truth about profits?

What information can they have about profits and dividends?

What is the actual total of wages, not of 'wages and salaries'?

What about other costs that go into production?

What is the truth about the withholding tax and does the company get any of it?

Does the company pay anything toward social security and if so, how much?

How much of what the workers pay for social security sticks to the company or the fingers of its executives?

What information can they have about the company's operation so they will feel that they know where the business is going?

What information can they have about post-war plans?

With increased production per man hour such as developed by new methods and new machinery, what is the prospect of jobs in the future?

Will there be fewer men employed?

What is the situation in that regard in their own company?

Are the companies going to hire women in place of men after the war?

These are some of the things on which there are questions in the minds of the workers. More important, they are often not mere questions, but represent definite opinions.

As has been stated, the important thing is not necessarily what are the facts but what the workers *think* are the facts. Those opinions are the basis of the extensive bitterness against capital.

IV

GOOD COMPANIES, AND BAD

WHERE the company does give the workers information on some of these points the good effect is noticeable.

Recently we were invited to make an intensive study of a medium-sized, mid-western industrial city; with no prior knowledge as to which of the companies, if any, were trying to give information and understanding to their employees and which were not.

We kept away from the companies and their executives and their plants; talked with men who worked in the factories. They were not men whose names were given by the factories or their personnel department. They were a random sampling of the workers, visited at their homes.

And very quickly it was clear which of the plants were doing or trying to do a good job on labor relations and which were not. In two of the plants in this city, there is a very high degree of loyalty on the part of the workers. In two others the extreme contrary was true.

In the latter two the situation, as it was seen by all of those with whom we talked, was well expressed by one of them who said, "The company never tells us anything anyway and never would until after it has happened."

Against this sour, bitter attitude in these plants, there was found an attitude of considerable confidence in certain others. In the case of one of these others every one of the workers with whom we talked told in detail of his company's plans for getting back into production of consumer goods and for increasing their sales and production (and jobs) above the pre-war level. These men felt confident that there would be jobs for them after the war, or at the very least that their company was doing everything

in its power to see that there should be jobs for them. These men were not only loyal, but proud of their company.

One of the men who works in this company brought up the subject of company profits on war work. That is not unusual, for nearly every man brings up that subject. But the unusual thing was the way in which this man brought it up and the attitude he expressed. He said he hoped that his company was making a tremendous profit because they would need it for reconversion, to pay for supplies, materials and wages in producing consumer goods until the money began to flow back from their sales.

Another man in the same plant said this, "I am satisfied with what I earn and satisfied for the company to earn all they can. I have heard men yelling about 'cost-plus'. What in the world are they kicking for when I know for a fact that the electric bill out there at our plant for one month was \$105,000?"

This is the type of contrast found not only in that city but in others, between the men who work in plants where the management is endeavoring to give them some information and those who work in plants where the management does not.

V

ATTITUDES IN 'YOUR CITY'

IN TALKS with wage earners in various cities throughout the country there have developed information, comments and ideas which are usually difficult or impossible for management, or the representatives of management to get from the workers in their companies.

Public opinion polls do not, of course, develop this type of vital information. For they ask specific questions framed at a central point. To these, specific answers must be given, and the respondent often endeavors to give such an answer regardless of the degree to which he has or has not thought out or considered the problem.

Abstract questions bring little that is helpful or sound. Theoretical questions are dangerous. For it has long been realized by those who are most experienced in dealing with and influencing the wage earners that self-identification is the key to real information from them. Any question which poses a situation or condition in which the worker does not instantly visualize himself in terms of his own realities will never get an answer of any value.

But when the wage earner is talking freely about his own situation and problems, the conditions in the plant where he works and what he thinks about his own company, he is giving a true picture of his real ideas and opinions.

Such visits run from one to two hours or more. No specific questions are asked. Nor is the worker embarrassed by notes being made as he talks. He knows exactly who the visitor is and why he is there, and so talks freely. The worker then brings up points, ideas and criticisms which are often as new and surprising to the interviewer as they prove to be to the heads of the com-

panies by whom these men are employed.

In recent talks with wage earners we have endeavored to draw them out still more as to what is missing in industry-worker relations.

Attitudes of the wage earners toward industry have not changed materially during the past year except to sharpen up in certain directions. Currently they are beginning to think more than they did last year about the cancellation of war contracts and the implications involved therein. They are more acutely concerned with the prospects of post-war employment, particularly in relation to the factories where they are now working.

Our most recent study of workers' attitudes was conducted in a medium sized industrial city in the Midwest. It is a typical manufacturing community of between 100,000 and 200,000 population. It has for years been primarily a manufacturing town. Currently, most of its factories are engaged entirely or almost entirely on government contracts for war materials or supplies of one kind or another. There has been a considerable increase in population, accompanying a very large increase in the number of factory workers.

Compositions and types of the factory employees are not particularly different from those in other cities which we have studied. They include people who have lived in that city for many years and others who have come there to take jobs in the war plants. Some have come from the neighboring countryside, some from other cities and some from distant points. Some have had years of factory work and others are new to it.

The workers in this city raise essentially the same questions and make the same criticisms that have been brought up by those in other cities.

Most of them feel that the companies are making tremendous profits. They quite commonly believe that for every dollar paid

out in wages the company makes one, or two, or three dollars in clear profit.

They believe that the company is not interested in the workers except for what they can get out of them. As one of these men put it "Industry, capital or big business haven't shown in the past that they give a tinker's damn what happens to the laboring man."

Here is the attitude of many workers as expressed by one man, who incidentally works in one of the 'absentee-owned' plants of which the employees are generally so critical. "There is too much selfishness and self-interest — everyone is out for themselves. There is not enough cooperation. The American people are all right if they have the right information, but everybody — the heads of business and ourselves too — is too much concerned with their own interests."

Another man working in the same plant said, "the company hates the Union and won't work with it, so there's no cooperation, no feeling for the men."

A worker in one of the very big plants in that city said that he "feels the company and the men ought to work together." He deplored the lack of understanding.

As in other cities, the men feel that the companies are making so much money that they are not concerned about the post-war period. They feel the companies have such large profits piled away that they have all the money they want and don't care what happens; that they are entirely callous in their feeling toward the men.

One of the reasons why the men think the companies are making so much money is quite evidently because of what they have heard about 'cost-plus' contracts. That point was brought up by a good many of the men in that city and their attitude toward it is indicated by what was told by one of them. He said, "the rumor went around that 'cost-plus' was discontinued around

December 1. I wouldn't know, but I have seen production stepped up since that time."

They all have the feeling that under 'cost-plus' the companies profited by employing more help than was needed, by buying more materials and machinery and wasting them.

These men — the workers in the factories — do not like waste, whether it is waste of manpower or materials. In most of them there is nothing whatever of the saboteur. They resent it when they see men standing around in idleness. They do not, they said emphatically, resent the fact that they are working hard; but they resent the fact that someone else is loafing and that the company is paying him good money for doing it. Now it may be they do not understand why that man seems to be loafing. Which, of course, brings us right back to the point of understanding, and that (again) leads to the matter of foremen.

Said one of the workers, "There are lots of rumors and gossip — the men are worried about post-war, about jobs, about rates of pay. No one has any idea what the company intends to do. All is a deep dark mystery. The company never tells the men anything, so the men guess and start rumors." And this man further came through with a constructive suggestion. He said, "the company ought to tell the foremen, and let them be the source of information for the men and build up morale. That's the foreman's job."

The men feel remote from management and generally they don't feel that the foremen are a connecting link, but rather a separating mechanism. Quite properly they look on foremen as part of management, but at the same time they feel that the foremen should have an interest in them, the workers, as individuals and as people.

Many criticized some of the younger foremen for not being considerate and not having understanding. The men do not like

foremen whom they cannot respect, and they do not respect foremen who do not know how to handle men.

The feeling on the part of some of the men is that the foremen would like to ride them and try to, and their only protection is the fact that the union will not stand for it.

On the other hand, some workmen commented to the effect that the foremen are in a hard spot — that they have to carry out the orders of the company and at the same time keep the good will of the men. Yet even one of those who most effectively expressed this thought went on to say that, “of course, some of the foremen were selected in a hurry and are not very capable, whereas if the company had waited a little bit they might have gotten a really capable man in that job.”

These comments about foremen indicate the feeling on the part of the men that the companies are not even trying to give them information or to communicate with them, since the companies do not use the obvious channel for so doing, that is, the foremen.

VI

WHY THEY LOOK TO GOVERNMENT

BACK OF ALL this runs the thread of feeling on the part of the men that the companies are not interested in them, do not care about them, and make no effort to give that kind of information which would arouse in the men confidence in and loyalty to their companies.

Since those things are not done to create loyalty to the companies, where do the men's loyalties tend to go? That was again revealed in the talks with the men in this midwestern city, and confirmed what workers in other cities had said as well.

There are two sources to which they look.

First was the feeling of the absolute necessity of unions. They feel that the unions protect them, and told of many instances where they believe that the union had protected them in regard to working conditions and operations. They also felt that the union in many cases was responsible for a better rate of pay than they would have received otherwise. But most significant, perhaps, was the very general feeling that the unions will be essential after the war contracts are over, to prevent the companies from cutting the basic hourly rates of pay.

In the city mentioned, this opinion is general even in plants which are not unionized. The same opinions were expressed by workers in those plants, some of whom were union members and some of whom were not. They all had the feeling that probably they would have to look to the unions for protection after the war is over.

The second direction in which many of these men are looking for protection is government. Quite generally they expressed the thought that the government will have to play a part in the post-war picture, setting up rules and regulations in regard to

old age benefits, pensions, unemployment compensation and things of that sort. But beyond that, they feel that to protect the workers, government will have to establish tight controls over business, industry, capital.

At the same time many of those who spoke about government controls and operation did not express themselves very complacently toward government handling of such matters. They spoke of the fact that where the government controls the job, men work more slowly and do not put in as much effort. The general feeling was that the government may have to take control of conditions after the war, but many of the men rather hope not. Some of them said that they felt there was an understanding between industry and the government that when the war is over the government will take hands off. At the same time, one man commented that so much of the machinery, equipment and material in the plant belong to the U. S. Government that it would just about take an act of Congress to get it out. That expressed the feeling of some of the men that there would be undue delays in reconversion because the government would be so slow in clearing things out.

But the men look to their unions and to government because they feel that it is futile to look to the company for understanding.

The feeling is widespread in this particular city, as in others, that the workers in the plants would like somehow or other to get together with management. They feel that it is management's fault that they cannot get together, cannot understand each other, cannot see eye to eye. They blame management for the fact that foremen do not give them information and understanding and do not deal with them successfully.

Let us quote an electrician in one of the big plants, "It's the big guys higher up who are making all the money and they are

interested in us just as long as we work. That's because everything is on such a big scale. Plants don't employ in the hundreds — it's in the thousands. If they could be split up some way, then you'd have a better chance of getting laborers and white collar men together."

The report of the study in this particular city reiterates and emphasizes what has been found in other cities.

The workers feel that they are open minded and that it may be that some of their ideas are wrong. But, they ask, how can they have correct ideas if they get no information from management?

In the cases where management does want to and tries to give information to the men they are so often not successful. Management complains that the men fail to understand that information, are skeptical of it, don't believe it. The men say that that is the fault of management.

How can the men be expected to understand management and its viewpoints and aims and objectives, if management does not thoroughly understand the viewpoints of the workers?

VII

WHAT THE WORKERS WANT

THE MEN have said that they want to know. They have told very definitely some of the things they would like to know.

In regard to many matters they have expressed their criticisms outspokenly and frankly. At the same time many of them have said that perhaps they are wrong in those criticisms; but if they are wrong it is because they have never been given the facts. They have never been told management's side of the case. So let us analyze the things that they want to know.

They would like to feel that they are getting a reasonable share of the product of their labors. As matters stand today most of them feel that the companies or, as they call it, capital is getting the lion's share of the profits and giving to the workers only the minimum that they are forced to give up.

They would like to know the truth about the profits of the company for which they work. They see statements that their company has made profits in the hundreds of thousands or even in the hundreds of millions of dollars. Those are tremendous sums. The worker naturally compares that with his ten, fifteen, or even twenty dollars a day. He believes that capital is profiteering on him. The reason for that belief is that he has not been informed and does not know. He has received information in his union newspaper and elsewhere which pointed out the tremendous profits made by many companies and perhaps the very company for which he works. He has seen nothing to inform him as to what those profits mean.

Who are the people who get the profits? His impression is that the men who run the business get most of it. He has not been told to whom the profits go, who are the stockholders. He has not been told how the money which he invests in life insur-

ance or puts in the savings bank goes into the capital structure of industry. He does not know to whom the profits and dividends of the company are paid. If he were told that, he might have a different attitude.

His impression is that the amount of money paid out in wages is a very small part of the total cash receipts of the company. He feels that after the necessary expenditures for materials and things of that sort, most of the money goes into the pockets of the big bosses. If it is true that payments in wages take the biggest share of the company's money after paying for raw materials, etc., he would like to know the facts. By that he means the facts in relation to his own specific individual company. He is not interested in broad generalizations.

Maybe there are other things which take a lot of the money that comes into the company's hands. In most cases, nobody has ever taken the trouble to tell him about that. In the few instances where he has been told, he gets a very different picture, and his attitude toward the company and its financial operations is quite changed.

The withholding tax bothers him. A good many of the men think that the company or the company officials get a rake-off on that.

The average worker believes that social security and old age pensions are paid for entirely by himself and his fellows. He does not know that the company pays as much or more for his benefit. Why don't they tell him, says he.

Why is the company doing all that big advertising? Doesn't that take an awful lot of money, some of which might go into his pay envelope?

How about some of these other expensive things the company does? Isn't that taking money right out of his pocket?

Is the company doing anything about planning for the post-

war? As far as he knows, they are not interested, are not doing anything about it. They are making terrific profits today and not worrying. That means, of course, that he will be out of a job as soon as the war contracts are finished, and that the company is completely indifferent as to what happens to him.

But if the company is making some plans about the post-war, why don't they tell him about it? Why don't they let him feel that the company is really concerned about doing a big or even bigger business after the war, and making jobs for him and the other fellows?

After all, a lot of people have put only money into the company, while he is putting in his best days and years. Hasn't he just as big a stake, or a bigger one in the future of the company than the money fellows?

Those are some of his broad questions, the things he would like to know, the things he criticizes in regard to the general operations of the company. How about the company telling him some of these things so that he may feel that the big boys recognize that he, too, is a part, and an important part, of the company.

If something of that were done he would feel a little more secure about his job. He feels little or no security about it now, no matter how well he may try to perform his work. He would like to have from the company some reasonable assurance that if he does his work well and faithfully there will be a reasonable degree of job security, barring of course conditions beyond the control of the company.

And if the company must fire him he sees no reason why he should not have a little advance notice. No wonder resentment against the company builds up when he comes in some morning and finds a notice on the bulletin board that he is fired that night, that his department is being shut down. He objects to being tossed out like a piece of waste.

If there is some reason why he cannot be given advance notice, why doesn't the company tell him? Why don't they explain it to him? Certainly he will be more reasonable toward an explanation than toward a lack of one.

Similarly, in regard to changes in operation and setup, of course he gets his orders from the boss, but why doesn't the boss tell him a little something of the reasons? He would, he says, be a lot more enthusiastic and cooperative if somebody bothered to tell him why.

What are the new and improved machines and technologies going to mean to him and his job? The workers know that production per man hour has been increased tremendously. Is that going to mean that a lot of workers are going to be tossed out later? He's thinking about that a lot. What can the company tell him?

The workers know, of course, that tremendous numbers of women have been hired for jobs which have never before been done except by men. They suspect and fear that the company plans to let out the men and keep the women at lower pay rates. They even fear that the company is going to make a point of hiring women at lower pay to replace the men. What can the company tell him about that one?

He has been very critical of his foreman. Some of his criticism is, he feels, very sound. He feels first of all that foremen are not carefully and properly selected. Can the company give him any reassurance on that score or assurance as to the future?

He states that most of the foremen don't know how to handle men. That is a serious complaint and criticism of management. Is management making any plans to train foremen in that respect? He would like to know.

Will there be a new program for selection and training of foremen and will it be possible for him perhaps to qualify? Can the

company give him any assurance that with efficient, capable and honest work he will have an opportunity to apply for and to be considered for a foreman's position?

Is the company open to legitimate complaints and criticisms? If so, what is the company doing about setting up a ready channel for complaints and a sympathetic hearing?

He feels that the personnel men and other executives think only of avoiding, dodging and beating down complaints and criticisms. He would like to feel that they have a real interest in the situation on the part of the men and will give consideration to honest complaints.

