

deeper human wish for some kind of self-value; that somehow or other he wants to feel that what he is doing means something in terms not simply of money in his pocket, but also of his standing as a human being and a citizen.

And if a manager does come to the belief that what a man wants out of his work is enormously more complex than simply so many B.T.U.'s of muscle power in return for so many cents per hour, then the problem of management begins to touch fundamentals. First of all it becomes needful to make sure that this worker be helped to think well of himself as a citizen by being given the utmost possible sense of ownership and property in his job.

Thus this matter of leveling off the peaks of overtime and filling up the troughs of employment constitutes one of the very first ways of helping a man to value himself in the industrial process as the holder of a piece of stabilized and reliable property. If the employers do not aid and abet this wish of the worker to think of his job as fairly steady and dependable, then they must face the likelihood of widespread governmental insurance against unemployment—undesirable though that approach is likely to be in its results.

The so-called job analysis, of course—the study of the job's requirements, its possibilities for growth and for promotion—is another step in the direction of that increased work value which never fails to mean increased *worker* value.

Of increasing every job's value and significance there are many more ways than are generally understood. To be sure, the engineers have taken much of the old craftsman's creative satisfaction and delight out of the modern assembly line. But after all that very line makes all the plainer that significance which comes to the modern job through its close integration with every other job in the whole orchestra of present-day, interdependent industry.

I have been doing some work with a corporation which, a few years ago, represented simply an aggregation of individual craftsmen. This company did not need to care whether its workers knew about the company's far-flung operations or not because none of its employes needed that type of membership satisfaction. Everyone of them took his raw materials and fashioned them into the finished article; his joy was that of a complete creator. But recently those men have had to be

taken away from their work as soloists and put on machines. Today they are being helped to get a substitute satisfaction and sense of personal worth in terms of their individual membership in a worthy orchestra.

I am convinced there are untapped and altogether reasonable possibilities along this line simply because I have listened hour after hour to workmen tell of themselves and their standing in the world, always in terms of their job. This was not so much because it was of itself important but because it was part of an important whole—exactly as the fireman says the engineer cannot operate the train "unless he gets his power from *me!*" These men felt perfectly certain that if they had contributed indispensable links to an important chain they need not be at all backward in taking to themselves the power and the glory and the dignity not simply of the link but of the chain!

When the careless observer steps up and says to a laborer, "It's too bad that you must do that task," it is as if he were to make a time study of the drummer of the orchestra in order to offset his soul-soiling work with the proper type of soul-saving leisure. Of course that drummer would say: "I'm the drummer of the Boston orchestra. If you know what the Boston orchestra is then you know what kind of a chap I am!" Just as you can imagine the drummer in the Boston orchestra taking himself more seriously than does the drummer of the Podunk band, so the real measure of a man's valuation of himself depends much upon the worthiness given by the management to the whole organization in terms of the significance and value of its known contribution to the world. Without doubt, the next few years will make immensely plainer the importance of this matter of company function and company character, both to the personnel and all others concerned.

I have in mind a certain great corporation which you would all say, if I were to name it, could rightly be considered an American institution, one whose permanent service and unquestioned reliability are everywhere accepted. Yet right beside it in the same industry is another corporation which remains nothing but an ordinary company, possessing nothing like the attributes of an institution. That represents a tremendous difference in values for all parties at interest, including the stockholders. Yet the difference is made up almost

entirely of intangibles. And those intangibles, in turn, are certain, I submit, to consist largely of values felt intensely by the personnel within and recognized widely by the public outside the organization—values derived finally from the worthiness of the organization's function and made by company performance sufficiently recognizable for ennobling every participant in that function's fulfillment.

Even if the manager should be otherwise inclined, I feel sure that society itself is going to require him to make sure that his men find their chief joy, not in their leisure, but in their work. For ages men have besought their Gods to "Establish Thou the work of our hands, yea, the work of our hands establish Thou it." That is not simply a bread and butter prayer; it comes from away down deep within us. I tell you, all the highbrow observers of man's work to the contrary notwithstanding, it is going to take thousands of years before we begin to pray, "Establish Thou the joys of our leisure, yea, the edifications of our leisure, establish Thou them!"

Even the worker tends to make the same mistake as all the rest of us. We see the joy and pride of our own responsibility but miss it in the other fellow and we are all like the professor's scrubwoman. Hearing the woman sigh deeply every time the chapel clock struck the hour he asked her why her work was troubling her. "*Me a-groanin' about my job? I was thinkin' o' them poor stoddents over there a-slavin' o' their lives away.*" Every one of us, universally, is everlastingly seeking these blessings in our jobs; and if we do not find them there—if industry cannot help men to find them—then I believe the time will come when government will step in and insist upon it.

But, without social pressure from outside, more and more managers, surely, are going to get below the oversimple superficialities and easy-looking formulas and see the necessity and the wisdom of giving more and more attention to the proper motivation of their associated employes. Just as rapidly as materials, machines and methods become more and more standardized, so rapidly does the human factor offer larger opportunity—and larger compulsion, yes, larger financial compulsion—for leadership and statesmanship.

Take, for instance, the railways. All of them are today forced by the Interstate Commerce Com-

mission to charge exactly the same amount per ton-mile. Through dealing with nation-wide labor groups, or otherwise, they come to pay practically the same price per man-hour. Their income and a large part of their outgo are thus controlled by forces outside themselves, with slight, if any, possibility of competing with each other in these sectors. Nevertheless, just because of the different measures of attention given to this matter of worker attitudes, worker satisfactions, and the other intangibles of good team-play, we observe huge differences in both the internal character and the public standing of the various railroad organizations.

Similarly with all modern business groups, in precisely that sector where the company contacts the public by means of the employe, exactly there the management has today to find the most delicate, the most difficult and the most challenging part of its entire responsibility.

The building of an institution from which people can confidently expect ten, twenty, forty years from now, a certain type of useful, reliable response, just as they do from Yale or Harvard, is a job which requires the manager's far, far look. Such a far look is likely to be a fair look. And such a fair look, beside depending upon unquestioned honesty and unflinching justice in its dealings, is sure, I believe, to view the whole problem of the control of men and their energies as a control which works best when based upon the internal, not the external, springs of human action—and better when based on men's hopes than on men's fears. Such a far, fair look will probably also discern that men respond better to the appeal of opportunity than to the appeal of increased security.

The great difference between Europe and America is that abroad the worker has sold his birthright of opportunity for a mess of security. In this country the worker has less security than he should have, but it is earnestly to be hoped, I believe, that such additional security shall not be paid for in terms of worker opportunity.

In conclusion, the great industrial executive leader is going to have, as never before, the job of painting before his men a perfectly clear, well understood and altogether worthy objective for his group. If he does that, then the next step, once his followers understand it, is to make evident to all his desire that these his associates shall have