THE WORKING FORCE: THE SECOND WORK MANUAL OF THE MODERN FOREMANSHIP COURSE

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ALL SORTS AND CONDITIONS OF MEN

Men and women like these, representing differences in age, race, religion, family life, and ideals, may be welded into working forces of very high efficiency.

THE WORKING FORCE

THE SECOND WORK MANUAL
OF
THE MODERN FOREMANSHIP COURSE

Being the Expression of Practical Foremen

Assembled, Organized, and Edited by
HUGO DIEMER, MEYER AND DANIEL BLOOMFIELD,
AND B. F. DAHM
In Coöperation with Others

LA SALLE EXTENSION UNIVERSITY
CHICAGO

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Is there, in our whole language, any combination of two words meaning more than "WORKING FORCE"?

Of course your decision will depend upon your particular experience.

"Sledge Hammer" means more to a man who has lifted one;
"Accident" means more to a fellow who has been hurt;
"Coöperation" means most to those who have pulled together.

And so it goes. It takes foremen and working men to know the power and importance of these two ordinary words, WORKING FORCE.

The second work manual is a practical discussion of big facts—about all sorts and conditions of men, with the same instincts and desires—about men combined into a working force—the backbone of modern production.

SECTION II

THE WORKING FORCE

"Something must have happened here," said a friend of the superintendent of an automobile plant, as the two stood in the assembling department. "Three years ago, when I was here last, you had little groups of men scattered here and there, each group completely assembling a car. Now you have the progressive assembling system, each man doing his one bit of work on the car and then passing it on to the next. How much more efficient is the new system than the old?"

"This much," answered the superintendent, "that while it used to take two hundred man hours to assemble a car, now it takes only eighty man hours."

"It's remarkable what a change of system will sometimes do," said the visitor.

"Yes, but don't overlook the fact that even the most efficient system won't work unless you have the men able to run it. All you see here is a smooth working system. Perhaps you think that we were able to throw out the old

method and install the new overnight. No such thing. It took months to make the new system work right, and we weren't able to get it to going well until we had built our individual workers into a *unified working force*, going like clockwork, every man realizing that his work counted only because it fitted well into what the other men were doing."

Since, as every experienced foreman has come to realize, it is absolutely necessary to weld the individual workers into a unified force in order to make them produce the best results, this manual and the next will present the results of the findings of many foremen on this matter.

The Need of a Unified Working Force

The man who found that the specialist could get out a great deal more work than the all-round worker, made a whale of a discovery.

This is illustrated by what happened in the assembling department of the automobile plant mentioned at the beginning of this manual.

Formerly, in that assembling room, there were perhaps a dozen teams of three men each (two mechanics and a helper). Each team had the