

necessary to be accepted much more widely—that the production of the world is going on against the distinct disinclination of the productive force to produce; that as a matter of fact, the job, instead of being something which is done for the enjoyment of it, is something which is done in order that the means may be found for self-expression in some outside manner.

We ask, how are we to get rid of this incessant demand for higher wages? How are we to get rid of this insistent demand for lower hours? But just as sure as can be, we are never going to get rid of these as long as work is something distasteful and is something entirely devoid of interest, and with respect to which the only opportunity for self-expression comes within the hours and the activities outside the working period.

There may be cheap and tawdry ways of expressing one's self. Illegal, immoral things may be done; troublesome things may be done, irritating in the extreme. But the man who is working simply to acquire the means for self-expression is going constantly to seek for more money and less hours in order that he may have greater opportunity out of working hours for self-enjoyment and a greater means whereby to secure it.

We have, I believe, simply these two options; if industry must be maintained on the present basis, then we must plan constantly to be met with the recurrent demand that hours be shortened and that pay be increased. Or, we have the opportunity on the other hand to inject back into industry something of the opportunity for self-expression, the development of one's personality, so that man shall understand his responsibility in the economic world and shall have some joy in meeting it.

This has been done and it has been done not infrequently. During the war some of us were interested in an experiment which was undertaken,—the introduction of patriotic speeches into the plants of the War Department, the Navy Department, the Shipping Board, the Railroad Administration and elsewhere. I say some of us were interested. I don't know how many of us were confident of results, but anyway, it was undertaken in good faith; and sincere men went about from place to place and they sang the glories of America, and then they ended with an earnest appeal to patriotism and to sustain production. A friend of mine wrote to me saying: "If anybody would tell me why I am

boring a hole in a piece of steel one hundred and fifty times a day, I should go at my work with a spirit such as I have never had before." And then he continued: "I don't know whether this piece of steel goes into a machine to make a ship, into a ship itself, or whether it is put into a ship to take abroad, or whether something else is done with it. And when somebody asks me what I am doing in the war, I haven't the faintest idea and can't find out."

I went not long ago into a factory where they were making metal implements. A man was stamping out a little triangular piece of steel and I said to him: "What are you doing with that?" "I don't know." "Where does this come from?" "I don't know." "Where does it go to?" "I don't know. The only thing I know about it is I have to get out so many hundred an hour."

The superintendent of that plant on being told of this said that he was going to undertake to find out how many men there were in the place who were in like ignorance. I told him that if he had my experience he would find out that practically all of them were. He started through the plant and came back and said: "We are going to begin a development course right away and we are going to have these men understand everything from the incoming of the raw materials clear up to the sales policies;" and I recently heard that it was being carried out with fine effect.

There is another plant, in many ways a model plant in this country, in which each day groups of a dozen or fifteen or twenty visitors are taken through by guides and are shown this process and that process, and are told the whole aim of the industrial establishment. And one of the men in that establishment said to me: "Why is it that all these people who don't work for this company can find out all of these things and none of us who work for it can?" Later, that company installed a system by which their men could find out, and they took groups of their own workers, and went with them clear back to the raw materials. They showed them where the raw materials came in, and took them through the plants and showed them the processes and showed each individual man where his function came in; and when the process was completed, they took them up and set them down in the sales offices, where they had one of the sales managers come in and talk to them just as though they were salesmen going out on the road. The company told them what the economic significance of

this proposition was, what the economic need of the product was and why it was sold and where it went, and the advantages which the company argued would come to the world at large if every man, woman and child used the product.

The outcome was that the men and women in that plant went back to their work with an entirely new attitude toward and enthusiasm for what they were doing.

I was told less than six weeks ago, up in the Northwest, of a lumber operator who had a strike, the circumstances of which, I understand, have been written up in one of the popular weeklies. This man, for the first time in years of operating recently found labor trouble within his ranks. He found his men going out one day and he asked them what was the matter, and the men said: "We are on to you. We know all about it at last." He said: "Just what is this that you are on to?" It then developed that they had been told by some one who had come among them with the intention of forming an outlaw organization, that the proprietor received sixty dollars a day on each man's work, and that he was paying on an average only six dollars a day, whereat the men said: "We deserve a bigger share of this."

The man said to his employees: "You come back with me, on my time," and they went back. He pinned some wrapping paper on the wall and went through every routine process and every accounting process from the beginning to the end of the manufactured product. And out of that understanding there came an unprecedented contentment within. He was quoted to me as saying he had never had such good conditions, and of adding, "Believe me, from now on I am not going to spend my time so much in explaining our cost accounting to the banks from which I am borrowing money, as in enlightening our own workers and interesting them in what is done."

These are small details, but they nevertheless represent some of the necessities under which the industries of America are laboring at the present time; that they shall, instead of continuing to subtract responsibility from the individual worker begin to throw responsibility on him; that instead of considering the attempt to express personality and to show initiative a handicap for which a man should be disciplined or discharged, they shall consider such attributes as an asset and shall see that the man is given his opportunity to work out what can be worked out on that basis.

The matter of shop committees, the matter of labor organizations, the matter of many similar things, is in the last analysis the simple desire on the part of the individual to feel himself a part of the business. I have been in labor meeting after labor meeting, where I have been perfectly sure that most of the speeches were not inspired so much by any idea of an innate weakness in the mechanical process of the plant, as because of a weakness in the company attitude toward its personnel, which made the individual man simply bursting with a desire to express himself somewhere; and being unable to express it in the plant, he went outside to express it,—and often expressed it in destructive terms designed to work against the prosperity of that very thing on which he himself was dependent for his own welfare.

I had a personal experience in a strike a few years ago in which it was difficult,—not to say entirely impossible—to find out what the real contention was. One day going through the halls of the building where I was at work, I met one of the girls who was leading the strike, and I turned to her and said: "What is it, anyway, that you people are after?" She looked at me, and tipping back her head in a laugh, said: "We are just after what we are getting,—the chance to sit down and talk over the business with you guys."

It is a perfectly normal human impulse, and it is an impulse that must be recognized. With a body politic such as is ours in the United States, it is inevitable that we shall have more of that, until we devote ourselves to the particular phase of the industrial dilemma which has denied to the individual worker so much which must be restored to him before we can ever hope even to begin the solution of the difficulties now disturbing us.

Over across the river from the little northern New England town in which Dartmouth College is located, there is the Vermont village of Norwich, where, in former days, a winter course of entertainments made the local church a Mecca for the Dartmouth undergraduate body. One of our most respected graduates tells the story that, in those days when still there was a strong feeling in Hanover against the influence of the stage, in this neighboring village a panorama of scenes from Pilgrim's Progress was advertised. The redeeming feature of this particular drama was that it was to be presented in the church; and its ethical value being thereby guaranteed, no question was raised about its helpful influence upon