

that has been enough to "get many a man" by in the past. But the time has gone when it is enough. It will become increasingly necessary for the leader of the future to be able to visualize these facts and capacities to his several constituencies. As the group widens and the interests of the individual deepen this becomes a more and more difficult task, but one to which the powers of the truly great will be attracted.

For the followers there is a twofold duty, for it is upon them in the last analysis, under any democratic scheme that even the ablest and most versatile leader must depend. First, we of the mass must learn to be able to be discriminating as to our leaders—we must know more and more about the work of government, and more and more about the methods and objects of industry. Otherwise we are ever at the mercy of the charlatan. But beyond this there is a second and most important function of the crowd. We must command the means of making our support effectual. It is not enough to recognize the superintendent of our shop or a President of the Republic as a good and efficient man. We must learn how to make these leaders feel our support and to make our associates know of it. If democracy demands leadership to make it efficient then democracy will be a failure unless we can bring about these conditions without which individuality in management becomes unworkable.

Whether we like it or not the day has gone by when a leader of men can afford to neglect any opportunity of getting himself and his work placed fairly before his public. But he must do more than this. He must in many instances create these opportunities for visualizing to the mass of the people his activities and those of his associates. There is so much that is distorted and untrue said about anyone doing important work that the mere desire to offset and neutralize this mis-information requires much educational work. The times and the conditions of both government and industry and the needs of society demand even more than this. It is not enough for the officer of a company or the superintendent of a shop to be honest, active and able. He must make his associates know this. He must keep his constituency convinced and with an ample factor of safety. If we are to have co-operation we must have genuine, relentless publicity affecting every relation.

The picture of a frock-coated and portly gentleman sitting solitary and silent behind a roll top desk in the

front office during those rare intervals between meetings at the bank and at the Board of Trade is no longer our symbol for industrial leadership. We demand more and more frequent points of contact with our leaders. We prefer to be the president's associates rather than his men. The sphinx is increasingly at a disadvantage in comparison with the man who can place his cards on the table. Whether it be for the employer of five or fifty, 5,000 or 50,000, makes little difference—self-revelation, incessant and studied—but above all true to the facts—has become the great moving force. Science is beginning to illumine all the work of men. Everywhere even in the humbler daily tasks she provides an art. Our industrial relations are no longer for the isolated plant only. They are trade-wide, industry-wide, nation-wide, yes, world-wide. In this maze if men would tread with freedom, love must enter. The dream will never come true through collective bargaining alone.

You—our leaders in government and in industry take notice! If you force us to it we will run the ship—whether of industry or of state—by group action. But we are eager to co-operate with you, to supplement you where you are weak, and to back you up where you are strong—if only you are Our Men. We, the workers of the world, believe just as genuinely in science as you do. We both have some way to go in understanding the relation of science to industry and in appreciation of all that co-operation may involve. But we firmly believe that if the Boss will only reveal himself to his men the men will reveal themselves to the Boss.

The industry for which we plan must be made dynamic everywhere and all the time. Industry like life itself becomes static when simply reduced to formulae. Our standards must be only the bases for aggressive action. While realizing that science is making possible a measure of good will heretofore unknown in this field, we must see in the bringing about of industrial order no getting away from the necessity for struggle and the strenuous life. But it must be a strife which will develop rather than hinder the human spirit. Let us seek first an individuality in leadership which shall bring actual responsibility and joy into every grade of work, and then the encouragement of group control to the end that the cause of a genuine industrial democracy shall be advanced and production carried to new levels of enthusiasm and accomplishment.

PRINCIPLES OF STORAGE APPLICABLE TO ARMY SUPPLIES

STORAGE COMMITTEE BULLETIN NO. 7¹

By HENRY WOOD SHELTON²

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The aim of this memorandum is to aid in decreasing the cost of handling stores, in increasing the rapidity of their inspection and the accuracy of their control, and in reducing spoilage due to careless methods. Certain broad principles fundamental to good stowing practice in general are given in Part II, and discussed in Part III. Various specific rules for handling are given in Part IV, and might serve as the beginning of a set of instructions for standard practice.

The terms used in stowing have never been generally standardized. The meaning of such words as item, lot, unit, tier, block, stack, etc., are but vaguely comprehended, largely because of ambiguity in their use. The definitions given in Part I are offered as one step toward a generally recognized nomenclature, necessary for accurate instructions.

Designed for general use, the rules and principles here given are applicable to normal rather than special or exceptional conditions. Where special conditions or experiences suggest additions or changes a full statement of the facts and conclusions is desired by the Storage Committee of the War Industries Board.

PART I.—DEFINITIONS

1—*Stowing*: The putting away of things, usually stores, in their proper places according to proper method. As the subject of this memorandum, it covers the larger ground of removal and general rules for handling.

2—*Item*: Any one kind of stores to be put in one place. e.g. *Canned corn*, No. 2 size cans, xyz brand. Difference in size, shape, nature, quality, weight, color, make, brand, or style, will generally determine different items.

3—*Lot*: A quantity received and stowed at any one time. e.g. *50 cases*, 24 in case, canned corn, No. 2 size cans, xyz brand.

4—*Unit*: A quantity easily handled or normally issued at one time: e.g. Wholesale—*1 case*, 24 in case, canned corn, No. 2 size can, xyz brand. Retail—*1 can*, canned corn, No. 2 size can, xyz brand.

5—*Article*: Any single piece: e.g. *1 can*, canned corn, No. 2 size can, xyz brand.

6—*Pile*: A heap, irregular in shape. Regular piles are defined under column, stack, and block.

7—*Column*: A vertical, self-supporting, regular pile, one wide, one deep, two or more high.

e.g. Column of 5

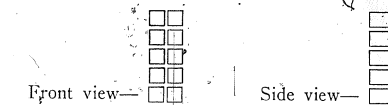


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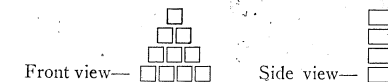
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8—*Stack*: A self-supporting regular pile, two or more wide, one deep, two or more high. A stack may be either *cubical* or *pyramidal*.

e.g. *Cubical stack* of 10

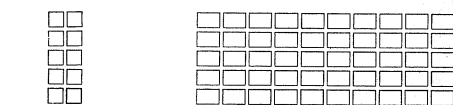


Pyramidal stack of 10



9—*Block*: A self-supporting regular pile, two or more wide, two or more deep, and two or more high. A block may be either *cubical* or *pyramidal*.

e.g. *Cubical block* of 100



Pyramidal block of 100