Why doesn't the company give him a chance to speak up? By that he does not mean to get on the carpet in front of the big desk of the personnel man or the superintendent. He means having group meetings in which the men will be invited to express themselves freely in front of their fellows as well as the boss. He would like that.

Above all, he would like some feeling of contact with the boss. He knows that cannot be, and probably in most cases should not be, the president of the company. But there are bosses well up above the level of foremen and supervisors whose interest in him he would appreciate. He would like it if that boss would stop by and speak to him once in a while and indicate some feeling that the boss is interested in him as an individual.

"One thing which the worker wants and which has been lost sight of in the last several months — in fact, it is denied in some quarters — is recognition by the boss. He wants praise from his boss, that is, from the president of the company, as well as from the foreman. He wants both to say, 'Joe is a good man, Joe is okay.' He knows that the boss is the only fellow who can give him advancement. Through unions he might get seniority or a nickel an hour more, but the boss can move him from his \$1

an hour job up to \$1.50 an hour as a supervisor. He also knows that sometime the boss may be called upon to recommend him in some way, and he wants to be known to the boss as a good fellow so he will get that sendoff when it comes." — R. S. Livingstone, in *The Conference Board Management Record*.

So much for the things he criticizes or would like to know in regard to his own company. There are plenty of others but these are major. If the company will answer and inform him on these, the others will straighten themselves out all right. But he wants to know.

VIII

THEY WANT INFORMATION

THE WORKER reads and hears plenty of criticism of industry and big business. To him that means not only business in general, it means his company, too. Nobody has taken the trouble to give him any information to counter that as far as his company is concerned. There has already been pointed out the difference in attitude where that has been done, but in most cases it has not.

So the worker looks at business as a whole, at industry, at capital, and he has a lot of questions about them, a lot of things he would like to know.

What are the aims of business and industry? So far as he knows the only aim is to make all the money they can at the expense of the workers. Is that true? If it is not true why doesn't somebody tell him about it? Why doesn't business give him the facts?

He's getting plenty of critical information from government and labor unions. More management executives should read the union publications.

Hasn't business anything to say for itself?

If business does not take the trouble to inform him, one of two things is true. Either business has no defense against those criticisms and they are correct, or else business does not care or give a damn about the workers and their opinions, which is what he has already said. In most cases business is in the doghouse in the minds of the workers.

Of private enterprise the program of the U.A.M.—C.I.O. International Executive Board states, "Our industries can no longer be operated to serve private interests where those interests conflict with the public need. Initiative can find its most useful outlet, greatest recognition and highest reward when exerted in the public service."

The assumption on the part of the workers from this is that industry is operating only to serve private interests and without regard to the public need. What has industry done to convince the workers otherwise? To what degree has industry done a constructive job in making clear to the workers the part that industry has played in serving the public?

Is business as a whole doing anything in regard to post-war planning? In the nationwide Wage Earner Forum conducted and published monthly by Macfadden Publications, Inc., 81% of the workers have heard nothing about any plans on the part of business or anyone else for post-war. When some of the workers have been told briefly and simply about the plans and work of the Committee for Economic Development, they have expressed tremendous interest. Every one of them has said, "Why don't they tell us folks about it? Don't they think we are interested in that too?"

It is up to business to tell them about those plans in terms which will be of interest to them. Does business expect to have that information transmitted to them by the government bureaus or by the labor unions? The only cases where information is given from those two sources, it plays up the activities of each of those two sources. When business is also involved, it is presented as a very minor partner. Very often the information is so presented that it appears that business is being forced to cooperate against its will.

Is that true? How should the workers know unless business tells them? They would like to hear about it.

Most of the workers realize that it is going to be quite a job to shift over from war production back to civilian goods in many types of plants. They know that, because they saw the shift-over from civilian production to war production. As workers in factories, they know something of what is involved. Has anybody

ever explained to the workers why it is necessary to lay aside some of the company's present earnings to cover reconversion? Also to cover wages to labor during reconversion period? Also to cover wages to labor after reconversion until the goods are sold and the money begins to flow back from the customers? How can the workers know about that unless they are told?

The only people concerned with the welfare of the workers are the government and the labor leaders — that is what most of the workers think. And in regard to government, they have been told that for the protection of the workers government must control, regulate, supervise and dominate industry and business.

Is that true? It has been put up so convincingly that 40% of all the wage earners replied on the Wage Earner Forum that they feel they must look to government in the future.

Are there any advantages to the worker in the system of private enterprise and free competition? Maybe there are. The workers would be very much interested in information on that point. They would like to know.

One of the workers in a Midwestern city said that he was sure he knew why the big fellows are so darned anxious to have this free enterprise they are shouting about all the time. The reason is that it means they would have complete 'freedom to exploit the workers'. That is not only the understanding in the mind of this man in regard to this free enterprise which is spoken of so freely, but represents one of the many distorted conceptions in the minds of the majority of the workers.

Management should always be certain that when it talks in public or to its own workers it uses language and terms which are so clear that the meaning cannot be misunderstood. Management should not be like the distinguished gentleman who, when told that free enterprise was a phrase often misunderstood, suggested this, "Individualistic competitive economy versus social-

istic or totalitarian economy." We wonder if he thought many workers would understand that one.

Why is free competition and the system of private enterprise to their advantage — if it is?

Can business explain this to them in terms of their own lives, their contacts, their interests, instead of in terms of high finance and incomprehensible economics?

It is to the advantage of industry that wages be low, according to the understanding of the workers. Of course, many years ago Henry Ford proved the advantage of high wages. Wages are merely consuming and purchasing power. Does business believe that or not? The men would like to know.

Who does profit from private enterprise? Who is capital? Is it just the fat boys in the front office and their 'millionaire friends'? If not, who is it?

Are the workers just workers to be bought at so much per hour, or are they customers and voters? What does business think about that? The workers believe that business thinks only the former. Business has not bothered to tell them its viewpoints.

At the Twin Cities Ordnance Plant there has been developed an organization of employees which has been very successful. In a recent article by Edgar R. Champion, the Secretary of the Executive Taxpayers' Committee, he wrote as follows:

"As it is now, in many companies there is no clear conception on the part of many workers that their interests and the company's interests are one and the same. With the facts being what they are, this failure of employees and management in many plants to understand each other's problems more clearly is a national tragedy which results in needless waste."

Above all, what the workers would like to ask of industry and business is that they be treated as intelligent human beings. They ask that industry give them credit for an average amount

of intelligence and understanding. They ask that business give them credit for being fundamentally fair-minded. They insist that if they do not seem to be fair-minded, if they are wrong in their viewpoints and prejudices, it is because they have not had information.

They do not want to be wrong. They feel it is very important that they should not be wrong.

They feel that they have the power in their hands and that they can exert this power through their votes and through their unions. They feel that all too often industry is reasonable and considerate only insofar as it is forced to be by the unions and by government. They feel that industry is just biding its time until the day when it again can have the upper hand and crack the whip.

Is that true? They would like to know.

They can form judgments if they are given information. At the present time they say emphatically that they are getting little or no information from industry, from business, from their company, on any of these points.

"All of this," said a high executive of one of the big companies, "is very true; but it does not apply to our company, or our city." Is he sure? Does he know?

IX

SOME THINGS NOT TO DO

THERE LIES ahead of industry an important and far from easy task if it is to meet and handle adequately the criticisms, doubts and questions of the workers as expressed in previous chapters.

From discussions with the workers there has developed a rather clear idea of what are their criticisms and what are the things which they would like to know. From them we have also learned a great deal as to how well and how far industry is meeting those criticisms and desires for information. From the side of industry we have a picture of the efforts which are being made on the part of many progressive manufacturers and groups; but it is apparent that many of those efforts are still far from resultful. As we study the attitudes of the workers we begin to see why some of these efforts are not resultful.

Before discussing some of the things which industry might and should do in these directions it would be well to look at some of the things which industry must not do or must cease doing. These "don'ts" make a somewhat lengthy and impressive list. They should be carefully studied by every manufacturer and every group of manufacturers in relation to their own situation and their own activities. Many manufacturers with the best intent in the world fail to realize the degree to which they are violating some of these fundamental "don'ts", and for that reason are not getting better reactions from their efforts.

Some of these "don'ts" are rather broad in their implications. Others are very specific. They are all important. Others could be added to the list. However, the manufacturer who will study this list carefully and check it against all of his own activities will have accomplished a great deal of the first step toward better labor relations.

These are some of the major “don’ts”:

— Don’t under-estimate the importance of what the workers in your plant think about your company and its management. Their attitudes are important to you. Beyond that, they are important to all of us because it is the accumulated attitudes of the workers in all the plants which will determine the future of our national policies.

— Don’t assume that conditions are all right in your plant just so long as there are no strikes or riots. Even the degree of turnover is not a measure of satisfactory conditions. Many men stick at their jobs and collect their day’s pay with a bitterness of feeling and attitude which harbors ill for future relations. Of course there are always a few mal-contents and ‘crabs’; if there are any number who harbor such attitudes and feelings, watch out.

— Don’t think that you know the attitudes of your workers. I have yet to find the head of any plant to whom I was unable to tell things about his workers which astonished and disturbed him. The chances are you are completely unaware of a great many attitudes among your workers. Don’t neglect to ferret them out.

— Don’t expect some executive to mind-read the workers from behind his mahogany desk. The probabilities are that he will simply imagine what *he* would be thinking, and that is far from what the workers are thinking.

— Don’t be satisfied to take the word about conditions among your workers and their attitudes from some of your subordinates who (a) may not really know or (b) may not be capable of knowing or (c) to whose interest it may be to mislead or lull you.

— Don’t dismiss criticisms as of no real importance. Some of those may not seem important to you, but they may be

very important and very real to the men.

— In the case of criticisms or grievances don't think you have won by outsmarting or confusing the workers or their representatives. In many plants that seems to be a company policy, or at least the policy of those in charge of personnel and labor relations. They seem to win at the moment, but it builds up a smoldering fire of resentment and there are many cases where that resentment has finally flowered into strikes. And it all started because some executive in the company felt very well pleased at having outsmarted the representative of the workers.

— Don't attack the motives of the other fellow. In the first place, while he may be completely wrong, his motives at the same time may be completely right. And also remember that he is probably criticizing your motives just as severely.

— Don't criticize unions as such. Many of the men are just as critical as you are of some of the union officials, but those same men have great faith and confidence in their unions. Their union is closer to them than their company. When you criticize the Union because it is a union you are starting trouble.

— By the same token don't try to by-pass the unions. You will only lose and not gain — except resentment.

— Do not devote all your effort to proving that the other fellow is wrong. That may give you a lot of satisfaction personally, but it does not clear up the situation. Try to be constructive in your criticisms as well as your discussions.

— In talking to the workers about such things as 'free competition' and 'private enterprise', above all do not talk to them from your point of view and in your lan-

guage. They have not had the same background of education and experience and daily contact with people who are discussing those subjects.

— By the same token, don't talk in terms of vast numbers and incomprehensible figures of billions and millions. Those figures are even more beyond their comprehension than yours.

— And in such discussions or printed matter, avoid like the plague the phrases of the professional economist. Omit the seven dollar words.

— Avoid such terms as "The National Economy." The worker doesn't even know what you mean when you talk about that. He is interested in his own personal economy. Don't use terms that are not familiar and understandable to him.

— There is no class system in this country, so by all means avoid use of such terms as "Working Class" or "Laboring Class."

— Don't assume that their views toward money and capital are like yours. They are dealing with a different set of realities. Theirs is the day's pay and the weekly household budget, while you are dealing with what to them are astronomical figures in relation to the operations of your company.

— Don't assume that the men have the same understanding of finance, economics and other problems that you have. If so, they'd be in your shoes or sitting behind your desk. On the other hand, don't think that they can't understand economics providing you get down to earth. One leading industrialist tells the story of a group of economists who tried to define economics and came up with a twenty-volume definition. The King had half of them shot and

ordered the remainder to boil it down. Six months later they came back with a six-volume definition, whereupon the King had them all shot but one old gaffer. When the King told him he could have one month to come back with a definition, the old man said he was ready then and there, and it would take him only one sentence — “There ain’t no such thing as a free lunch.”

— And don’t think that what you put out, whether in bulletins, letters or in your advertising or otherwise, will interest the workers because it interests you. It is very probable that the contrary is true. Your background, your daily contacts, your experiences, are so completely different that your point of view is definitely other than that of your workers. The presentation and the appeal that strike you as being powerful, interesting and dramatic will probably fail completely to interest, attract and appeal to the workers.

— And while on this subject, don’t expend your efforts in getting your ideas, your messages, your advertising over to your friends and associates. They don’t need it because they already believe as you do.

— In other words, don’t waste your efforts in talking to one another. It used to be said that the Chinese made their living taking in one another’s washing. But that won’t work here today.

— And in whatever you put out in any kind of messages, written or verbal, through any medium, don’t deal in generalities. Generalities never convinced anyone. Never fail to be specific. Never overlook the opportunity to talk in the specific terms of the interest of the workers.

— In so doing be very sure that you do not use words in place of thoughts. There are so many glib phrases which

have currency today. Because of association they may have meaning to you, but they have no meaning whatever to the men who work in the factories. Nor should you use complex and involved sentences or expressions. Bear in mind that most of these men have only a grammar school or high school education. They do not read the same literature that you read and, it must be added, so often words are used to confuse thoughts even among ourselves, and sometimes to cover up the lack of thought. Be sure you are not doing that in your messages to your workers.

— Don't think that a few formal messages "To All Employees" will do the job — even if they do read them. And do not think that factory bulletins alone will do the job. All of that is too easy.

— But in those things which you do put out don't, even unconsciously, patronize the workers. They feel individually that they are just as good as you are. They probably are.

— Don't think that nice rest rooms and other facilities, desirable as they are, will take the place of sound, human relations. Those things are highly important, but if you can have only one or the other, keep the human relations.

— As for correcting the situation in regard to foremen and supervisors, don't for a moment think that just telling them will change their attitudes. You have just as big a job to do with them, and perhaps a bigger one than with the men. That job starts back with management.

— In communications with your men don't try to kid them or fool them. They will soon get wise to you. If you can't be frank say nothing. Never say anything if you don't mean it.

— In the same category comes this other caution. Don't

think that part of the whole story will do.

— In whatever you undertake toward the betterment of labor-management relations, towards developing understanding and confidence on the part of your workers, there is one very important “don’t”. It is this — don’t overlook the fact that your company and its name carry more weight with your employees and with those who buy and use your products than does the name of any group or organization.

— Which brings us to the last of these “don’ts”, which is this — Don’t forget that it is your job, not someone else’s. For what is the other fellow’s business ends up by being nobody’s business. The attitudes of the workers and of the nation are the accumulative pattern of the attitudes of the men in every plant and every industry.

All of these negatives, these cautions, come from the mouths of the workers in the factories across the country. These are the things which industry must definitely avoid if it is to communicate successfully with the workers. Only by watching all of these cautions will it be possible for industry to give information which will be accepted by the workers — only in this way will industry be able to secure understanding on the part of the workers. These cautions are a part of the understanding which industry must have of its workers. They are suggestions of the many angles from which industry must understand its workers, if it expects to convey to them understanding of business.

These are the things not to be done. In the next chapter we take up the “Positives” — the answers to “What Shall We Do About It?”.

X

SOME THINGS TO DO

IT IS hardly necessary to emphasize that these attitudes on the part of the workers require the most serious and earnest attention of industry. Unless that attention is given, the implications for the future may be extremely serious.

Here is a situation where most of the workers are receiving more money than they ever received before. Their weekly take-home pay averages twice what it did a few years ago. Whether the cost of living has risen 25% or 50%, the fact remains that the average worker's family has more 'loose money' to spend than ever before in their lives.

Yet it is obvious from what these men say that "man does not live by bread alone."

If these attitudes toward industry as a whole continue, it does not require a soothsayer to forecast what will be the attitudes of government toward industry in the years ahead. Obviously, the votes of the workers are more important to the political leaders than the votes of the heads of industry. Even though we may convince the politicians that the ultimate welfare of the workers can best be promoted by enterprising and unhampered industry, they hardly dare go against the sentiments of such a majority group as the wage earners.

But to each manufacturer there is a more immediate importance to these attitudes of labor than the national situation, as vital as that will be to him in the long run. The immediate consequence is that which may well develop in relation to the individual plant. In fact, some of those consequences are showing themselves today in many plants. It is axiomatic that a bitter and discontented worker cannot do the best sort of work. Such bitterness spreads through the plant and affects others. It empha-

sizes and exaggerates every difficulty and every problem. It breeds a condition which results in the worker feeling that he would rather like to go on strike and 'show those guys up top'.

