

the Dartmouth students who thereupon flocked to it *en masse*. It is to be presumed that within the little church, lighted by kerosene lights and furnished only with an inadequate stage, the necessary mechanical equipment could not have been provided for presenting the panorama with that effect which might have been possible under modern conditions. At any rate, toward the close of the entertainment, the slides seemed to move across the stage slowly, and only upon the expenditure of great and noisy effort. The final scene was announced as the grand transformation introducing a view of the Land of Beulah over the shoulders of the Delectable Mountains. For the sake of the desired illusion, the slide was shoved forward quickly, even anticipating the complete disappearance of the preceding picture, the Giant Despair. The heavy canvas moved a short way across the stage, giving only a glimpse of the Promised Land and then came an abrupt stop. Then there was great creaking and groaning of tackle and equipment behind the scenes and an expectant hush in front of the stage, when all of a sudden the raucous voice of one of the employees was heard exclaiming in exasperation, "The damned thing won't go without greasing. I can't get Beulah Land on."

The point which I wish to make in closing this very general speech is that just as the audience was expecting to view the disappearance of the Giant Despair and to see the Promised Land over the shoulder

of the Delectable Mountains, without participation or effort, so in these days too many expect the machinery of life to run smoothly and think that the correction of all common ills will be made by some obscure group in which they have no responsibility and no part. The American people at the present moment are very eager to see the last of the representation of the Giant Despair and are excitedly demanding that this slide be replaced by a view of some happy land easily discernable over mountains that shall prove to be surmounted with comparative ease. The accomplishment is not impossible, but it demands truer knowledge than we have had of some of the mechanisms of life and a wider participation and cooperation than has heretofore been prevalent. For such a group as this, participation in the effort and contribution to the final outcome is possible in a very particular way. But even in the large, for those of us who are more detached from the particular problems, there is at least the possibility of intelligent and sympathetic cooperation rather than ignorance and indifference. In short, the organization of civilization needs to become far more inclusive than it has ever been, and for those to whom no opportunity is given to set up the scenes or to work the mechanism, there is at least the opportunity for filling oil cans and applying lubricants which will bring on the Promised Land the more quickly because of a little greasing.

**A**MONG other things it (the war) has shown us clearly that the old driver method of industrial management will no longer do. The workmen of the world and as well, the women of every country that participated in the war, have acquired by that participation a new status. Many of the industrial difficulties of the present day are due to the resistance of working men and women everywhere, to being

forced back to their former and inferior status. They are insisting that if they are good enough to place their lives at the disposal of the forces of civilization, then they are good enough to have at least some voice in determining the manner of life they shall lead in the civilization they have striven, they hope successfully, to preserve. (Fred J. Miller in "Introduction" to *The Annals*, September, 1920.)

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### THE CO-ORDINATION OF SALES WITH SCIENTIFIC PRODUCTION

PROCEEDINGS

OF A

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