1. The fundamental soundness of the principle of private property. This element takes into account the fact that it is a basic instinct of human nature for the individual, to desire possession.

2. The force of state socialism. This force takes into consideration the fact that it is equally a basic instinct of the private associations.

Such a study as we work in the world and the exactly as the store, makes it the job consideration the fact that it is equally a basic instinct of the private associations.

2. The force of state socialism. This force takes into consideration the fact that it is equally a basic instinct of human nature to desire to work out things in concert with one's fellows. An excellent example of state socialism at present in practice is the public school system.

in all probability work out between them the society of the

future. These three basic drifts appear to be:

3. The force of syndicalism. This force takes into consideration that basic instinct of human nature which leads us to desire to share in the control of the methods of production which we are concerned in and in distribution of the product. An excellent example of this instinct in pres-

Such a study as we have outlined here of the forces at work in the world and of our duty to attempt to organize them exactly as the student of electricity has organized that force, makes it the job of the industrial statesman to recognize first of all that there are facts of democracy as well as facts of efficiency, and to see to it, so far as it is humanly possible, that each group of facts is related to the other in organized and efficient ways.

Applied scientific management, then, which does not relate its science to the desires and to the thoughts of all connected with a concern in all their relations, either organized or in process of organizing, is not true to the Taylor principles.