What will be the results in the individual plant where such attitudes exist when it becomes necessary to reduce the hours of work to forty a week, or perhaps thirty-five? And when it becomes necessary, if it should, to lay off a considerable number of the workers? Many plants know that they will have to lay off a great many men during the reconversion period. What will happen then?

It is true that the majority of the workers are at present opposed to strikes. In a recent nation-wide poll among wage earners conducted by the Research Division of Macfadden Publications, it was found that more than half of them felt that during the war strikes should be prohibited by law. Nearly half of the union members expressed this same opinion.

In too many cases that opinion does not arise from any loyalty to the company. It is the result solely of a feeling that the war effort must be carried on to a successful and quick conclusion. It is a patriotic feeling which is stronger than the feeling of discontent and bitterness toward the company.

Some day the war will end. That attitude and feeling of patriotic obligation will cease. What then?

The time to meet that situation is now. It has been allowed to develop over a long period. Obviously, it cannot be corrected in a few weeks or months.

Statements and protestations alone will not correct it.

As far as the workers are concerned, industry has got to prove its attitudes and intentions. They must be proved by action. Industry has a long job to do to convince the workers that it is interested in them.

The workers are skeptical. They feel there is every reason why they should be.

Yet, individual companies in many instances have shown that it is entirely possible to remove this skepticism from the workers and to secure their interest and understanding.

But even among such companies, few are doing all that they might do in this direction. It is the purpose of the next chapters to outline specifically what can be done and how.

No concerted or general expressions on the part of industry will be accepted by the workers, who feel that those expressions and protestations do not represent the attitude of their own company. In fact, without sound attitudes on the part of most companies, such general statements of policy and protestations of concern for the workers will backfire. That is happening now.

Understanding can be secured only if it is based upon sincerity. Management can never sell to the workers the attitudes and understanding which it would like, unless management is itself as nearly as may be above reproach. Management can not sell to the workers a belief in things which do not exist. So it is fundamental that the first job of management is to be sure that its own intentions, attitudes, and methods of dealing with the wage earners are right.

So the first job for each manufacturer is to see that his own house is in order.

That is the first and most immediate of the three areas in which this work can be done; cooperation with the workers in the individual plants is the most immediate objective. That is the easiest and at the same time most difficult.

It is easiest because it is right at hand and can be under daily observation and study. It is the most difficult because it is much easier to produce publicity and advertising which does not require any serious or sincere effort beyond the assignment to the advertising or publicity department. And at the risk of offending many of the very able and capable men in publicity and adver-

tising, it must be stated that few of them indeed understand the attitudes and interests of the workers.

The nation, the state, the community, and the plant are made up of individuals. That is all we have to deal with — individual people. The trouble is that so often we cannot see the individual trees because we are so intent on looking at the forest. The purpose of this book is to discuss how to deal with these individuals, with those who together make up what is sometimes called labor. The matter of dealing with the representatives of labor and with the unions is another problem. It is not within the province of this book.

The first job is thus within the manufacturer's own company. If that is adequately done by the majority of industries, the other jobs will be much easier. But they are necessary today because the complete task is of such urgent importance and of such wide scope that more must be done than correcting attitudes within the plant.

The second area, then, is the community. There are community attitudes and interests as well as plant attitudes and interests. People do not associate alone with their fellow employees in a given company, nor do their families associate only with the families of others who work at the same plant.

It is true that employees in a plant which has a good labor relations situation tell about it to their friends and neighbors. It is simply human that those friends and neighbors then become even more bitter toward the management in their own plants if in that plant such favorable conditions and attitudes do not exist.

But the reverse of this is also true. One or two rotten apples can infect an entire barrel. We have seen in certain communities that bad employee attitudes in a couple of plants have a very bad effect upon the attitudes of all workers in the city toward industry as a whole.

Those who work in plants where they respect and have confidence in their management then feel that their own plant is an exception. They still feel that industry as a whole is pretty bad.

More than that, they feel that they must take part in the protests of their fellows and express their own criticism of industry for conditions which exist in some plants even though not in their own.

We are all familiar with the so-called sympathetic strikes. The attitude which results in those is not a freak phenomenon. It is fundamental in human nature. People have what is so often referred to as the group or herd instinct. That is why we have nations. The same instinct expresses itself as indicated above.

Within the area of the individual city such influences are apt to be very definite and strong. It is therefore important to consider this second or community area of activity.

Third, is the national area. National trends of opinion are important. People are tremendously influenced by what they think other people think. While they of course do not know of their own knowledge the thoughts of other similar people in other sections of the country, they do conclude what these people think from the things they read, see, and hear. So the third or national area must also be dealt with.

That, too, is the problem and the province of the individual manufacturer. Why this is so will be developed in the chapter dealing with the national problem.

But one thing is paramount in regard to every one of these jobs. Unless it is done with a real and true understanding of the thinking, of the attitudes of these workers, it will fail. It must be carried on, not from the point of view of *our* interest and understanding, but from the point of view of *theirs*, from where they live.

The problem is distrust. Do we deserve trust? Mutual trust comes only from understanding.

XI

WITHIN THE PLANT

THE MOST dangerous assumption which a manufacturer can make is that morale and attitudes of the workers in his own plant are sweet and lovely. Perhaps his plant managers, supervisors and others think that such is the condition. They may be wrong. Or there have been known to be cases where existence of bad morale and unfavorable attitudes have been carefully kept from top management.

The first job of management is to know what it is shooting at. There is no use of mounting and galloping off furiously in one direction if there are no troubles over there but plenty of them in other directions.

It may also be that many of the supervisory staff do not know as much as they should about the attitudes of the workers.

Some of the companies which are doing the finest type of job in worker relations see to it that there is a periodic and thorough checkup in regard to the results of what they are doing, and also to find out if there are developing new problems of which they may not be aware.

To secure this information is the first basic job, and it is not simple and sometimes not easy to do. Very often the men hesitate to express themselves to their superiors. More often the men are not completely frank in such expression. They will frequently talk more freely with a disinterested outsider than with their bosses.

But one of the first things to be done is to talk with the men. If the boss cannot do it himself, he should have it done by some person or persons in whom he has confidence.

Quite often the president or general manager or other top executive of the company is unable to talk with the men. This

inability may spring on the one hand from his occupation with the many other problems which constantly lie before him. On the other hand, it may be that he does not know how to talk to the men. That latter is too often true.

But in any case, either the head of the plant or someone whom he trusts should make it a practice to circulate among the men and talk with them. This should be on a friendly, personal basis, not on an official basis.

Much of it can be done within the plant itself. Nothing will please the men better than if one of the big bosses occasionally stops by for a moment or two of friendly chat.

It may be done at their homes. This takes a little more time but it often proves much more resultful in learning what is really in the minds of the men. Twenty friendly and informal visits at the homes of the men may develop more real information than two hundred chats with the men in the factory.

The purpose of such friendly chats has been stated above to be the securing of true information as to the attitudes of the men, but it has another equally important objective.

If done properly and sincerely, it impresses on the men the feeling that the big boss and the company are really interested in them; that they, the men, are not considered merely as goods and chattels or pieces of machinery, but are thought of as real individuals and people.

Just as the head of the company appreciates commendation from his board of directors or from the chairmen of the board, so do the workers in the plant appreciate a friendly word of approval and encouragement.

The men are used to receiving orders and instructions. They will greatly appreciate an occasional few words which are not orders or perhaps criticisms. They will appreciate these from foremen and supervisors, too, but that will be discussed later.

But knowing something of the attitudes and desires of the men from such personal contacts or from what has previously been stated in this book, the next problem is what information to give them and how to do it.

BULLETINS AND LETTERS

Bulletins in the plant are, of course, excellent. That is, they are excellent provided they are constructive. Take, for example, the subject of absenteeism. Some of the plant bulletins on that subject have been very good and have stimulated the interest and cooperation of the workers. Others have merely antagonized the workers who have been known to thumb their noses at the bulletins and say "nuts". That was because those bulletins were purely critical and not constructive.

This comment in regard to such subjects as absenteeism is verified by the findings of a Harvard University study on absenteeism. This considered the effects of labor compulsion and stated, "At a time when absenteeism was stigmatized as unpatriotic, when government, industry and society were considering penalties — there was serious risk of alienating the large group of conscientious workers." The Harvard investigators found inadequate management a basic cause of absenteeism and that forced labor would do more harm than good. As was stated by the British Information Service, "Any negative steps can never, by themselves, achieve the results which are desired."

If the bulletin's story can be got over very quickly with a few words and a picture and be constructive rather than critical, then the bulletin will be good. People respond to that as they never will to criticism.

That does not mean to say that errors of commission and omission should not be pointed out, but there are two ways to point out errors, and management should always be sure that the

pointing out is not purely critical and condemnatory.

In regard to bulletins on this subject of absenteeism, it has been shown time and again that those bulletins which criticize and complain about absenteeism increase it rather than reduce it. On the other hand, bulletins which point out reasonably and logically the advantage to the worker and of the job he has to do, of his being on the job regularly, get results — constructive not destructive.

Individual bulletins or letters addressed merely 'to all employees' and handed out in the plant are cold and impersonal. They usually get little or no attention. The worker usually is prepared to be critical even before he reads it. It's just 'more orders from the stuffed shirts in the front office'.

One way in which that has been overcome by some companies is sending a letter to the worker's home address, providing the subject matter is important enough.

For example, it has been pointed out that the workers in most of the plants feel that the company is making two or three dollars in profit for every dollar paid out in wages. An annual or semi-annual statement of the company's operations sent to all employees at their homes has proven very resultful. In this, it is shown exactly how much money the company took in during the year and that is broken down to show how much went for raw materials and supplies, how much for taxes, how much for light, heat and other things of that sort and so on, and finally how much for wages.

But where that is done it should be very carefully indicated exactly how much goes to wages. There should not be one lump figure or segment of the chart for the total of 'wages and salaries'. That merely confirms the suspicion of the men that most of it goes to salaries.

Letters to the home, however, should be used sparingly and

only to give information of real importance. They should be complete and comprehensive as to the subject matter discussed. There should be careful avoidance of partial information or skipping over of part of the story.

The letters should be written simply, without long words and complicated sentence structures. Sentences should be short and simple. They should be written in the sort of language which is familiar to the recipient.

If there is any question on that subject, it might be suggested that the one who is to write the letter do several things. Let him try to discuss and explain the matter to a few of the men personally. He will soon find out what kind of language and phrases he has to use and how he has to expound the situation to make it clear. Then let him read some of the literature which these men and their families read, the type of newspapers, union publications, general magazines that appeal to them. That is the kind of simple language and simple exposition to be used.

Do not be afraid of insulting the intelligence of the more highly educated among the men. If you make it simple enough for the average man to understand, there can be no question that the above average one will get it.

Letters and similar forms of communication can be used very effectively if they are constructive and sincere, but above all they must be sincere and management must mean what it says in them. And of course basically they must be written and prepared with an understanding of the interests, attitudes, and viewpoints of the workers.

Misunderstanding is very easy. An honest and sincere statement on the part of management may be misunderstood by the workers unless management knows how the workers are thinking and how they will react.

For example, in one city the head of a company who was doing

a fine job on management-worker relations planned to tell the workers in his plant that they were shifting over from cost-plus to fixed price on their army aviation contract. He further said that he was going to tell the men that that was at the request of the army and the company was not doing it to put something over on the government. He failed entirely to realize that the reaction of the men would be quite otherwise, for the men have been told and have been given all kinds of stories to the effect that management is profiteering and racketeering on war contracts. Of course their reaction to his statement would be "Well, the army has caught up with you so-and-so's at last."

HOUSE ORGANS

Employee publications are a medium which can be used very effectively. Again, they must be used well.

An employee publication must be written in its entirety from the viewpoint of the interests of the employees. Why should they read it if it does not interest them? The fact that the material in it is of interest and concern to the executives of the company will never attract them to it.

In a certain large company one of the correspondents for the employee magazine who was stationed in one of the branch plants, wrote a long letter to the editor with some very constructive criticisms and suggestions. Somehow a carbon copy of this letter got into the hands of the general manager, who called the editor on the carpet. Instead of welcoming the opportunity to analyze the reason for the criticisms and suggestions of this employee correspondent, the general manager informed the editor that something had got to be done about it, that that fellow was on the wrong side of the fence, that unless he got over onto the company's side of the fence they would have to get rid of him.

If that is the attitude of management in regard to its employee publication, it would well be discontinued and the paper saved.

What are the readers of a company publication interested in? Primarily, they are interested in themselves. Second, they are interested in their immediate associates. Third, they are interested in such activities as involve them and their associates. From there their interest gradually broadens to the other conditions and situations in regard to the company. If they are given what they want in the first category, the company can very well give them and find them interested in real information about the company.

They will not read and will resent preaching and sermons. They will resent the company or the company executives talking down to them. There should be very few, if any, articles in the employee publications signed by high officials or executives of the company. Any such matter regarding the company should be written as a piece of news and presented purely for the information it gives to the employees. That is the way to get it over to them. That is the way in which they will welcome it.

The editor of the house organ should have in operation, or set up, what we in the magazine publishing business call Editorial Reader Research. He personally, or through his assistants, should be in constant touch with employees in all departments of the business so that he is currently well aware of their interests and attitudes.

Magazine publishers have found that reader research pays off well. In the case of one of the Macfadden magazines the editor followed the implications of reports from reader interviews in making changes in a certain department of that magazine. Within three months the readership of that department increased over 50%. In the case of that same company reader research has been employed in connection with its employee house

organ. A recent survey among all of the employees of the company — conducted by the editor of the house organ, not by the company — showed over 98% favorable opinions of the house organ and an equal proportion who wanted it continued.

Reader research must not only be permitted on the part of the house organ editors, but should be a part of his definite obligation. Unless he carries it on he will soon be editing the house organ to please the big boss and will lose its influence with the workers.

MAKE IT SIMPLE

Whether in bulletins, letters to the workers, employee publications or other means, it is a very good idea to use illustrations, diagrams, and charts. The worker likes the concentrated condensed presentation of information which can be given in that way, just the same as the executive likes it in his business publications and in the reports from his departments. In making up such illustrations and charts there should always be borne in mind very definitely the background of the people for whom they are intended. It may be that a few of the executives of the company would understand a multiple correlation chart, but it is certain that none of the workers would.

Charts should be very simple, very clear, and very direct. There should never be too much put on a single chart. It is better to use three or four charts than one complicated one. The explanation going with the chart should be completely clear.

In one large company there is a very faithful and capable employee who does his particular job exceedingly well. His name is Schultz. Schultz thinks things out slowly and carefully and is not too quick in getting things, but when he does get them he gets them thoroughly. Because he is not too quick in getting things, there has become a by-word among all those in the company

who prepare any kind of material for their employees to say, after they have looked over something and find it is in their opinion perfectly good, "Wait a minute. Is this written so Schultz will understand?" And that is a pretty good criterion. If there isn't a Schultz in your plant, figure one out.

XII

GROUP MEETINGS

ONE OF THE most effective ways to transmit information and understanding to the workers in the plant has been found to be the use of group meetings. In the plants where this procedure is followed, it is found to be not only resultful as far as the company is concerned, but also as far as the men are concerned. The men like meetings of that sort if they are properly handled.

If the men are called together merely to listen to a pep talk or some scolding, then the meeting might better not be held.

But if the meetings are called to give some real and pertinent information to the men, they can be very well worthwhile. Such meetings should not be too big in numbers. They should be by working groups or departments or department groups. In other words, each group meeting should comprise a number of men who have some similarity and parallel of interest as far as their particular part in the factory operation is concerned.

These meetings should, of course, be on company time. The purpose of the meeting is for the betterment of company morale and company operations. It is certainly a company obligation and a quite justifiable expenditure of company time. Certainly the men should not be asked to give up their own time for that purpose. The time involved will not necessarily be great nor will the occasions be exceedingly frequent.

The frequency of such meetings will probably be greater at first. There will be a great deal to be explained and discussed with the men. After a number of the meetings, when a better understanding has been arrived at, the meetings will be less frequent; but they should be called whenever any changes in policy or new developments bring up matters which the men should understand and know about.

These meetings may be presided over by someone on the executive staff of the company. In many instances, however, it has been found much better to have the meeting presided over by the foreman or supervisor or other management executive closest to the particular group of men involved. He should be the one under whom the entire group works.

