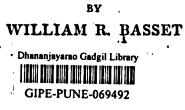
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## WHEN THE WORKMEN HELP YOU MANAGE





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## FOREWORD

We are not now asked by labor to find ways to pay higher wages through shorter hours. That is only one small phase of the employeremployee situation. What we are now really asked (although not always in precise words) is to devise some method by which the very wage system can be saved. It is a challenge to show that capital has a function.

The fullest justification would be to show that. the individual is better off under a wage than under any other system—that he is not a mere machine but a part of industry equal in dignity to any other part.

I hold that capital can be justified—if only it is intelligent.

Through some years past, as a result of my own and my organization's experiences in a thousand and a half industrial plants, I have been steadily drawn to the conclusion that the man is bigger than the machine—that the best of industry cannot be brought out until the right relation is discovered between the employer and

.