

which would secure the highest wages and the greatest prosperity for employers and employees. Scientific Administration can be honestly based on the assumption that the interests of employers and employees are identical and opposition thereto can only be possible on the assumption of the obvious error that these interests never can be honestly identical." (Lord Leverhulme, *The Six-Hour Day*, pp. 250-253).

"SO industrial goodwill is a valuable asset like commercial goodwill and good credit, and becomes so, more and more, in proportion as laborers acquire more liberty, power, intelligence and more inclination to assert their liberties. It too is valuable because it brings larger profits and lifts the employer somewhat above the level of competing employers by giving him a more productive labor force than theirs in proportion to the wages paid. And this larger profit reflects itself in the larger value of stocks and bonds, the higher capitalization of the going business. Goodwill is the expectation of future profit, and whether it be the commercial goodwill of patrons and customers, or the credit goodwill of bankers and investors, or the industrial goodwill of laborers, it has its present market value, sometimes greater than the value of all the tangible property of the business. Indeed, without goodwill, the tangible property is a liability rather than an asset." (Commons, *Industrial Goodwill*, p. 26).

"WHAT brought western Europe and America to the present level of material welfare, as the Bolshevik leaders well know, being adepts at economic history, were mainly three forces, all of which the Soviet Republic proposes to dispense with. They are the practice of private thrift with the consequent accumulation of capital; the pursuit of profits, with the consequent intense application of intelligence to the problems of market organization and the utilization of improved processes of production; and pecuniary emulation in the non-propertied classes, which offered the means of labor discipline, such as we know it."

"... we are not content with existing conditions and we know of no one so fatuous as to be content with them. But they are susceptible of improvement in ways that involve no sacrifice of the values that have been won through centuries of struggle. We do not wish to sacrifice 'bourgeois' personal freedom;

we wish to see it universalized. We do not wish to sacrifice the economic security that attaches to the possession of property. We wish to extend economic security to labor as well. We do not wish to reduce the scope of individual initiative, the control of the business organizer over his own fate. We wish to enlist labor in the work of control; we wish the counsel and will of labor to play upon the problem of the fate of a business and the prosperity of its personnel." (*The New Republic*, XIX, pp. 264 and 265).

MISS TEN-A-WEEK'S PLEA¹

Not in devising a System

Do the Fearful Dangers lurk,—

Not in devising a System,

But in making the System work.

And the working-out of the System

Is not in the hands of the Great,

But rests on the shoulders of poor little clerks,

Like Johnny and Mary and Kate.

So, to the Men who are Higher Up,

This is a meek little prayer;

When the Conference Light is Burning,

And the Mighty are gathered there,

And they think of a WONDERFUL SYSTEM

That is manifold, intricate, neat—

(and full of unparalleled terrors

for little Miss Ten-A-Week's Feet)

May the Merciful Spirit that softens

The lot of the Little in Pay,

Be given a Voice and a Substance,

And this to the Great Ones say:

Not in devising a System

Do the Fearful Dangers lurk,—

Not in devising a System,

But in making the System work.

And the working-out of the System

Is not in the hands of the Great,

But rests on the shoulders of poor little clerks,

Like Johnny and Mary and Kate.

¹By a young lady in the plant of a member of the society.