If their foreman or supervisor presides over the meeting, they feel that he is in close contact with the big boss. That gives him better standing in the eyes of the men. And then, when he later speaks about some of these matters, they feel that he has got it direct from the big chief. Further than that, when any discussion or argument comes up concerning the matters which have been discussed, any of the men at the meeting are in a position to say that they themselves heard the lowdown on it from the big boss himself. That gives confidence. It also gives a feeling of closeness to the company.

What has been said hitherto about talking frankly, honestly, and sincerely applies of course in the highest degree to the conduct of such meetings. Better say nothing than give half the story or a distorted view of the story.

But most important of all, whatever is explained and discussed at those meetings must be handled from the point of view of the interest of the workers themselves. It must be simply stated in terms of the things with which they have contact and which they understand. It cannot be given in the language of the directors room or report to the stockholders (which incidentally most stockholders never do understand).

Where it is suitable and possible it is well to have some charts or diagrams to show at these meetings. There are very few subjects of information for which it is not possible to devise some illustrative diagrams or charts which will help make the subject clear.

Of course, these diagrams should be such that they do make the subject clear and not confuse it. They should always be very simple and very straightforward; and, as stated before, it is better to have three simple charts than one confused one.

Whether or not he presides over the meeting, the higher executive does most of the presentation of information, etc. Because he is the higher executive, the men will have greater confidence in what he says and will feel that they are getting information 'from the horse's mouth.'

In some such meetings it has been found that the higher executive in his presentation is not always completely clear and lucid as far as the men are concerned. Sometimes it has been found necessary for the foreman or supervisor to enlarge upon and explain what has been said by the big chief. There is no harm in this, because in so doing the foreman or supervisor is reiterating and emphasizing what has been said and indicating that he knows, too, what it is all about. Not least, the top executive will learn from such occasions how better to express himself in terms which the men will understand.

One of the greatest advantages of such meetings, quite apart from the opportunity to inform the men, is the fact that they give the men an opportunity to ask questions, criticize, and express themselves. One of the great complaints of the workers in the factories is that the boss never hears from or listens to them. They say that they never get a chance to ask questions or to criticize. These meetings take care of that if properly handled.

Of course, there are always among any large group some few who are constitutionally critical and cynical. When such meetings as this are held at proper frequency, that type of man does not get the opportunity to stir up and influence his fellows as he would otherwise.

There is another kind of group meeting which is very impor-

tant and which is working successfully in a number of companies. This is a group meeting especially called in regard to any serious complaint from the men. Such complaints may be in regard to lack of safety devices, methods of handling operations, restroom facilities, or any of the thousand other questions which arise.

Probably the most successful way to handle a complaint of that sort is to call in everyone who is involved, even if that means an entire department.

Where a complaint is handled merely by a representative of the men with a representative of management, the men very often feel that they did not get what they wanted or asked for because management outsmarted their representative. Sometimes they feel that maybe their representative did not do a good job. Sometimes they even feel that management "got to" him. Yet in many of those cases, if all the facts were known to all the men they would have understood why their request could not be acceded to.

If all of the men involved are called in and the whole matter is brought out for open discussion in front of all the men and any of the men invited to express themselves on it, then there are no sore spots left festering. Furthermore, all of the men hear the other side of the story. They know why their request cannot be granted if that is impossible. They get an impression of sincerity on the part of management which they do not get otherwise.

The type of meetings which we have been discussing are those at which a higher executive of the company talks to the men, invites and answers their questions and criticisms. These are tremendously important.

There is another type of meeting which should be encouraged and it should be seen that such meetings are regularly and frequently held. These are small group meetings under the foremen or supervisors alone, which will be discussed in another chapter.

XIII

LISTEN TO THE MEN

IN ANY MEETING with the workers, whether a large and more formal meeting at which a higher executive appears, or in the small meetings under the foremen, it should be made very easy for the men to speak up. Most of the men have very definite ideas on many things. Sometimes company executives are surprised when they learn how sound are the ideas of the men. Often the company learns much from them.

But these men in most cases are not customarily vocal when talking with their superiors unless they have been encouraged to be so. But when given proper encouragement, the men will express themselves very definitely and very clearly.

Sometimes it is advisable for the foreman to call on one or two of the men to give their thoughts on the subject. This is much better than arranging in advance for some of the men to ask questions because that gets around and causes suspicion. But the foreman or supervisor knows which of the men would be most apt and ready to get on their feet with a question or argument. They should by all means be called on. Certainly it is better to have arguments come out in the meeting where they can be answered by the company executives, than to have those arguments come up afterwards among the men and create the feeling that they have not been answered.

If the points which the men bring up are constructive and beneficial, then the company profits from it, providing the company is smart enough to profit from it.

If on the other hand, some of the comments are merely critical and sour, certainly it is better to have them brought out at a meeting where they can be laid out in the open, looked at and discussed, than to have those attitudes festering among the men.

In some plants the men are afraid to speak up even in those meetings because their past experience has indicated, or they think it has indicated, to them that it is going to be held against them. They are afraid that they will be penalized or perhaps even fired later on, because they had the 'guts' to get up and speak their mind. That is one of the problems which management must and can anticipate. It should be made very clear that at these meetings the men are on an equal footing with the boss and that nothing they say will be held against them.

With that clearly understood, the men will be much more interested in what is told them. They will think about it more actively and be ready to ask questions. Only if the men ask questions can it be certain that they understand what the company is trying to tell them. The lack of either question or argument in a meeting is a rather good indication that what is being said is not getting over at all.

Not only should the men be encouraged to raise questions, but they should be asked questions. Whoever presides over the meeting should ask the men to raise questions either for himself to answer or for him to secure an answer from the company executives. Sometimes the questions will be answered by another one of the men. That is splendid when it happens.

And the men should be asked what they would like to know about the company and its operations. Nothing gives the men a greater and stronger feeling that the company is all above board and in the open than to be asked what they would like to know about the company and its business.

A properly trained presiding officer can always handle the situation. If the question is altogether too hot, he can simply call on the men for their various opinions and then say that he will take it up for discussion with the company executives and give them a reply at a later meeting. For even in the case of hot ques-

tions it is better to have them out in the open, and better that the company should know just how hot they are.

Again it should be reiterated that in handling these meetings the supervisory men and executives should show a real interest in the workers and in what they have to say. They should neither be patronizing nor indifferent to the comments, questions or suggestions from the floor.

One last word in connection with worker meetings of any kind — explain, explain, explain. And be sure that the explanation is from the point of view of the workers and in terms which they will understand.

All of these things take time, they take thought, they take hard work, they are not easy to do, and of course few easy things are worth very much.

The management which questions whether they can afford the time and effort to do the things which have been suggested on these pages, might well consider how much greater is the loss in not doing them.

More important than the immediate loss is something else. Management may figure that they are getting along all right, things aren't too bad. Of course, there are some troubles and difficulties. Of course, the men aren't completely satisfied, but after all there aren't any strikes and things are working along.

But what of the days to come?

“Only if full information and understanding is given to these people can we be assured that they will vote intelligently in the public interest and that they will oppose those forces which have been and are endeavoring to destroy the structure of free enterprise.”—Destiny of Free Enterprise.

For these are the people who will decide the conditions under which business will operate in this country, and under which government may control and direct it. Why should they approve

the system of private enterprise if they feel that it is working unsatisfactorily in their own specific and individual case? If they feel that private enterprise is intent only on exploiting them as workers, why should they vote at the polls for those in favor of private enterprise?

This is not a job which can be left to the other fellow, because the workers comprise those in every factory. That management which neglects its obligation and opportunity in this work will be torn down with the rest when the time comes. A satisfactory continuation of the American system of enterprise, development, and high standards for all, can be maintained only if each and every manufacturer does his individual job. And that means with the workers in his own individual plant.

XIV

WHAT CAN THE FOREMEN DO?

IN A CERTAIN mid-western city the writer was invited to address the monthly meeting of the Foremen's Club. The hall was crowded with more than 500 foremen and supervisors. Every seat was taken and they stood around the wall. They had come to hear what the workers really thought about them.

They listened intently to the criticisms which had been voiced by the factory workers. Following the talk there was a question and answer period which was longer than the talk. After the meeting was adjourned, that was followed by conversations with a considerable number of the foremen and supervisors.

They did not dispute the fact that some of the foremen are not very competent and that some of them do not know how to handle men.

They agreed that the foremen are in a very favorable relationship to build up understanding between the company and the workers.

But they also said emphatically that in the case of most of the companies the foremen themselves do not have that type of information from the company.

These foremen emphasized the point that their attitudes and operations are of necessity in most cases a reflection of the viewpoints and attitudes of management. They feel that they must be guided by what they believe and understand to be management's attitude toward the men. In other words, the foremen, too, passed the ball right back to management.

Yet from their expressions in open meeting and in personal conversations, it is very evident that many, and probably most, of the foremen would like to do a better job. They recognize that a large part of the unfavorable attitude of the workers

toward management could be overcome if they, the foremen, were able and permitted to act as a medium of information.

The talk was summed up with this conclusion. "You represent management but must also represent the men. You are the logical channel for communication between management and men. If you perform this dual job adequately, you can be one of the most important influences in making this the kind of America in which we shall want to live in the years to come."

The foremen cheered this statement and then proceeded to point out that its fulfillment must be initiated and developed by management.

The extensive and severe criticism of foremen and supervisors has been referred to earlier in this book. It is obvious that in a great many plants there is not adequate handling of the supervisory staff. Mention has been made of the criticism in regard to the type of men who are often selected. This is, of course, a matter to which every plant management should give prompt attention. One of the first things which should be done if good morale and good operations are to be developed is to make a very careful study of all of the foremen and supervisors and replace those who are not competent. Incompetence, as the men have pointed it out, is primarily in two areas.

There should be a highly systematic form of foreman selection and training. Foremen must be selected primarily with the standard of whether they are leaders. Nobody wants to work for a boss of whom he is not proud. Look at some of your foremen, and ask yourself the question, "Would I want to work for that man? Is he a fellow that I would be proud to work for?" Under present conditions companies have often moved along to leadership positions men who are not fully qualified.

"The men want a well-managed department, and nothing will help good labor relations any more than a well-planned, orderly

department where the boss knows what he is doing.”—R. S. Livingstone, in *The Conference Board Management Record*.

There is much criticism of the attitudes of the supervisors; for the men claim that a great many of the supervisory staff try to ride and ride the men, have no understanding or sympathy with the men, and feel that their whole job is to act the role of Simon Legree.

If the foreman is not respected by the men who work under him, he cannot and will not do a capable job. He will not have the loyalty of his men and will not be able to get the best out of them.

There are two things which are the major causes of lack of respect for foremen. First is lack of capability and thorough knowledge of the operations of the job under him. He must know the job and the machines better than any of the men. Much of the criticism of foremen is because their men know that they do not understand the job as well as some of their subordinates. So the men have no respect for them. They are just some more ‘guys who have sucked around the boss and fooled him into promoting them’. And so they lack respect for the boss as well as for the foremen.

Foremen who do not understand human nature, who do not know how to deal with and handle men, also fail to get the respect of their force. Lack of that ability to handle men is a major cause of friction, of slow-downs and discontent.

Management must be sure in the first place that it has a very clear understanding and policy in regard to the job of the supervisory group. Having that, it must then of course make sure that the supervisory group are men capable of doing that kind of a job.

Then comes the very important matter of training the foremen and supervisors. Some large companies do have training

schools for the foremen and supervisors. In many plants there are no schools of this sort and in many cases those are not feasible. However, there is no reason why any plant cannot have meetings at which the foremen and supervisors are brought in for discussion and instruction.

The most important thing to be conveyed to the supervisory group is the attitude of the management.

The studies which we have made in many cities indicate a very definite conviction on the part of many in the supervisory group in many plants that the company wants them to drive, criticize the men, and to crack the whip. This situation exists in certain companies where we know definitely that that is not the policy of top management. But somewhere down the line that idea has developed and taken root, and in the minds of some of the intervening officials that is a firm conviction.

As someone once said, you can't teach a dog tricks unless you know more than the dog. And certainly the supervisory staff cannot handle and guide the men unless they know what they are supposed to do. This they can get only from management itself.

So proper training and counseling of the supervisory staff is obviously a prerequisite to the work of that staff with their men. Among other things, the supervisory staff should have it strongly impressed upon them that complaint and criticisms are not productive. This does not mean being soft and easy, but it does mean using the methods which will have the respect and cooperation of the men.

When the supervisory staff has a proper understanding of the policies and wishes of the company executives, they should be instructed to hold regular and fairly frequent meetings of the group who work under them. Again, these meetings must of course be on company time. They need not be long and they certainly need not be time-wasting. In fact, if properly handled

the time taken up for these meetings will be paid for many fold in results.

At such meetings the foremen can talk in more specific and immediate terms in relation to the job which his gang is doing. He can both praise and criticize the group as a whole. Such group praise and criticism, particularly the latter, goes much better than criticism of the individual man. There is in any group a team spirit. If it does not exist there is something the matter with the foreman. But where that team spirit exists, the men themselves will do something about it within their own number if there is sound ground for criticism. What exactly should be said and done at these meetings has no place in this book because there are as many kinds of things to be done as there are companies and groups of workers. In every plant and within every department there are individual problems. The company supervisors and executives should know and understand what these problems are. If not, they cannot be told from the outside.

Perhaps the greatest benefit from such small meetings held regularly is the feeling it engenders among the men. These meetings will do more than almost anything else to have the men feel that the company and the supervisory staff are really interested in them and that they are all working together.

It may be recalled that in "Pattern for Survival" was told of one large plant in the South where the men are tremendously enthusiastic over their jobs. They said that the reason was that they had been organized into teams, each one under a general supervisor, but each team with its own leader and feeling that it was on its own. The teamwork which developed was terrific and the men were constantly in competition, team against team, for production records.

It is such spirit which small group meetings help to develop.

XV

THE COMMUNITY JOB

THE COMMUNITY is important to the individual plant just as it is important to the country as a whole. Workers in a given community or city exchange ideas. They associate together and they pass along information, comments, criticisms.

In one city where we have made some of our extensive studies in the attitudes of the workers, we set up a score sheet. For each company, we scored the number of workers interviewed who spoke favorably on the whole of that company, and on the other side those who spoke unfavorably and gave it a bad name. In the case of one company, the score was 81% good reports and 19% bad. For another company it was 87% good and 13% bad. The balance went all the way down the scale to a scoring for one company of 100% bad.

As has been pointed out, it is not enough that a worker in Plant X should have enthusiasm and loyalty toward his company. If he finds that the workers in all of the other plants in the city are very critical of their companies and feel that their companies have no interest in or concern about them, then the worker in Plant X is apt to feel that while his company is fine, it is an exception and that the system of private enterprise as a whole is no good.

The community area of activity is important for another reason. Not all management sees eye to eye. Not all management is as enlightened as others. Some managements need education as much and often more than do the supervisory staff and the workers. One way to give them that education is to get all of the managements in a city together. This is being done in some places.

An excellent illustration of how it is being done in other direc-

tions is the work of the Committee for Economic Development. While the particular objectives of that operation do not get into labor handling and labor relations, nevertheless those questions are highly important to the success of the other operations. The industries which have gotten together in cooperation with the C.E.D. in more than 1700 communities might also get together in each community on this question of labor relations.

Broader and larger than company or plant loyalty is community loyalty. A feeling of oneness in a community is one of the finest foundations for sound progress and constructive development.

By cooperating throughout the community as a whole, management can well raise the level of understanding, morale and cooperation on the part of the workers. As will nothing else, this will give the worker a feeling that management and industry as a whole are interested in them and working for the benefit of the community as a whole.

In some communities where such activities are being carried on, there has arisen a very serious problem. This is the case of plants under absentee ownership. There are sometimes branch factories of considerable size employing thousands of men, but which are controlled from a distant headquarters city. In some cases the management of the branch plant either has no authority or is not interested in a good worker morale and labor situation. We have seen situations where this exists and where the very bad and bitter feeling on the part of the workers in those absentee plants has affected the attitude of workers in other plants, and in fact, the attitude within the entire community. It does not take many drops of arsenic in a glass of water to be fatal.

Sometimes the managements of these branch plants can be brought into line by the managements of the other plants in the city. In other cases the situation can be corrected only in rela-

tion to the headquarters city, and sometimes not there. It is a serious problem and mentioned here for the attention of those large companies which have branch plants. They should be very certain as to the operations in those plants and the capability of the management of those plants in regard to relations with the workers. They should be sure that the managements of those branch plants understand the company's policies for worker cooperation and are doing what must be done to carry them out.

