

the fundamental organic unity of the worker and his organic progress in industry; the organic unity of the plant or firm in which he works; the organic unity of all business and the organic relations between business and humanity at large, must be understood and made a concrete asset before true harmony and real efficiency can be firmly established in business.

Now this is clearly a far vaster problem than any narrow school program can cover. Technical routine training for the various jobs, for transfer and progression within the business, for executive positions, is vital and necessary; but these are not the *real problems* confronting business, nor can these be successfully solved until men learn the fine art of *living together*.

The vital problem in business to-day is to develop growth in the capacity for, and to establish the machinery for practice in the habits of co-operation. This is the *internal problem of problems* confronting business to-day. To its successful solution all possible energy should be given. Everything else is subordinate to this. It calls for the most careful scientific self-analysis, self-direction, and self-control that all the forces of the business world are capable of commanding. To discover the men and to establish, maintain, advance and defend the vision, the ideals, the machinery and the interests for bringing this co-operation about is the great opportunity of organizations such as the National Association of Corporation Schools and the Employment Managers Groups. Business must get down to the great elemental truths of human nature. All the outward, heterogeneous complexity growing out of material and man's relation thereto must be brought into harmony and efficiency by the power of this unifying, inner living principle of co-operative adjustment. The truth in organic unity must comprehend and harmonize the confusing, balking and maiming multiplicity. Business is now crying out for the guidance of unified truth which governs numberless facts—a living, dynamic principle which shall liberate man's body, mind and soul. To make this ideal a reality in business is to awaken in every employee an eager desire to improve the quality of his *own* labor, which is the best asset any business can have.

Logically, therefore if such organizations as the National Association of Corporation Schools, and the Employment Managers Groups are to hold their well-earned leadership in the solution of the great problem of the human interpretation of industry, they must understand the organic nature of man and come to regard the business machinery as the greatest opportunity for the discovery, adaptation, instruction and training, protecting and justly rewarding human talents—in a word, as a vast capacity-catching and capacity-developing mechanism.

THE PSYCHOLOGY OF EFFICIENCY

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The human interest element in industry may be a new phrase, but it certainly is a crying need in the industrial world to-day.

Is there no inspiration in labor? Must the man who works go on forever in a deadly routine, fall into the habit of mechanical nothingness, and reap the reward of only so much drudgery and so much

pay? I think not. The times demand an industrial prophet who will lift industry off from its rusted, medieval hinges and put pure human interest, and simple, free-spirited life into modern workmanship. Nothing but human interest will ever awaken a task interest in the ordinary workman. "One of the inevitable results," says Charles L. Pearson, "of increased efficiency in manufacturing processes is the specialization of operations, increased monotony and more intense concentration on the part of the worker. Many manufacturing operations are continual repetitions with no decided change from one lot of work to another, the operator making a few different moves in rapid succession and repeating the operation all day or, perhaps day after day without much change. This class of work requires more or less intense concentration." A deadly monotony must inevitably follow. To put life into this death is the problem. Ever the source of life is life. Neither from the task nor from the machinery nor from the product, nor any other mechanical motive, can come any relief. Human interest alone can inspire a task interest. At the very point where the deadly monotony crucifies the task interest, must a living spirit resurrect a spirit and an interest superior to the monotony of the task. How is it to be done?

The very first element in an efficient management or an efficient supervision is the power to create interest. Is this too difficult? Walter Dill Scott says that the attitude of every man in an organization is the reflection of the dominating factor in the organization. To every workman there is a fascination in an interesting and interested leadership. Interest, like measles, is catching. The thing we would like to know is the psychological source of interest in the average workman. And we contend that you can no more inspire, resurrect, or create interest in a task by an absentee management or a supervision by proxy, or by cardboard, any more than you can hatch chickens from nutmegs. If efficiency is ever to take on real serious character and be measured, not by whim, or guess or conceit, but by living results, it must be borne in the heart, not the purse of industrial management; and it must permeate through and through the whole system of supervision.

The most efficient supervision must of necessity render the most humane service, and in every embryo this must take the form of human interest. In every form of sport, superior achievement and skill in performance are coveted and won by the greatest sacrifices of time and energy. Why not in industry? The answer is easy. Motive. Reward for skill. Praise for achievement. Merit well earned. Contest. Battles won with honor. The true sportsman is heroic. He is no slave. Can this spirit be put into industrial life? No. It cannot be put in. It can be born in.

