

some measure of partnership in that objective's achievement.

In spite of the gratifying progress made these last ten or fifteen years, the responsibility and the opportunity here is nothing less than huge. During my experience as a laborer, it seemed that few if any organizations cared a rap whether I as a worker cared about my work. Altogether too often, certainly, it was assumed that we were doing what we did not because we liked it, or even so much as understood it, but simply because we felt we had to—had to or starve. And all the time, I believe, we workers were all but praying that not less but *more* might be asked of us. To have obtained this surplus from us would have cost nothing but a little more explanation of the action's purpose and value and a little more appreciation of our worth as helpers to that purpose's attainment.

So I like to believe, first, that in the future as never before the manager is going to help his associated workers to find and develop in their work the significance and hence the joy they pray for;

second, that thereby this manager is going to release for the benefit of all a maximum of enthusiastic and correlated energies. And finally, that by these means he will help to build great business institutions whose purpose and performance will not fail to represent the melting point of the best interests of all concerned, including that public which is the master of us all.

But such a builder—such a leader—will achieve only insofar as he shares the great adventure with his companions—following such appeal to the brotherhood of work as King Henry the Fifth made to the brotherhood of warfare, when, according to Shakespeare, he addressed his battered English soldiers the night before the Battle of Agincourt in France:

"For he today that sheds his blood with me
Shall be my brother; be he ne'er so vile
This day shall gentle his condition:

And gentlemen in England, now a-bed

Shall think themselves accurs'd they were not here,
And hold their manhoods cheap whiles any speaks
That fought with us upon Saint Crispin's day.

IMAGINE that a large industrial concern desires to issue new capital stock. The ordinary process is for it to go to its bankers. Bankers talk over the situation, and if they think generally well of the plan, they ask the industrial company to have its financial condition certified to by an impartial disinterested concern of public accountants. Bankers also get, either from those accountants or directly through a firm of industrial engineers, a certificate as to the condition of the plant and the equipment. Those certificates appear in the prospectus of the new securities, and stand to the investing public as a mark of the care taken by the bankers before they lend their names to the flotation of the securities. It also assures the public that the concern did not have capital tied up in unnecessary stores;

that its methods of stores keeping were in keeping with economy.

The day is not far distant when the same bankers will demand a third certificate, in connection with any such transaction. The third certificate will testify to the industrial relations existing within the concern. It will be made by industrial counselors, and will certify as to the industrial relations existing in this concern. This concern may have a good bill of health on the first two points, and yet in the next six months they might have a strike on their hands which would make their securities worth nothing . . . (Robert G. Valentine, Scientific Management and Organized Labor, BULLETIN OF THE TAYLOR SOCIETY, Vol. I, No. 2, January, 1915, p. 4.

Organizing for Change in European Industries¹

Another Year of Consulting Work in France, Switzerland, Poland and Roumania

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ABOUT three years ago at a dinner meeting I told you about the investigation and reorganization of the tobacco and salt monopolies of Poland. That was followed by a year's work for German and Polish industries, producing cellulose pulp, paper, textiles, lumber, iron, steel and machinery.

During the past year and a half my work has been extended to France, Switzerland and Roumania, and when I return I will commute also to England, Czecho-Slovakia and Russia.

In France our first client was an automobile plant—the largest in Europe—with thirty-two thousand workmen in a single factory. This company also produced aeroplane motors, tractors, agricultural machinery and motors for various other purposes. Our second client, in a plant equipped with the most modern chain assemblies and moving belts, made alarm clocks, thirty-five hundred per day. Judging from the quantities exported they must be waking up all Europe and Asia. Near the Belgian border of France we have worked in cotton spinning mills which had been destroyed during the war. Therefore the present buildings and machines are all new. Their reputation for quality is so good that their product is sold months in advance. A printing and publishing plant in Paris which has built up a large business on quick deliveries and quality of work has been a client, as well as coal mines in the extreme northern part of France with eighteen shafts and annual sales of twenty million dollars. The country there still shows many traces of the war.

In Switzerland our client made knitting machines both for manufacturing and household use. It also made screw machine parts, such as automobile tire valves and many other varieties. Its plants are located in Switzerland and just over the borders of France and Germany.

¹Paper presented before a meeting of the New York Metropolitan Section of the Taylor Society, New York, April 24, 1930.

In Roumania we made a condensed survey of the State monopolies of salt and tobacco for the Maniu Peasant Government.

Among the clients in Poland, during the last year, one rolls copper and brass sheets, tubes and wire, with one plant seventy-four years old and another brand new, with rollers capable of turning out copper sheets more than half as large as this room. Another client is the street railway company of a large textile city, including the repairs and maintenance of cars, the extension and upkeep of tracks, and traffic; that is, scheduling the movement of cars and the handling of passengers. Besides these we have a mining and metallurgical plant with four thousand workmen, which does all operations and processes of mining iron ore, blast and open hearth furnaces, a rolling mill, foundry, and large machine shop. A merger of plants making cellulose pulp and paper is another client. A plant employing three thousand workmen for building railway passenger and freight cars, tram cars and railway equipment is also on the list.

There is one thing which these foreign clients have in common. That is the realization that conditions have been changing and that organizations, plants and methods must also change. They have found it necessary to change from one kind of business to another. In some cases they have wanted to change from a slow-moving into a swiftly-flowing business; or from a variety of articles to only a few items and the advantages of mass production; in other cases, they have wanted to take up entirely new lines in addition to or in place of the old ones.

These are all prosperous firms and most of them are among the foremost in their respective countries. The shop executives are open-minded and eager to secure the benefits of the new methods of management through better quality, increased quantity and reduced cost of production, and above all through an improved turn-over of investment.