Community organization is of tremendous importance in this community effect, and also in relation to the opportunity for developing, on common ground and among all plants, the best that each of them has to suggest. In such a getting-together, problems which are common to all can far better be solved than by individual management. And for their own particular problems individual management may find ideas through what has been done in other plants within the community.

Such a community operation develops not only community understanding and the advantage of interchange of ideas and discussion of common problems. It also makes possible the development of a real and constructive program for the city as a whole, involving the public at large and the community. For after all, the workers in the factories live in that community, and the better the community the better the worker. There can be spread the best ideas and programs so that everything reasonable and possible can be done both within the plants and in the city as a whole, whether in regard to civic operations, education or the multitude of other problems which are of just as vital interest to plant management as to anyone in town.

With this there can be developed sound and constructive publicity. Such publicity indicates that everyone is getting together, that managements of all the plants are interested in the city and

in what makes the city a good place to live in. This publicity, if handled rightly, can redound to the benefit of the plants in the greater contentment and satisfaction of their workers.

Of course, any publicity along this line must be handled just as soundly as the public relations of the individual plant with its own workers. In other words, we must repeat that it must be handled from the point of view of interest of the average man.

In one city where something of this very sort has been carried on for a year and a half, a leading industrialist asked the question as to why the workers in the factories did not seem to know more about it. There were two reasons.

First, I asked him whether he reads the Fashion Notes in his newspaper, because the way this publicity was put out was of no more interest to the average worker than the Fashion Notes are to him.

The second reason was that the workers themselves had not been brought into it. They were not a part of the program.

Sometimes it is a shock to management to know how little of the publicity which they have put out has gotten across to the workers. An outstanding example of this was revealed in the recent poll of more than 80,000 workers in the Portland, Oregon area. To help provide post-war jobs Portland is planning a tremendous 75 million dollar public works project. There has been a lot about it in local publications, but Portland civic leaders and management got a shock when they found that half of the workers had never even heard of the project.

Such community association or activity should include manufacturing, retailing, other businesses, civic and religious leaders, educators, leaders in the fraternal organizations, and not least, representatives of labor and the unions.

Such an organization is not easy to set up and not easy to carry on, but if the right man or men are selected to head it up and if

they have a real interest in the people and an understanding of what should be done, they can do as outstanding a job as has been seen in one or two communities.

Community organization does not refer to membership only in Rotary and the Chamber of Commerce. These activities are excellent and worth while, but there is one serious weakness in those and others like them.

That is the fact that the workers are not represented in those organizations as a rule. One reason, and a primary one, for the lack of success in many of the energetic activities undertaken in communities in various cities is this one fact that the workers are not participants.

When we refer to workers we do not mean solely the heads of the unions.

In many cities there are considerable groups of workers who are not members of unions. These may be in manufacturing or in retailing or in other worker activities.

Certainly the heads of important labor organizations should be included in community activities. There also should be included some of the workers themselves, rather than their paid representatives alone.

Only if the workers are included in these activities can the workers feel that they are a part of it all. That is the one thing which has been emphasized again and again — that the workers feel they are not considered a part — that they are merely pawns or tools. How can they be expected to feel they are part of the community activities unless they participate in those activities with management, civic leaders and the others?

Many executives say that they cannot give time to community activities. May we wonder whether they can afford not to give that time?

Recently at an executive conference on public relations in

Indianapolis, one of the leading industrialists of the Midwest stated emphatically that the head of any company must afford to give up to one-quarter of his time or more to community and other cooperative activities. He was emphatic in his statement that the heads of industry could afford to do no less.

If they do less, they certainly are not in a position to criticize the conditions which arise or actions which are taken.

XVI

THE NATIONAL JOB

THE WORK to be done nationally for better understanding between industry and the workers is the third area. Much is being done in this area, some of it wisely and some most unwisely. Much more is being discussed and attempted.

The most important thing which must be developed on the national scale is confidence in industry. As we have seen, the workers as a whole today lack confidence in industry. A considerable number of them have a definite distrust of industry as such. They call it 'capital'. The fundamental task is that of building up confidence in industry.

With that must be given to the men a clear and simple and fundamentally elemental understanding of the economics of free enterprise or, better, private enterprise. This can be done, and it is not too difficult to do if it is approached properly.

In any case the approach must be based upon a clear and straightforward understanding of the beliefs and attitudes which now exist among the workers. There has been too much tilting at windmills on the part of industry. And on the other hand, too much propaganda put out in such clouds of confusion that the sun of truth and understanding has been unable to penetrate it.

The first and most difficult job before industry is to have confidence in itself; not in its power, in its strength, in its dollars, and in its smartness, but confidence in its own sincerity and integrity and understanding. Confidence in the belief that industry is really interested in the welfare, progress, and development of the standards of the workers. Confidence that this is not an expression for public consumption, but a real belief.

That is industry's starting point.

There is a great deal of talk about pressure groups. It is well to

remember that the workers are just as conscious of the prevalence of pressure groups and just as fearful of them as is industry. In the minds of the workers many of the associations of industry and capital are pressure groups, intent and interested only in furthering their own fortunes at the expense of any and all others who may stand in their way.

It is unfortunate that this attitude exists. There have been justifications for it. There are reasons to believe that that attitude is less justified today, and in many instances not at all justified.

But the things which make the workers feel it is still justified are the methods of approach of industry to these questions. Because industry is still talking, even to the public and to the workers, from the viewpoint of its own understanding and interest. Industry and some of the leading associations of industrialists and capitalists are still spending most of their time and effort talking to one another and telling themselves and each other how fine they are.

There is a tremendous educational job to be done in giving understanding to the workers. Some of this can be well done by group and organized effort on the part of industry and some is being well done.

Regardless of how well done that may be, there is a tremendous opportunity and obligation for individual companies to intensify and strengthen that effort.

It has been pointed out in an earlier book that to the workers the individual company has much more reality than an association of any sort. To them the company is a concrete and definite entity. It is not something nebulous and perhaps fearsome as may be an "association" in their minds.

So a message from these companies carries a card of introduction and confidence which is not apt to exist in relation to any generalized publicity or propaganda.

The greatest opportunity for conveying understanding to the workers lies within the hands and the power of the individual company. It's the obligation. It is not something which the company can or dares pass along completely to an association or leave to anyone else.

These workers are the majority of the buyers, the purchasers of the greater proportion of all consumer goods. As such, the manufacturer looks to them and wants to persuade and convince them in regard to his products.

It is even more essential in the long run that he do his part in persuading and convincing them as to the desirability of his method of doing business.

While the message of the individual manufacturer carries weight wherever his name is known, it carries double weight among his own employees in his own plant. They are further impressed when they see those messages going throughout the country to workers everywhere.

Not long since, the head of one large company said that it was of course impossible to give all of their workers an understanding of economics. Of course it was impossible for him to do so, because he lacked understanding of what it is all about and what has to be done.

On the contrary, it is simple and can be simply done.

How the workers have reacted to simple business stories has been told in a previous book. How they themselves have pointed up the moral without having it shown or even indicated to them. How they have said, "Gee, and think of all the jobs that made."

But at the same time it would not be wise for the individual manufacturer to do very much of the type of advertising which is devoted exclusively to what might be called 'propaganda'. It just won't get across. They won't read it and they won't believe it if they do read it, because the manufacturer might as well

write across it in big red letters the word propaganda. The workers will say to themselves and to one another, 'what is he trying to put over now?'

XVII

INTERESTING THE WORKERS

AS EVERY manufacturer knows and was pointed out in "The Destiny of Free Enterprise," there can be no high levels of production and employment unless the products of industry are bought by the workers. They receive the biggest share of the national income. In their hands is a major share of the accumulated savings of these war years.

The biggest job before your advertising is to sell the workers, to sell them on the desirability and value to them of the products you have to sell them now or will have to sell them after the war.

The workers are very fed up, they say, with advertising which boasts of how important is the company to the winning of the war; advertising which tells how the battles are being won by the products of The Wonderful Widget Company. They are not too impressed with such advertising even of their own company. "Hell", they say, "that's what the company is supposed to do. Sure our products are good, we fellows make 'em that way. And other guys are doing the same."

These workers are very anxious to know what they will be able to buy. They tell us that they are fed up with dreams of products that they know will not be available for years after the war. They are anxious to know to what extent they will be able to buy the kind of things they want to buy and what kind of things they should want to buy with their savings.

These things are in their minds only from the standpoint of satisfaction of their own personal wants, of their desire for better things and better standards. During the war years they have become accustomed to better quality in many things. For the first time they have been able to afford it. They intend to continue buying better quality as far as they can, and to get better quality

in the types of things which have not been available during the war years.

They are interested in seeing advertising of products and getting sound information as to what kind of things they really will be able to buy after the war. They tell us that they have seen very little advertising about new kinds of furnishings, home equipment and the like. They have seen very little to tell them what such things they will find available when we get back into production of civilian goods. They would like to see those things and know about them.

There is fertile ground for the essential product advertising which must be extensive and intensive if they are to be stimulated to that buying which is essential for high levels of production and employment.

But that is only because they want these things. It has not yet been explained to them clearly that only if they spend their money will there be employment for themselves and others.

Levels of high employment after the war can be maintained only if the levels of sales are high. That is so obvious it seems silly to state it. However, it leads to a further definite statement which is sometimes overlooked. That is, that sales come primarily from the mass of the public. Unless the public as a whole buys liberally of the goods and services which are available, not only will the sales of consumer goods be low, but also of the capital goods which go into production.

So advertising has ahead of it in the post-war years the biggest job which it has ever faced. It is the job of producing and maintaining a level of sales such as this country has never seen.

It is a question solely of creating desire and willingness to spend, because the public as a whole has the money to spend. The accumulated savings at the end of 1944 will probably be in the neighborhood of 135 billion dollars. Two-thirds of this will

be in the hands of the middle and lower income groups as we have known them in the past. (Today they are not, in many cases, in the lower income groups.)

But if these people who have this spendable money fear a high degree of unemployment and uncertainty they will hesitate to spend it. They will even hesitate to spend liberally of current earnings if they fear that they may have to dip into their savings for maintenance.

So advertising has this tremendous job of stimulating buying as soon as goods are available. Only in that way can there be anywhere near full employment. That is the vast job which advertising has to do — the biggest job which has ever faced it in the history of this country.

The tremendous job ahead of advertising was indicated in the comments of Dr. Amos E. Taylor, Director of the Bureau of Foreign and Domestic Commerce of the Department of Commerce, in a speech recently delivered before the Associated General Contractors of Minnesota.

“A peacetime level of production which approaches the capacity of available manpower after the war means a substantial increase over prewar living standards,” Dr. Taylor declared. “To reach this higher standard of living, people must be persuaded to buy more things than they ever had before.

“This is a challenge to business enterprise. It calls for better marketing analysis, more imagination and ingenuity in developing new products or new markets for old ones, more strenuous efforts to improve promotion and distribution methods.

“The increase in living standards does not mean a uniform increase over the prewar volume of business with the same products sold through the same distribution channels to the same income groups. Entirely aside from technological developments, such a large increase in consumer buying power would in itself

create potential markets that would differ from prewar conditions in many other respects than mere size."

The point that we cannot go back to conditions of a previous period was also indicated by Dr. Taylor when he said, "Our national industrial society is exceedingly dynamic and we must understand it in the light of its manifold changes. It is changing in the organization of men and materials into industries, in the general scheme of direction and control, and in the habits, customs and modes of thought which lie at the basis of all activity."

So the type of advertising which will attract the interest and attention of the workers is product advertising — advertising of products and services. They will read such advertising with interest if it is placed where they can read it, if it is placed in the media which have their confidence.

And in such advertising is the opportunity for the manufacturer to give information and understanding on these simple economic principles. They can be an integral and constructive part of that advertising.

As part of such product advertising, those ideas will sound logical and sensible. They will be understandable and understood. They will carry the sincerity and personality of the individual manufacturer and his brand name. They will be a message from a friend in a friendly environment. They will not be presented as sermons or propaganda.

The development of this medium of understanding will be carried on in the succeeding pages. It is so important and so little has been done about it that it will be treated to the exclusion of the other and more general types of public relations work. It is more direct and possibly more important. There is little doubt that an understanding of the interests and reactions of the workers will indicate that it is apt to be much more resultful and beneficial.

XVIII

THE BETTER WAY

IN ADDITION to selling goods and maintaining trademarks and brands, can your advertising do this second job at the same time? And at no additional cost, beyond a little thought and effort?

Can product advertising do the job of selling free enterprise, freedom of choice, brands as against grade labelling and the other ideas and ideologies on which industry is so anxious right now to supply sound information to the workers?

We believe that that job can be done better as a part of product advertising than it can be done by separate campaigns or public relations activities. We believe it can most effectively supplement the work being undertaken by the National Association of Manufacturers and the National Industry Information Committee and other groups.

It can do this job most effectively because — let us be frank about it — an “association” does not carry weight as such with the factory worker. If he knows of that organization at all it is apt to be unfavorably, because of what he has heard about it and what he has been told about it in his union newspapers.

But on the other hand, a branded product is an old friend. He knows Ford, Chevrolet and Plymouth. He knows Ivory Soap and Lux and Camay, Palmolive and Swan. He knows RCA, G. E., Philco and the rest. To the wage earner and his family those are real people. Maybe they live right in his home. He will listen to what they have to say.

There is a vast job to be done by industry, in disseminating sound information — correcting unsound ideas — and it can best be done as a part of your regular advertising messages.

By such advertising individual companies can tell this important story to that group of people whose influence and votes will

dominate during the years to come. It is time to stop simply telling it to each other.

At this point there might be well set up here a basic rule for the selection of media for such advertising. Here it is: The president or other major executive of the company should list those media (magazines, radio programs, newspapers, etc., etc.) which appeal most to himself, his family and associates.

The resulting list will give those media which are *not* to be used to reach the workers.

Many of them do reach some of the workers — a few. But the very fact that they appeal so strongly to the president, his family and friends, proves that they could not appeal basically or broadly to the wage earners. Part of the gap in understanding between workers and management is due to the wide differences in their respective cultural, social and economic background.

To do effectively the concentrated job which lies before management, the effective method is by use of those media of contact which are primarily, at least, directed to the workers.

In such media the manufacturer should be as frank and straightforward as he would like others to be to him. He should not depend on so-called publicity. In this area of activity publicity seldom rings true. Even if it is true it usually fails to impress or convince the workers.

Furthermore, publicity is of course subject to editing or criticism by the editor of the newspaper, magazine, or other media in which it may be used. Hence it is quite likely to reach the worker in a different form or with a different effect from that intended.

On the other hand, the manufacturer's advertising appears exactly as he plans it and prepares it. It is furthermore accepted by the worker as a direct message from a definite, known, and responsible company. He may not agree with all that the adver-

tising says, but he knows that it is a direct, responsible and uncolored message and that it carries the prestige of a known name, signature or trade mark.

What will attract the worker to the advertising? He will be attracted by that which appeals to his interest.

He will not be attracted by propaganda, by sermons, by an obvious effort on the part of industry to sell him a different ideology.

He is interested, as has been stated, in the things which make his life better, which give him a better standard of living, the kind of things that he would like to own and have and use and eat and wear.

And it is the very manufacturer of these things who has that message of ideas and ideology to convey to the worker. So let that message be inserted in a fitting and suitable place in the product advertising. The job is to get over to the workers sound and constructive understanding in terms of their own interest on the subjects of free enterprise, profits, post-war planning and all the rest in which their interest has been indicated in earlier pages.

Some specific suggestions as to how some of these ideas may be presented in your product advertising have been prepared and are given in the pages which follow. In each case there is suggested the reason for the particular suggestion. Then there is given a suggested piece of concise copy to be included at a proper point in your product advertising. This may either be a part of the main body of copy if it fits in there, or it may be inserted as a separate paragraph or box if that is more suitable.

Many of these thoughts may not be new to the reader of this book. He may, and probably will, find much better ways to express these same thoughts.

But the purpose of these suggestions is to offer something concrete and specific in the hope that an increasing number of ad-

vertisers will put such material in their advertising — whether they have products to sell or are advertising at the present time to maintain their trademarks and their company name and good will.

Some of these suggestions have been made to a few leading national advertisers who are interested in this subject of labor-employee relations. Because of their enthusiastic response and desire for further suggestions of this sort that material is being embodied in this book.

There may well be better and other ways of expression. The sole purpose of these suggestions is to stimulate industry to the use of this most effective means of conveying information to the great body of the workers.

HOW READILY such suggestions as are offered in the following pages will fit into current advertising is shown by specific illustrations.

