

# **THE MANAGEMENT AND THE WORKER**

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The Management and the worker by Various

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**VARIOUS**

**THE MANAGEMENT  
AND THE WORKER**



***COMPANION VOLUMES:***

**THE WAY TO GREATER PRODUCTION**

**THE MANAGEMENT AND THE WORKER**

**WORKING CONDITIONS, WAGES, AND PROFITS**

THE WHITE MOTOR CO.  
EMPLOYMENT MANAGER  
SUPERINTENDENT  
FOREMAN



The White Motor Co. believes that increased production starts with the individual when he applies for work and not with the mass actually at work. For that reason three factory executives—the employment manager, superintendent, and foreman—are present when he is hired.

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Advisors were drawn from the Editorial Advisory Board of **FACTORY**, the Magazine of Management, and include F. F. Beall, G. L. Avery, R. A. Feise, W. J. Kilpatrick, Henry S. Dennison, A. Kauffman, W. E. Clow, F. D. Pitt, George M. Verity.





## PREFACE

**T**HIS book and its two companion volumes are designed to present a complete picture of the common problems that arise in handling human relations in any business, large or small. The method of treatment throughout is the one that seems logically suggested by the nature of the problem itself. Theory has been the approach in very many earlier volumes treating the same question, but the relations between employers and employees are today so practical, the points ordinarily at issue between them have been defined so often and so completely, and so much experience has accumulated in handling the problems, that the only satisfactory treatment today seems to be an analysis of methods actually being used and proving successful.

This book is designed primarily for those who face the problems of employee management. Business today is a huge laboratory in which numerous intensely interesting industrial experiments are being tried. Some of these experiments are still in too early a stage to determine how well they may succeed, or whether they will succeed at all. Only in two or three instances have these been touched on in the present volume. There are many other plans, however, that have been thoroughly tried and their success proved by results. The bulk of this volume and its companion titles are made up of descriptions of the methods used in these concerns.

The reader will note that special emphasis has been placed upon the details of applying the various plans

## PREFACE

and methods to everyday factory conditions. This is for the reason that the plan itself without the necessary information to put it into operation is very often little short of having no plan at all, for in many instances the success of any plan depends, to a large extent, upon the manner in which it is presented to the employees and the methods by which it is applied.

There are scores of successful plans in this volume, all of which have a direct bearing upon conditions in every concern where the so-called labor problem exists. In some of these organizations the application of many of these plans and methods may be readily made without readjustments, while in others variations may be necessary or advisable in order to meet varying conditions.

It will be found that as often as is consistent with adequate presentation of the subjects, plans are described by the users themselves. The names of those who have given special assistance are mentioned on an earlier page. The editors of the volumes have gone to successful managers for their successful policies and plans, and it is believed that nowhere is there to be found in equal space an equal body of evidence that management can cope successfully, and with extraordinary results in profits, with what is commonly known as the "labor problem."