James J. Hill of the Great Northern is a good example of how a man can lead his men in playing the game of big business. With only one exception he led his men without trouble in opening up the great Northwest. His ideal was service, not fortune building. Every man under him knew him as "Jim" Hill. They respected him for his superior grasp of railroading and for his personal interest in his men. The names of John Wanamaker and Henry Ford are splendid examples of how men breathe their own spirit into their organizations. If an executive is a man of vision, a man of broad sympathies and high ideals, a man of efficiency and energy of character, this entire force will be a wide awake body of live wires.

The spirit of efficiency must be back of all really efficient work. Better quality and greater quantity should be the aim, but not at the expense of life. Greater speed on the part of the workman will pro-

duce greater accuracy of workmanship. But the greater speed should be made possible by eliminating unnecessary motions, and by making necessary motions thoroughly automatic. The result will be a relief of drudging labor and the freedom of the man. Then he will be happy and work contentedly. Speed, skill, freedom, this is the order in the efficiency program.

A genius is a genius because he accomplishes more than others. In the last analysis genius is the power of achievement. But following the roadway backward from the result achieved to the home of genius, and then into his soul where his power plant of ideas and personal energy are stored, we find a most interesting problem. How does he do it? That is the query. That is the miracle. The miracle he performs is made possible to him because of his internal, subconscious energy. This energy is the product of an electric will which, working economically, has stored up power and systematized energy, often out of pure necessity, where it can be drawn upon at any time much as we draw upon a storage battery when in need of electric service. Many men are perfectly prodigal of their energies. The genius is not. All great men of the world have had their mental machinery well-equipped with energy, and the larger part of such machinery operating automatically. The genius operates both his mental and subconscious machinery to free his soul, making his body work for him under the most fascinating discipline. So we discover that the secret of achievement, or of efficiency rests on dynamic will power, together with a thoroughly trained subconsciousness. The more work we can do to-day, automatically, the more inspiring and creative work will become, the more of a man a man becomes, and the less of a machine. His subconsciousness acts with perfectly automatic precision. The mechanical element lies below the mental surface, so that really great achievement is the work of a free spirited man depending on his efficiently trained reflexive powers to carry out his desires. We call him inspired because he is both freer in spirit and more subconsciously mechanical than we are. Efficiency, therefore, must ever depend both on efficient desire, as well as upon the efficient organization of our reflex powers.

Every man should be more of a man, a better man, for having worked a day. The humdrum shop, operated by humdrum workmen, managed by humdrum superintendents, dominated by humdrum ideals, should be banished to Humdrum Land, if for no other reason than to save the men.

What is the man-making motive, and how is it generated, may I ask? In industrial life, who coins the man-making motive, and where is the mint? It must be acknowledged that the industries to be efficient must not be efficient at the sacrifice of men, but on the contrary, they must be efficient first of all in developing men, real men, men of heart and men of high character, before they have a right to be efficient either in business or in production. Doubt it do you? There are thousands of factories to-day running on an imaginary schedule of efficiency where men are robbed of the opportunity to develop themselves, where a business success is more of a hold-up game than a scientific, or economic process. I say a hold-up game because money can never be spent wisely and profitably where it demands the service of men, and at the same time imperils their character. Deterioration of men deteriorates profits. What shall we say then of the mental process of developing men, of growing manhood in the industries? How are men to know that they are growing to manhood while they work? If the larger opportunity is given to

industrial employees, and they know that the conditions and inspirations of industrial life make for better manhood will they respond to it? Will the response to such industrial inspirations react for higher daily task efficiency? One only needs to step into such factories as the Franklin Automobile Works, or the National Cash Register Company's plant to get a decided, positive answer.

Loyalty! Loyalty is inspired of confidence, confidence in men who believe in men, and who believe in God. No man over men who can damn his men has their confidence. And no plant operated without a definite welfare program can hope by a mere wage motive to win the loyalty of its working force. Every sensible man must realize the justice of being able to work at a man's job, under the direction of a manly man, at a man's wage, with a manly confidence in the heads of his concern. Many an industrial concern to our knowledge is running the gauntlet to-day of a perilous turnover, hiring ten to fifteen thousand men to maintain a force of five thousand. And why? Confidence. Loyalty. There you have it in a nutshell. Concerns that have the power to inspire confidence know little about this vexing problem. Men, like plants, grow in a healthful atmosphere. And, given an inspiring industrial atmosphere where man-timber may be grown to its richest and best, the fruit of contentment must inevitably follow. Manliness with contentment is great gain. We can but hope that the day is not far distant when the greater industries of our country will be operated first of all for turning out full grown, high characterized, industrial workmen, and incidentally and necessarily, most efficiently their material product.