On each left-hand page is a suggestion of brief copy, preceding which is given the reason why such a thought needs expression and reiteration. On the right-hand pages have been reproduced some of the outstanding advertisements in different fields as they have appeared in current magazines.

It will readily be seen how easily and harmoniously ideas such as those suggested could be fitted into the advertising.

Uppermost in the minds of the workers is the question as to jobs after the war. You probably cannot make definite promise of jobs for all of the people now working in your plants, nor make promises of jobs for all the returning soldiers.

But you do know that the more of your products you sell, the more jobs there will be in your factories. Buying makes jobs, and most of the buyers of most products must of necessity be the workers. So you can well say something like this in your advertisements —

When you buy a Stromberg-Carlson after the war, that will help make a job for someone who will then be able to buy the things you make.





*Private Perkins has
some private plans*

HE WANTED to share his dream with Joe . . . but he was afraid Joe would think him soft. Joe would laugh if he told him how he loved music . . . how some day he was going to sit for a week, just listening to music . . . Joe wouldn't get it . . . so he kept it to himself. And when Joe asked him what he was thinking about, he said . . . "A blonde in Peoria" . . . and Joe nodded approvingly.

TO PEOPLE WHO LOVE IT . . . fine music is one of life's richest experiences.

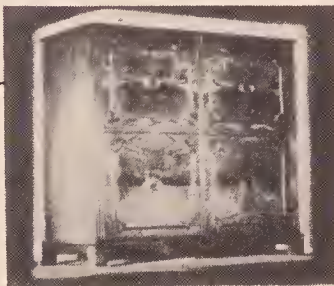
It is to those people we wish to speak . . . for tomorrow when our war job is done, we will bring them a Stromberg-Carlson radio that will rival the concert hall itself in purity and perfection of tone.

Into this instrument will go fifty years of craftsmanship . . . the skill that made Stromberg-Carlson the leader in FM radio . . . plus many new wartime developments.

When you hear what this means in truly fine music . . . we believe you'll agree it was worth waiting for . . . worth saving for in War Bonds and Stamps.



IT WAS PEOPLE, working for Victory, that won Stromberg-Carlson the Army-Navy "E" . . . To these men and women, and to our men in the Armed Forces, we have a responsibility. We must assure them good jobs when peace comes . . . We must plan ahead today. That is the important reason for planning fine radios for you . . . It's the important reason for all post-war planning.



IN RADIOS, TELEPHONES, SOUND SYSTEMS . . .
THERE IS NOTHING FINER THAN A

STROMBERG-CARLSON

A HALF-CENTURY OF FINE CRAFTSMANSHIP

© 1943, STROMBERG-CARLSON COMPANY, BOSTON, N. Y.

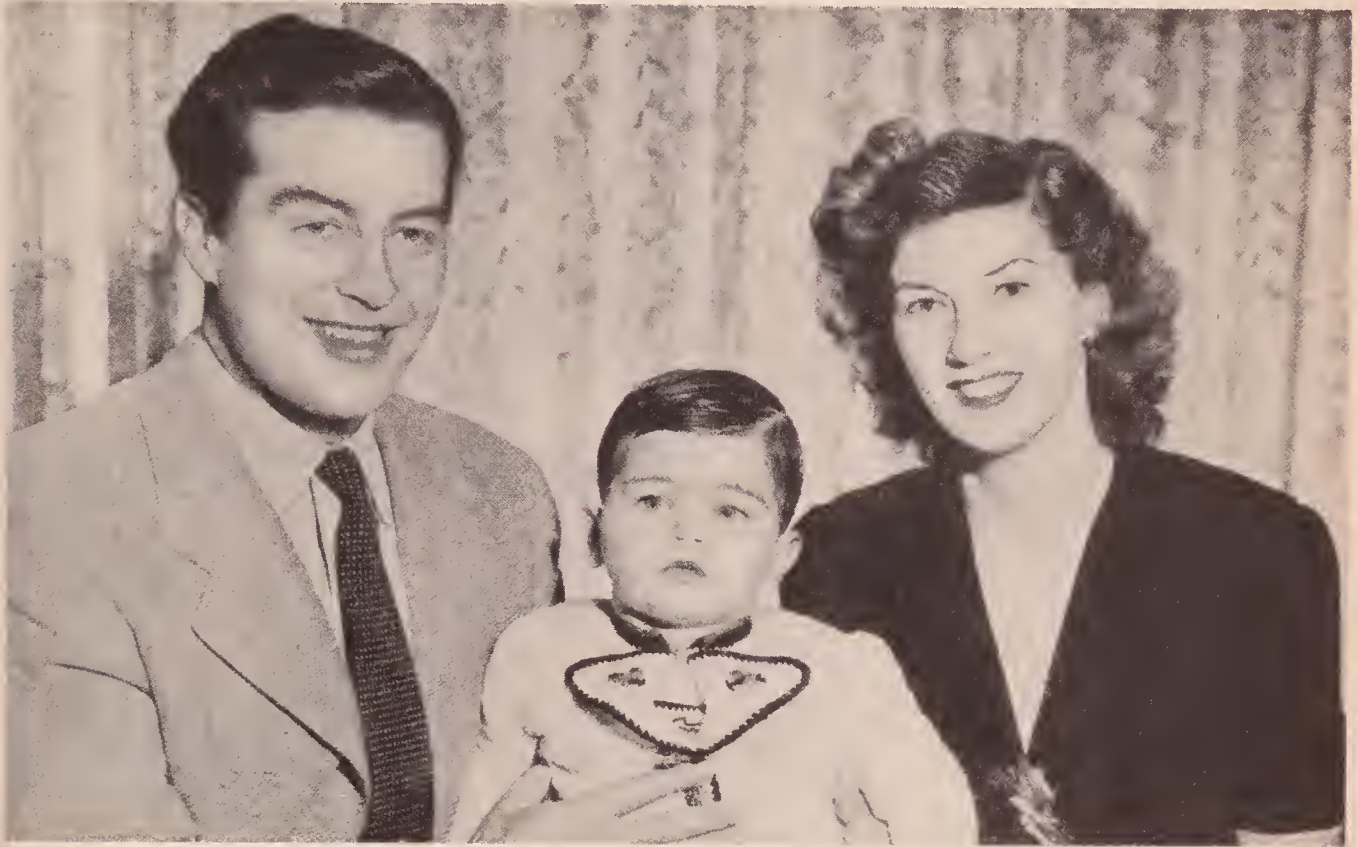
The workers have heard little to convince them that industry is concerned with, or planning for the post-war period in relation to jobs. In no way can they be better or more convincingly told that industry — ‘capital’ — is concerned about post-war than in your advertising —

All of the people employed in our factories are wholly concerned at this time with doing their part toward winning the war quickly. But they also know that the company is planning to improve Serval products and sell more of them than ever before, when the war job is done. They are as confident for the future as they are of winning the war.



"Add three Millands to your list of enthusiastic Servel owners"

says *Ray Milland* appearing in "TILL WE MEET AGAIN". A Paramount Picture



Mr. and Mrs. Milland say their Servel Gas Refrigerator is so quiet, they'd almost forgotten about it until we asked questions. "It just sits there," says Ray, "and keeps things cold, and never causes a moment's trouble."

Two million families are glad they own Servels today, when repair men are hard to find. Servel, the Gas Refrigerator, is *different*—it has no moving parts in its freezing system to wear out, break down, or become noisy.



These two Milland fans are Servel war workers. Today our factory is 100 per cent at work for the war. We have made some refrigerators since Pearl Harbor—but the Army and Navy needed them all. After the war we'll be making more Servels—and even better-looking ones, too! We hope you'll want to own one.

We'll make homes more comfortable, too... with the Servel *All-Year Gas Air Conditioner*. It will heat homes in Winter, cool them in Summer—keep proper humidity all year round. Perfected before the war, these systems are already on test in hundreds of homes across America... and doing fine.

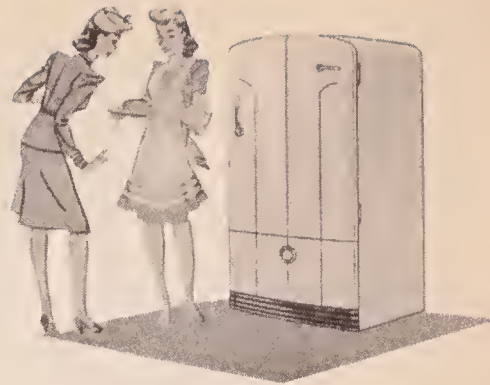
The Gas Refrigerator that "stays silent—lasts longer" was first introduced through your Gas Company. And that's where new Servel products will be announced. Buy War Bonds and Stamps today so that you can modernize your home in the future. Your Gas Company will be glad to help you plan.

Another approach to the question of jobs might be handled something in this manner —

When you buy the things you want after the war, such as a new Westinghouse appliance, you have the added satisfaction of knowing that the more you can buy the more jobs you are helping to make. For jobs make prosperity for us all.



30 million
pre-war Westinghouse
home appliances
are your
postwar promise of
still finer ones to come

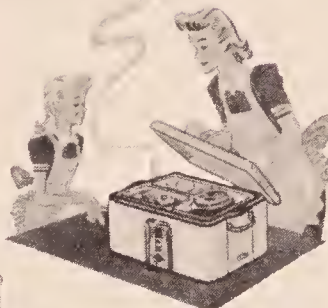


Promise! Raspberries in January! A pheasant dinner in June! . . . thanks to the new frozen foods. And your new Westinghouse electric Refrigerator will have a special place to store them.



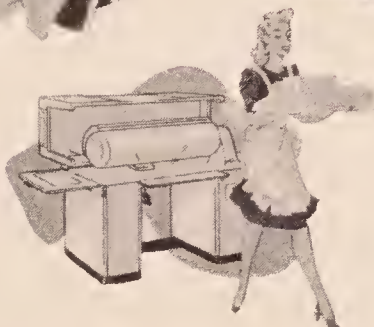
Promise! Your new Westinghouse electric Range will be so completely automatic you can put a meal in to cook . . . and forget it!

Promise! Even mother can stay put at the table when your good-looking new Westinghouse Automatic Toaster and Coffee Maker take over getting breakfast. What fun!

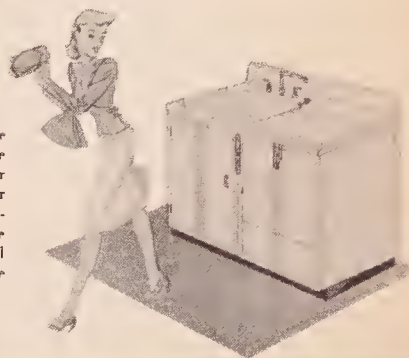


Promise! Dinner cooked on the porch . . . breakfast by the window! Hot food on a picnic! Your new Westinghouse Roaster will be so versatile and efficient you can cook anything in it, and carry it anywhere. The meals are delicious!

Promise! Dad's shirts, the baby's rompers, the ruffled curtains in the dining room . . . everything . . . will be unbelievably easy to iron on your brand-new Westinghouse Ironer.



Promise! Less time at the sink, and more time for yourself. Your loveliest crystal, your choicest silver, your favorite china, will all be washed safely and well in your new Westinghouse electric Dishwasher.



CALL IT EXPERIENCE, call it know-how, call it what you like . . . no one can turn out 30 million of anything without acquiring a lot of firsthand information on what makes it work, and why. That's but one plus advantage the engineers, designers and home economists of Westinghouse will have when they go back to making all the fine postwar electric appliances you want for your home. Meantime, they're putting everything they know into *today's job* of turning out essential materials to help win the war.

WESTINGHOUSE ELECTRIC & MANUFACTURING CO., MANSFIELD, OHIO

Tune in: John Charles Thomas • Sunday 2:30 EWT., N. B. C.
"Top of the Evening" • Mon. Wed. Fri. 10:15 EWT., Blue Network

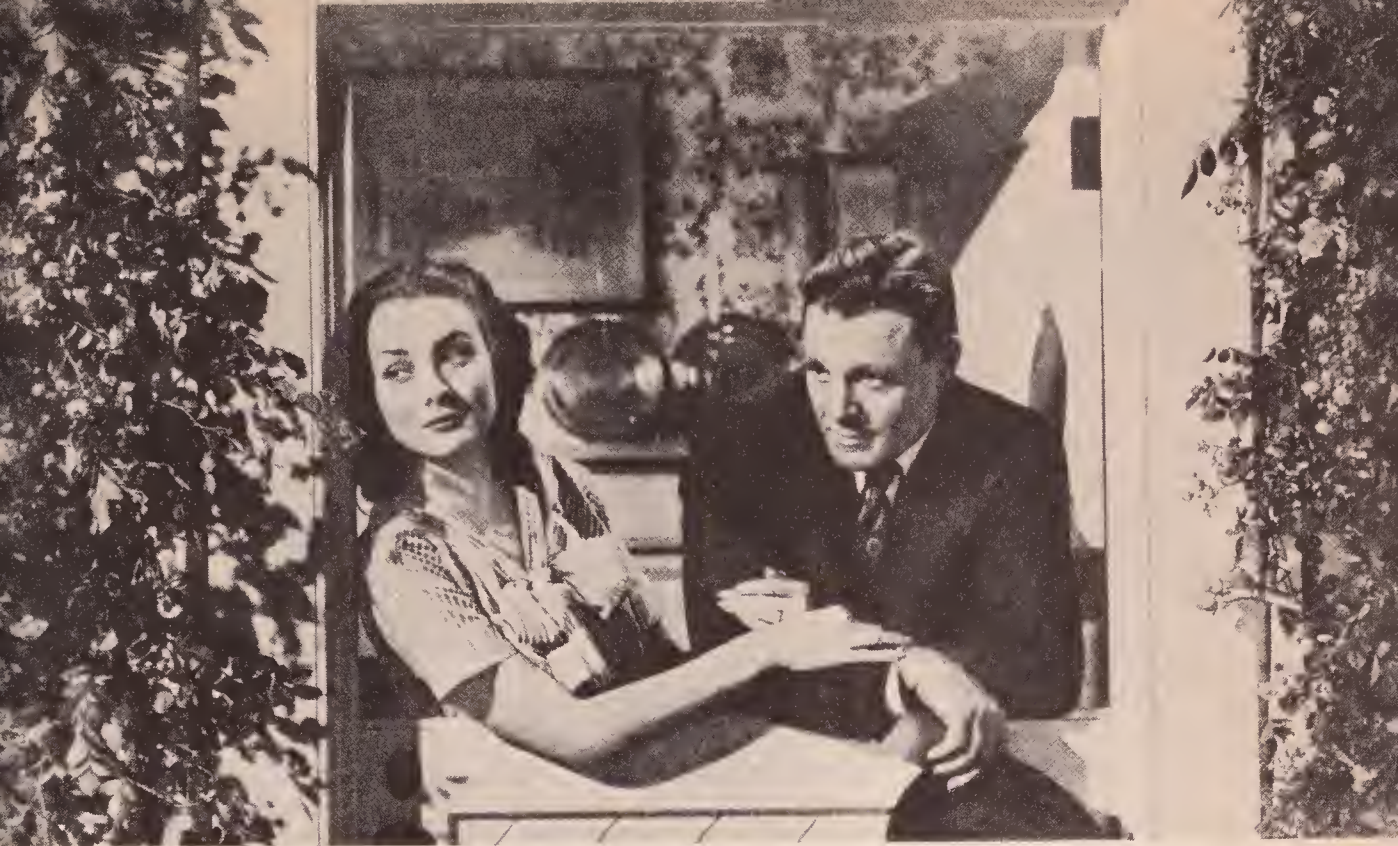
Westinghouse

PLANTS IN 25 CITIES...OFFICES EVERYWHERE

Sometimes a single short sentence is all there is place for in an advertisement, and it can say a great deal by a few words in the right direction — words that fit in with the message of the advertisement. Like this —

The money you save now will, after the war, buy for you the things you want — and help make jobs for everyone.





For the first time, Ann, it's good-bye

WELL, ANN, I guess this is it.

Fifty-two minutes from now, I'll be reporting in to Uncle Sam. And for the first time since we've been married, I won't be taking the 5:40 home.

If it weren't for leaving you and our sons, Ann, I'd be really happy. Not even you guessed how helpless I felt when I first tried to enlist and everybody kept turning me down.

Now that I'm finally going, promise not to let it make too much difference, will you?

I'd like to think things will go along almost the way they did before.

Keep right on wearing these cute flowered jobs in the morning, even if I'm not here to see them. Spank the kids when they need it, and once in a while sit down and tell 'em

about their dad in the Army.

Get yourself a real dinner at night, not just a snack. Put a flower in your hair, and use our International Sterling...

