

a copy of which has been sent to the other national district chairmen, and which should be highly suggestive to them, is a noteworthy document of clear and persuasive statement and of impressive composition and printing. The Cleveland membership should appreciate the effective work of its campaign committee, and especially the unusual contribution of those who conceived the portfolio and gave so much to its preparation: Stuart Cowan who was responsible for composition; John Younger, Myron J. Jones and Keppel Hall, who were responsible for publication; The Cleveland Ad Art Company, which contributed layout and art work; The Luzius Printing Company, which contributed the press work. The Cleveland district has shown a praiseworthy spirit of interest and has given an example of real scientific management in organizing a campaign.

The active work of the Society is during the period from October to June. Such a period has just begun, and all district chairmen should get their organizations together, map out or again bring out their working programs, and proceed to go over the top in this matter of membership within the next two or three months.

PROFIT SHARING

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ward for more than three weeks to a month for a reward. His reward must come to him at shorter intervals even than this, if he is to be stimulated to greater endeavor. As the character of the individual becomes less formed and weaker, this period must be made shorter and shorter. In my book on "Shop Management," I have referred to the case of a lot of girls who were inspecting bicycle balls. (See pages 85-91, Harper edition). We found distinctly that unless these girls were informed every half hour as to whether they were keeping up properly with their work, they would become entirely indifferent and fall away behind; not just lapse off a little, but they would completely collapse in most cases. This of course is at the extreme lower limit in this respect, but in principle this is practically true of all laboring people.

It is for this reason that the contract system, even, does not in any way compare with the scheme of daily giving a carefully measured task to each workman. To get much of any large return from working men, you must give a short task, to the end of which the workman can look with ease, and against which he can measure himself throughout every hour in the day.

And you *cannot do both*; that is, give the workman an extra large reward day by day, and then also give him a large share of the profits at the end of the year. Let us therefore use the total profit which the workman is to receive in the way which will most increase his productivity.

Now, under scientific management we deliberately plan to increase the workman's wages, or his profit, to the extent of from 35 to 100 per cent each year. By giving him this extra profit day by day, as a reward for accomplishing the tasks laid before him, instead of giving it to him at the end of the year, and also by giving him the help and co-operation of the many men who are working jointly with him on the management side, it is possible on an average to more than double the output of each working man. If the same profit, that is, a profit of from 30 to 100 per cent on his wages, were offered to the working man through the profit sharing scheme and given to him at the end of the year in the form of dividends, my judgment and observation is that it would not increase his productivity to the extent of 10 per cent. And that is my main reason for not favoring the profit sharing scheme. I am exceedingly desirous that the condition of the working man should be bettered. In fact, I am devoting my whole life to this cause. But I am profoundly convinced that the road towards prosperity does not lie in any better scheme for dividing the joint product of capital and labor than those which now exist, but that it does lie in a great number of schemes for greatly increasing the productivity of the average working man, so that my whole time and attention is given to the promotion of schemes which have this for their main object.

P. S. One more thought in this matter. The only way to make the world happier in a material way is to increase the riches of the world, that is, the material things which are useful to man; and all of these come from two sources only—from what is produced by the earth, or comes up out of the ground, and what is produced by man. An important fact to bear in mind is that more than nineteen-twentieths of all the wealth produced in the world is consumed by the poor people, and not by what are called rich people.

Any increase, therefore, in productivity of the individual simply increases the wealth of the world to that extent, and nineteen-twentieths of this increase goes straight to the poor people.

F. W. T.

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THERE may be a science of costing, of transportation, and of operation, but there can be no science of co-operation. That is dependent not on scientific principles but on ethical principles. It is a question of ideals, not of systems. It must always remain a problem of mentality and of the spirit.
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