

LABOR TROUBLES

How to Prevent Them.

Boston—Herbert N. Casson of Lincoln's Inn Fields, London, has written a book that should interest every American business organizer.

No one man can for any length of time be a business. He may found a business. He may create it. He may sustain it. But it is only a profession, a personality, an individualism, if it is one man.

When it is "business" it must be with association, organization and development and other people as developers.

It is first the principles, next the organization, that create an enduring business.

Casson in his new book entitled "Labor Troubles and How to Prevent Them" shows a third principle—the humanization of business. This book has ten chapters, the first two describe the waste of industrial warfare; the treatment of workers as slaves or machinery or "poor relations," and declare that every empire founded on slave labor went down with a crash, from Babylon and Persia and Rome to Russia and Germany—"all went down because they built a structure of force on a foundation of servility."

Higher wages do not satisfy and cause more strikes than low wages. Neither welfare work, nor profit-sharing, nor shorter hours solves the problem of labor's unrest.

In every work the workers are in possession. The managing director may make the rule, but the workers make the habits.

In many cases the wastage of labor turnover is greater than the wastage of strikes. The normal turnover is about 30% a year, but in 57 firms in Detroit, the labor turnover averaged more than 252% and to train a new worker costs from \$25 to \$200.

Other chapters are devoted to the art of employment, the value of staff training of promotion and praise.

There is no unskilled work and every business man, every worker should be a professional. Leadership must supersede drivership.

In every situation men must be trained to their work. We spend ten times as much on a criminal as on a schoolboy. We put Greek and Latin as master objects atop the educational program and neglect to teach the youth observation, inventiveness, efficiency and organization. The textbooks for every-day work of the world have yet to be written.

Before the war there were 33 German professors in British universities, but not one professor of manufacturing or industrial efficiency. We train dogs, and educate cows to multiply the milk yield threefold.

Thought is the master of the world and civilization is all thought. No man is a born mechanic or a born salesman. To heredity must be added training. Caruso must be trained for Grand Opera and Paderewski must be trained a dozen years before he becomes a professional. Every firm has at least 10% and some 25% who are fit for training. There are the efficient few. They should be taught the principles of the business and from them

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central idea of this book.

If you treat your workers en masse very little can be done to develop them. Fill the lower ranks from the outside, but the higher ranks from the inside. No one should be retained in a position which he has far outgrown or which he is not competent to fill. Honor and praise will fasten your people to you more than the pay envelope.

Men will do more for honor than they will for gold.

To prevent labor trouble install a system of promotion and praise. Get the full body power of your employees; their full brain power and their full heart power. A new era of humanism is beginning in our shops and factories. The old era of industrial warfare of rate-cutting and strikes has come to an end.

If you have labor troubles blame yourself and humanize your shop. Mix with your workers; talk with them. Do not let the pawnbroker ruin them.

Class-feeling has ruined nations; withered up Egypt and destroyed Spain. Let pals work together; friendship is a productive force just as much as ventilation.

In the game of life, hearts are trumps—not clubs as Germans vainly imagined. Successful business is honeycombed with sentiment. Germany was defeated because she played the body against the soul; the lower nature of man against the higher. This is the most terrific object lesson of modern times.

These four great fallacies; that labor creates all wealth; that profits are theft; that capital opposes labor; and that high production is against the interests of the worker, have all got to be exposed and downed.

Sept 22-19