I'm glad I was able to get you that, at least, Ann. So many things have had to wait. But you were right, as usual, when you said really fine sterling like International was important to people like us.

Maybe we were a little proud, to have other people see we owned "family silver." But more than that, it's helped give a feeling of permanence and rightness to every place we've ever lived in.

Does this sound like a speech, darling? I just wanted you to know that I think our way has been a swell way. And that I'll be a bit better soldier, to know that it's waiting.

INTERNATIONAL is working full speed on war production and making less sterling, so your jeweler may not have all the pieces you want.

So buy more War Bonds with your money...hurry victory...and the day when the good things of life will again be plentiful.

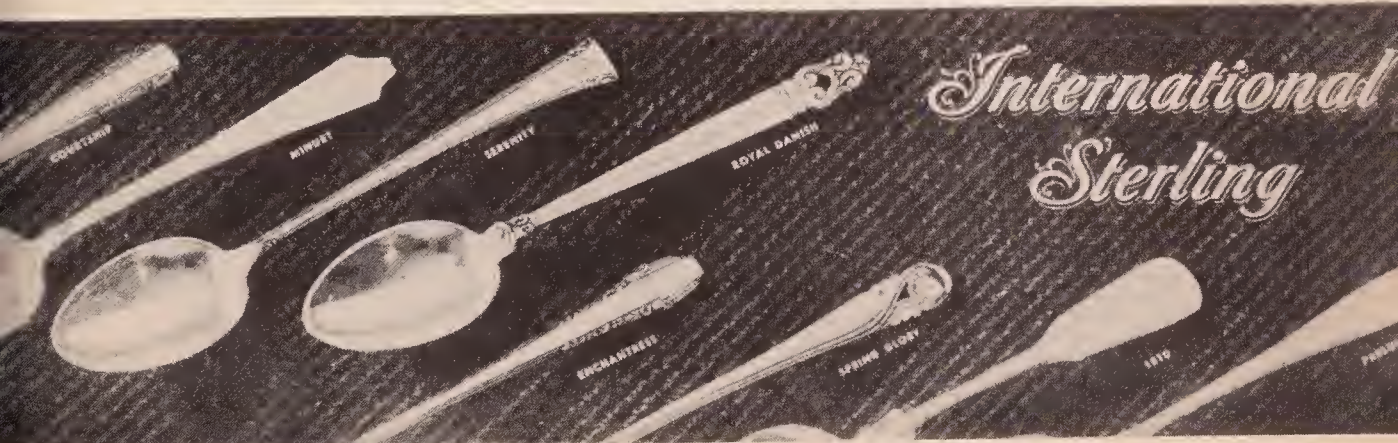
Your International Sterling is worth waiting for. *International gives you the lifetime satisfaction of knowing...*

—that your sterling was made by the world's foremost silver house...

—that your pattern was designed by International craftsmen whose predecessors were creating spoons of coin silver 100 years ago...

—that pieces created by these craftsmen have been exhibited in leading art museums.

Copyright 1944, International Silver Company



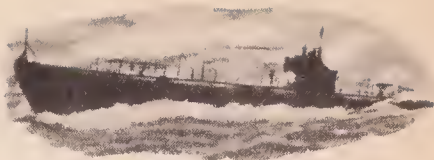
The many companies engaged now largely or entirely in war production are, the workers believe, making tremendous profits. They think that these great profits are going into the pockets of management and stockholders — ‘capital’.

The advertising of such companies is of necessity currently devoted to selling the desirability of their post-war products, or maintaining the brand and company good will. In such advertising there is a natural place to meet and kill this ‘excess profit’ idea. One way might be this —

While taxes are taking most of the profits from war production, a large part of what Uncle Sam leaves in our hands is being laid aside so that we may be able to deliver to you the General Motors car you want as soon as possible after the war. Plans are now being made to get into peacetime production quickly, by the use of those profits to cover costs of reconversion and pay the wages of our more than 400,000 employees during the period of getting G. M. products back on the market.



Sound of the Future



"Here she comes! Gosh!" — "Bet she's hitting 120!" — "Talk about your streamlined horsepower! Wow!"

Young America lined the tracks the summer of 1934 when the Zephyr made its streaking, record-breaking run from Denver to Chicago.

But years before this Diesel-engined train ushered in a new kind of railroading, General Motors men were working out the problems of this new motive power—compactness, limitations of size and weight, a new cylinder block, double the horsepower per cylinder.

A new Diesel engine came into being that powers trains of many railroads all over the United States — with an over-all economy never before equaled. But there was never any idea of stopping, even with this power problem solved.

In fact, every day for many years—up to and including today — General Motors men have been on a non-stop schedule of developing the Diesel engine.

And when a mechanized war broke over us, a clamor for this compact economical power plant arose from those who saw its tremendous possibilities.

Today, some of those same eleven-year-olds of 1934 who cheered the Diesel-powered Zephyr now listen to the smooth rush of thousands of horsepower in Diesel-powered submarines. Cruising in enemy waters close enough for a periscope view of Fujiyama, or chuffing home with a new broom of triumph lashed to the masthead — the Diesels are coming through in a big way in the "hush-hush"

service, as well as in tanks, landing barges and all types of naval equipment.

One of the reasons they were ready to come through was that in normal peacetime work General Motors men, seeking to provide more and better things for more people, had built up a backlog of experience in their production.

America is rich in such experience because here men have always received just rewards for undertaking new things.

That is the idea that gave us the bountiful life we knew in prewar America. It has proved mighty useful in war. The same idea will keep on providing more and better things for more people in peace.

GENERAL MOTORS

"VICTORY IS OUR BUSINESS"

CHEVROLET • PONTIAC • OLDSMOBILE • BUICK • CADILLAC
BODY BY FISHER • FRIGIDAIRE • GMC TRUCK AND COACH

Every Sunday Afternoon—GENERAL MOTORS SYMPHONY OF THE AIR—NBC Network



KEEP
AMERICA STRONG



Buy War Bonds

The workers believe that they get only a small share of the price of the things that are sold. They think that most of the money goes to 'capital' and 'the big bosses'. With that, they often feel that the prices charged for the things they buy are very high, much higher than is justified. Yet wages are the biggest part of the cost of most products and of the materials that go into them.

This can be simply told as part of the advertisement of your product, perhaps like this —

Most of the price you will pay for Duraglas goes to the people who work in our factories and those who make the materials we buy, over 84% of it. The profit is small, for out of the rest must come taxes, salaries and other expenses.

.....





Mrs. Rex Stout

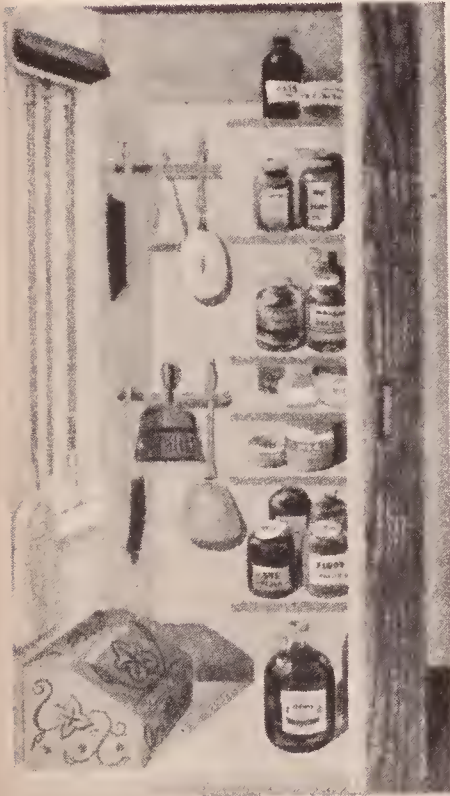
wife of the novelist who created Nero Wolfe, and famous in her own right as Pola Stout, one of America's top textile designers, says...

"I have everything in glass that I possibly can

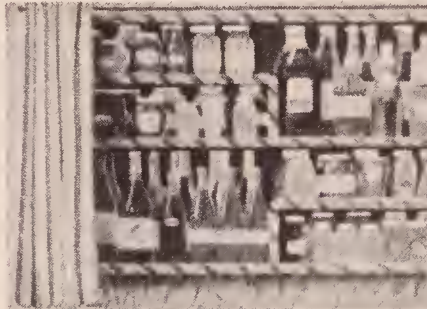
for nothing brightens a room or makes a closet look so clean and modern as glass does"

"High Meadow," the Stouts' modern house near Brewster, New York, is one of the most interesting in the East. And the closets of this talented designer are full of novel color and design ideas. Here are sketches of Pola Stout's vivid, sparkling, orderly closets. They're worth your study.

"We do a lot of the housework ourselves—with our daughters Rebecca and Barbara to help," she says, "so everything is planned to make it simple—and fun!" Notice how she puts every inch of space to work—and how the gleaming glass containers let you see, at one quick glance, what's there.



Spic-Span Closet that almost keeps itself tidy. "I like to buy cleansers and polishes in glass because glass is so easy to pour from and wipe clean after using," says Mrs. Stout. "And I always know how much of each I have."



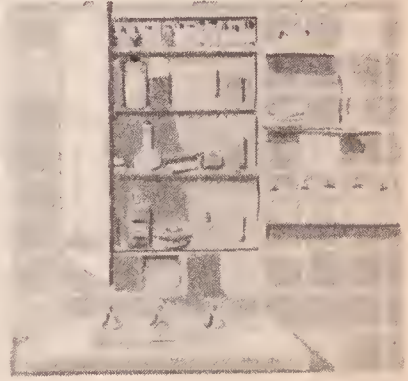
Unusual Supply Closet—decorative as a mural, with foods in sparkling glass. Shelves, built to fit tall or short containers, make neatness easy. Curtains and shelf-coverings are one of Pola Stout's own fabric designs. "I'm naturally thrifty," says Mrs. Stout, "and then I like to see the quantity and texture of fruit. That's why I buy in glass."



Bath Shelves have private reservations for young Rebecca and Barbara. Little outside shelves hold Mrs. Stout's bath accessories. In the closet, glass bottles protect the medicines, make them easy to find and use.



Refrigerator "It's so easy to keep food in glass," says Mrs. Stout, "I take out what I need and put the container in the refrigerator. Glass jars take up less room than dishes, and left-overs stay in perfect condition."



Duraglas

OWENS-ILLINOIS GLASS COMPANY, TOLEDO, OHIO

MAKERS OF CONTAINERS THAT GIVE A LIFT TO LIVING

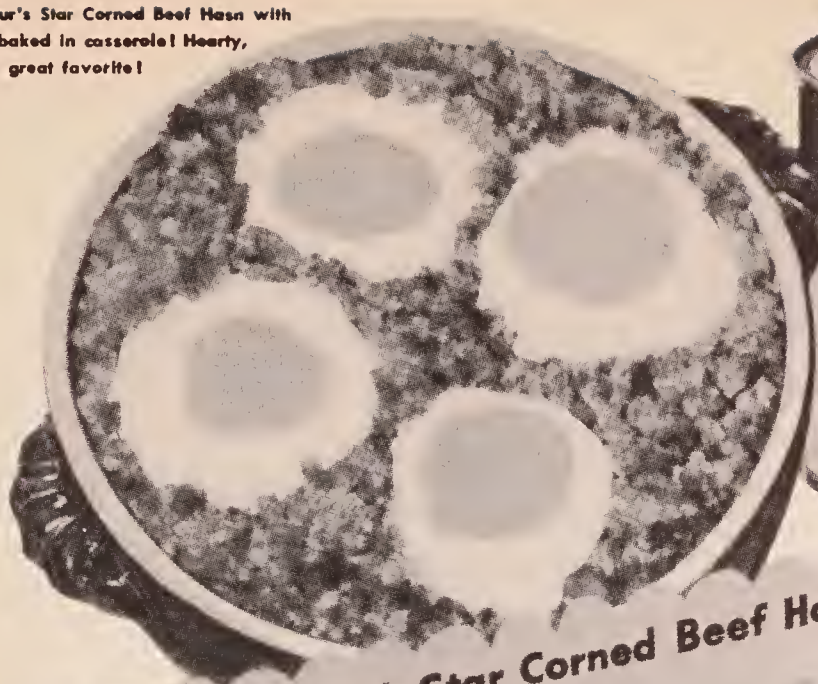
TUNE IN "Broadway Matinee" with Alfred Drake, star of the Theatre Guild's musical hit, "Oklahoma!" Mondays through Fridays, CBS, 4 P.M. Eastern War Time.

The newspapers report the profits of many companies, some of them in the hundreds of millions of dollars. These profits are emphasized by many types of propaganda publications. The result is that your workers think the company is making outrageous profits, and the public thinks that you are charging too much for your products. You can meet both in your advertising —

We believe in making Armour foods available to you at the lowest possible cost, consistent with use of the finest materials and payment of fair wages to our workers. Only 1.3% of our selling price goes to the 45,000 people who have put up the money for all the modern plant and equipment necessary to produce them.



Armour's Star Corned Beef Hash with
Eggs baked in casserole! Hearty,
and a great favorite!



Armour's Star Corned Beef Hash

**BACK AGAIN!!! FOR
GRAND QUICK MEALS!**

Armour's Star Chile Con Carne

You can get these favorite Armour meals-in-a-tin again! Star Corned Beef Hash and Star Chile Con Carne are now at your store, ready to help you solve many of your food problems.

Besides being deliciously satisfying, these wonderful time savers are *low in points!* Real ration savers!

And look how convenient! Any time you open a tin and just heat and serve one of these ready-to-eat meat meals, your family will say: "Mmm . . . that's swell!" For both Star Corned Beef Hash and Star Chile Con Carne are made the famous Armour way with fine, rich-tasting Armour meat.

So restock your kitchen shelves! Keep a tin or two of each on hand all of the time for fine-tasting, quick meals.



Armour's Star Chile Con Carne
is seasoned just right!

Buy U. S. War Bonds and Stamps

© ARMOUR AND COMPANY

**Armour
and Company**

Makers of Star Ham and Bacon, Star Beef, Veal and Lamb,
Star Sausages, Star Canned Meats, Cloverbloom Poultry and
Dairy Products

One way to combat the idea that all companies are making excessive profits on war production is this —

As far as can be done without interfering with war production, we are plowing back our profits into experimenting, development work, new engineering, production methods, designs for new equipment — all of which will mean that after the war, you will find your railroad service better than ever before.





What's around the Bend?

WHAT kind of locomotives will pull the streamliners you ride on tomorrow? Steam, Diesel or Electric?

The answer is: all three kinds. For modern railroading demands that locomotives be designed for specific duties.

Actually, any one of the three types can be built to pull any train at any desired speed. Each has certain advantages over the other two only under certain conditions—which type is best depends on the nature of the territory to be served, the

kind and amount of load to be hauled, and many other factors.

That is why American Locomotive builds all three types. A hundred years of experience has taught us the value of versatility. First we analyze a railroad's requirements, then build the locomotive that meets them best.

Today, a large percentage of America's crack passenger and freight trains are pulled by American Locomotive engines—some steam, some Diesel, some electric.

Each is unsurpassed at its particular job because each was built for that particular job.



The workers want to feel that they are a part, an important part, of industry. This can be easily and simply demonstrated to them in your product advertising, while at the same time showing the part played by capital investment; that labor and capital work together, each is essential to the other —

Ivory Soap is the product of over 14,000 men and women working together in our factories and using the buildings, machinery and equipment paid for by 42,000 stockholders.





1 *Winnie had the glooms* the day Mommy snapped this picture. "I'm nobody's pin-up girl," she sobbed. "What I need more'n anything is a complexion like your velvet-cheeked baby's." Mommy smiled sympathetically: "Baby's beauty routine is no military secret. Listen . . ."

2 *Then she learned my Beauty Secret* — regular, gentle cleansings with pure, mild Ivory Soap. My doctor backed Mommy up on that! He told Winnie why my Ivory's so good for grown-up girls' complexions . . . "It has no coloring, medication or strong perfume that might be irritating."

3 *Now, she's a Pin-up Girl—* prettiest one in the whole darn barracks. Her Corporal says so! That "Ivory Look" is what he goes for—that smoother, velvety complexion she wanted and won. No wonder Winnie's piling praise on me, and my one 'n' only beauty soap—Ivory. 99⁴³/₁₀₀% pure . . . It floats

"Us
pin-up
Girls—



—gotta
share
beauty
secrets!
”

Look lovelier with *Ivory* —
the soap more doctors advise
than all other brands together!



Pin-up Girl— DON'T WASTE
IVORY! Soap uses vital war materials. Never
leave it in water! Always keep it in a dry
soap dish. Use up every shiver of every bar!

There can be got over in your copy the thought that your products are the output, not of a vague corporation, but of people. There can at the same time be stimulated pride in production among your own employes as they read your advertisement —

R. C. A. products have to be good. Back of them are 42,000 men and women for whom there can continue to be jobs only by making them so good that you will want to buy them — and they are doing just that.

.....



In War—your War Bonds will buy
the radio equipment that times and directs Invasion



In Peace—your Savings will buy
the greatest radios and phonographs in RCA history



TODAY RCA radios and electronic equipment fight on world-wide battlefronts. At home, thousands enjoy the finest in radio-phonograph performance with RCA instruments like this one made

before the war. *Tomorrow* RCA radios and phonographs, advanced by wartime research, will contribute to the greater beauty and finer living of the American home. After the war, RCA will also bring

to fulfillment the glories of television, plus the RCA-developed FM Radio Circuit. *RCA leads the way . . . in Radio . . . Television . . . Phonographs . . . Records . . . Tubes . . . Electronics.*

RADIO CORPORATION OF AMERICA RCA VICTOR DIVISION • Camden, N. J.

Under various guises a lot of people — some of them actually well meaning — are doing their best to eliminate the system under which there has been here in this country such progress as nowhere else in the world. The battle against our system of free enterprise is active and being pushed by fanatical and clever people. Part of their scheme is centered in attacking and offering 'something better than' brand names. Let's get the truth over to the people in simple terms of familiar things. Here is one way you might do it as a part of your regular advertisements —

*The names, the products you have learned to know
will be the ones you can trust after the war job is done.*



AND THEY'RE TELLING ME!



THE CONVENIENCE of the can is no secret to housewives. They know a good thing when they see it . . . from their own daily house-keeping experience.

And now from every warfront come urgent calls for a bewildering variety of items packed in cans. For no other container provides such convenience . . . such sure and lasting protection . . . as the can.

Naturally, our Army and Navy get first call on the millions of cans made today. Rations, first-aid kits, anti-tank mines, aircraft signals, fishing tackle for life rafts, gasoline, blood plasma, and drugs . . . these are but a few of the items packed in cans. Many others are military secrets.

The can gets supplies where they're needed . . . and it gets them there safely. That's why the can is America's number-one wartime container. No other container could stand up under crash landings, temperature extremes, repercussions from shell fire. It would be hard to exaggerate the part the can plays in helping to win this war.

To ease the tremendous demand for cans, many familiar civilian products such as tooth and talcum powders, tobacco, paints, oils,


anti-freeze are out of cans for the duration. But they'll all be back—after victory.


On the homefront, millions of cans are still used every day in the year. Remember to turn in your empty cans for salvage. The familiar "tin" can is actually more than 98% steel . . . less than 2% tin. Both of these metals are vital war material. Don't keep them out of the fight.


CAN MANUFACTURERS' INSTITUTE, INC., NEW YORK





NO OTHER CONTAINER COMBINES ALL THESE ADVANTAGES:


- 

1. CONVENIENCE! Cans are easy to use. They are easy to carry, easy to store, easy to open, and easy to dispose of.
- 

2. AIR AND LIGHT TIGHT! Cans are airtight and light tight. They are perfect for storing food, medicine, and other vital supplies.
- 

3. SAFETY! Cans are safe. They are fireproof, rustproof, and stand up to the toughest conditions.
- 

4. LOW COST! Cans are economical. They are made of steel, which is abundant and easy to work with.
- 

5. VARIETY FOR GOOD NUTRITION! All the vitamins and minerals you need to keep your body strong and wholesome.
- 

6. QUALITY! Cans are made of the finest materials. They are strong, durable, and long-lasting.

NO OTHER CONTAINER PROTECTS LIKE THE CAN

AFTER VICTORY — THEY'LL ALL BE BACK!

Attacks on advertising have helped convince many workers that great sums spent in that way result in higher prices for what they buy and lower wages. Why not endeavor to do a double job in your advertising by selling the economics of advertising as well as the advantage of brand choice? There is a big job to be done in this area if we are to avoid more regimentation.

One approach to the subject might be like the following; it should be brought out again and again in different ways —

The purpose of this advertising is to give you information about Hotpoint products so that you can buy on knowledge, not guesswork. It is the most economical, as well as the most efficient way in which we can give you the information which will help you buy wisely and with satisfaction.

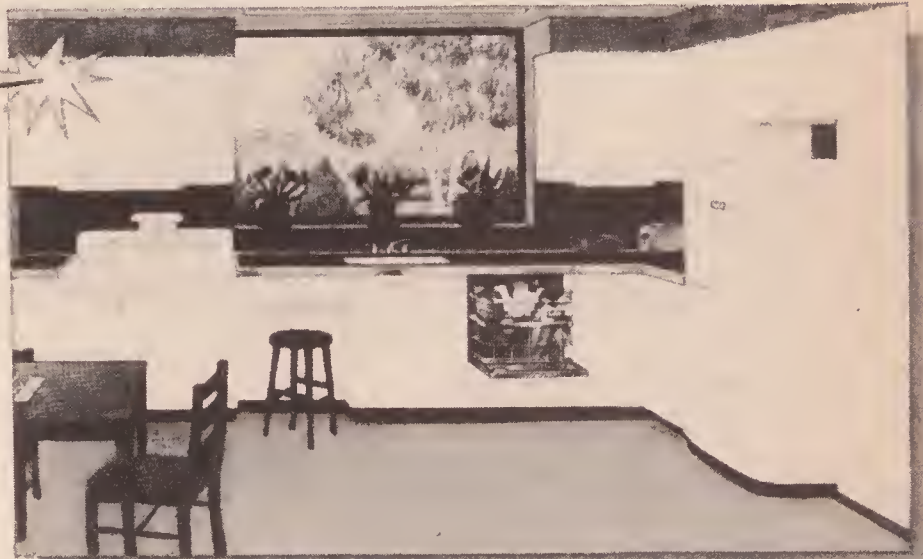


Your Next Kitchen can *LOOK* like this...

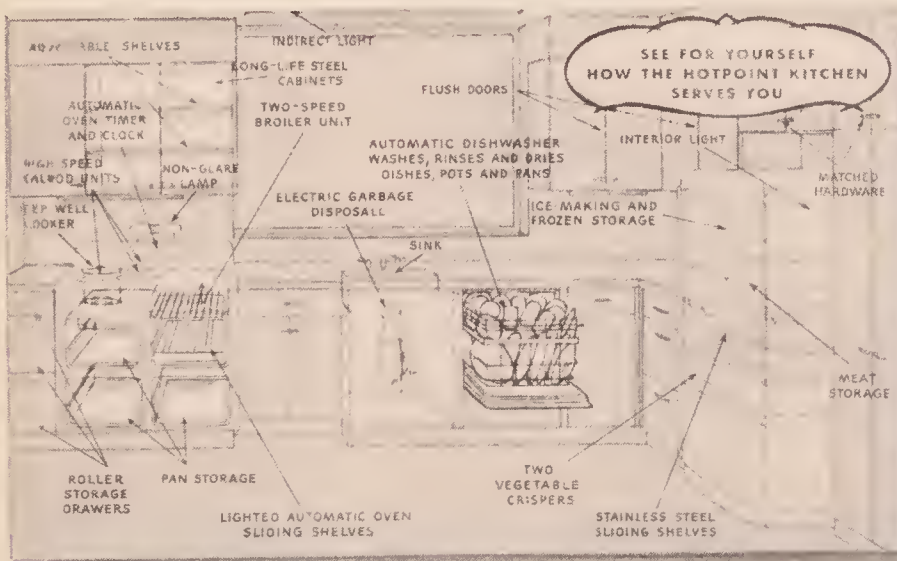


YES, it's true! Your dream kitchen is almost a reality. That Hotpoint Electric Kitchen you and Jim have been saving War Bonds for will be priced so reasonably even modest incomes can afford one!

And it's going to be as practical as it is beautiful! For our engineers and designers know how to combine modern utility and modern styling so that your new room will be not only a time-saver but a real joy in which to work and live!



and **Hotpoint** will save you time on All these tasks!



The cost of a Hotpoint Electric Kitchen averages about 10% of home-building costs.

FOUR MAJOR CENTERS SIMPLIFY WORK IN THE HOTPOINT ELECTRIC KITCHEN

Food Preservation Center—Hotpoint Electric Refrigerator keeps foods fresh longer—provides faster, thrifter freezing and better storage space.

Food Preparation Center—Hotpoint Electric Range, with all utensils stored within arm's length, cooks faster and thrifter. Since there's no combustion dirt, pans, walls stay clean. Automatic controls end cause of cooking failures.

Sanitation Center—Hotpoint Electric Dishwasher, Sink and Disposall wash and dry dishes, pots and pans cleaner than ever without your hands touching water. Food waste is whisked away electrically. Space provided for soap, towels, etc.

Equipment Storage—Electrically lighted Hotpoint Steel Cabinets afford abundant space for dishes, utensils and dry foods.

Hotpoint ELECTRIC KITCHENS



Edison General Electric Appliance Co., Inc.
5660 West Taylor Street, Chicago, Illinois
Enclosed please find ten cents in coin or war stamp for which send me your new kitchen planning guide entitled, "Your Next Kitchen by Hotpoint."

Name _____
Address _____
City and State _____

The advantages of the system of private enterprise can be told in many ways, and can be fitted into many advertisements. Here is one suggestion —

Great sums of money have been put into the development and improvement of Norge so that you may have the benefit of the finest product which can be made. The results have justified our faith that a small profit on many sales is better than a big profit on few.



NORGE DEALERS

*are working
for today*

All over the country Norge dealers are working for today by helping their customers through this difficult period when the purchase of new household appliances is restricted. They are preaching the doctrine of conservation—of better care, less repair; suggesting ways and means of prolonging the life of valued equipment; and if repairs should be needed they are striving, under difficult conditions, to give the same high type of service that has always characterized the Norge dealer.

NORGE DEALERS

*are planning for
tomorrow*

Norge dealers of all types—department stores, furniture stores, hardware stores and home appliance shops—are planning for that great day when their showrooms will again be filled with new Norge washers, electric ranges, home heaters, gas ranges and Rollator refrigerators. These dealers are confident that when that time comes their many customers, mindful of the satisfactory service they have always received from product and dealer alike, will want to visit their stores to view the newest Norge products of experience. Old customers as well as new ones will find that their Norge dealer has something for them that was well worth waiting for—a line of products which, because of Norge's wartime production experience, is even better designed, better engineered and better built.

NORGE, A BORG-WARNER INDUSTRY


Norge is the trade-mark of Norge Division, Borg-Warner Corporation, Detroit 26, Michigan. In Canada—Adduco Industries, Inc., Toronto, Ont.



NORGE

HOUSEHOLD APPLIANCES







 When it's over — see Norge before you buy...meanwhile **BUY MORE WAR BONDS**

The participating dealers of

NATIONAL APPLIANCE CONSERVATION PROGRAM

"BETTER CARE—LESS REPAIR"

GAS RANGES	WASHERS	REFRIGERATORS	ELECTRIC RANGES	HOME HEATERS COMMERCIAL REFRIGERATION
				
BETTER PRODUCTS FOR A BETTER WORLD				

One means of selling America's majority on the value to them of the system of private enterprise can be concisely covered in your advertisements, and as convincingly as in the learned and ponderous tomes of the economists —

Our soldiers are seeing for themselves how America leads the world in the things which make life comfortable and worthwhile. Those conveniences and luxuries are the product of American enterprise. The people of the Bell Telephone System pledge themselves to continue in their job of supplying America with the most modern and finest service.





**HER BIGGEST JOB
IS WAR**

There has never been a time when the work of the telephone operator has been so important as right now.

For there are more Long Distance calls than ever before. More are in a hurry, particularly the urgent calls of war.

Calm in emergencies, capable and courteous, the telephone operators are earning a nation's thanks for a job well done.

BELL TELEPHONE SYSTEM



When you're calling over war-busy lines, the Long Distance operator may ask you to "please limit your call to 5 minutes." That's to help more calls get through during rush periods.

Another suggestion for getting across to the people in simple and understandable form the necessity for the American way of private initiative and enterprise, is this:

Beech-Nut Foods are a product of America. Only in this country, where men are free and encouraged to use initiative, and to take risks in the hope of success, has it been possible to develop so many of those things which have contributed to the high standards of living, of conveniences and luxuries which we enjoy.

.....





HI, GOOD-LOOKING!

I've certainly improved! It's not what I wear but what I eat that makes me beautiful. I eat Beech-Nut.

Fruits and vegetables in shiny glass jars taste just delicious. And I've been told that Beech-Nut, furthermore, retains the natural food values in high degree. To put it simply, Beech-Nut gives you what you need to grow on.

Beech-Nut

STRAINED AND CHOPPED FOODS

Packed in GLASS



STRAINED FOODS. Spinach, Squash, Carrots, Green Beans, Beets, Prunes, Apple Sauce, Vegetable Soup, Liver Soup, Vegetables & Beef with Rice & Barley, Vegetables & Lamb with Rice.

CHOPPED FOODS. Vegetables & Lamb with Rice, Spinach, Carrots, Green Beans, Prunes, Beets, Vegetable Soup, Liver Soup.

YOUR BABY can progress from Strained to Chopped Foods almost without realizing it, because most of the Strained Foods are also available in the form of Chopped Foods.

CERTAIN advertisers have already adopted some of these suggestions and developed them to fit their specific copy. Many other suggestions can be developed, if the advertiser is aware of the points which need to be covered and how they should be handled so as to get acceptance on the part of the worker-readers. The pages of this book should furnish ample material. As one who has spent a great deal of time in studying this problem, the writer will be glad to be of assistance to any advertiser or advertising agency which feels he might be of help.

XX

CALL TO ACTION

DURING the course of a recent address by the writer at a conference sponsored by the National Association of Manufacturers, one of the audience asked me how he should handle the situation and what he should tell his men when he could tell them nothing about reconversion and post-war plans. He went on to say that it was quite likely that the negotiations for completing and cleaning up his war contracts would take a considerable time and might even get into court. He therefore felt it was impossible to give his workers any information whatever and asked what he would do in such a case.

I replied that I could make no attempt to tell every individual manufacturer exactly how to handle all of his own individual problems. Every situation has its own particular aspects. However, the answer to that question is a very simple one. Why not tell the men the simple truth? If it is the truth that it is impossible to give them any assurance or information on that question, why not tell them frankly *why* it is impossible to give them that information?

That illustrates what it has been the purpose of this book to point out. That is, the necessity of straightforward simplicity in dealing with the workers. Frankness may be another word for it.

Where that is being done the results prove that it is not only sound, but it is the only sound way.

It is on that simple thesis that this book has been written to answer the question raised by so many heads of industry as to what shall be done about it. None of the proposals made in this book are complex or difficult providing management has a real desire to accomplish the purposes indicated. And management may well bear in mind that if it does not give frank understand-

ing and information to the workers, there are serious consequences ahead.

One of the important men in national activities among industry recently made the statement that such a program as has been outlined in this book would take fifty years, that it could be done only very slowly and over a long period of time.

The writer's reply was that that is untrue. And if management has that attitude they might as well face the fact that within five years they will be in a situation where they will no longer have the opportunity to accomplish these objectives.

Some of the reactionary managements are reluctant to undertake such programs because they are so contrary to the so-called 'good old days,' when management ran the show the way it wanted and paid no attention to the attitudes of the workers.

Those days have gone and they will never return. The pendulum has swung so far that the workers will dominate and run our national policies. The danger which faces management is that if it does not quickly undertake such a program as outlined in this book it will be dominated, with the approval of the workers, by bureaucracy and governmental control.

The program outlined in this book is simple and practical. More important than that, it is based upon knowledge of what is in the minds of the workers in industry, of what they want. Again let it be emphasized that management must try to understand the workers. It cannot give understanding to them unless it understands them. That is the weakest spot in management's armor. It so often does not understand the workers and does not know how to talk to them. The exceptions to this statement make the majority cases stand out in black relief.

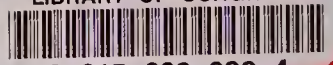
If management will carry out all of the facets of a program of this sort, based upon understanding of the workers and desire to give them understanding and information, they will find that

the workers will prove a dynamic partner. The workers will support our productive system because they believe in it.

With that kind of confidence, the workers will buy the products of industry and services and spend their money. Only if the workers do that can the circuit and flow of money be kept open from buying through sales, through production, to employment, and then again to buying.

That is the job which faces management. It is none too early to undertake it. In fact, it is almost not early enough.

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