## BUYING BRAINS, PP. 1-227

Published @ 2017 Trieste Publishing Pty Ltd

#### ISBN 9780649406654

Buying Brains, pp. 1-227 by Leon Stein

Except for use in any review, the reproduction or utilisation of this work in whole or in part in any form by any electronic, mechanical or other means, now known or hereafter invented, including xerography, photocopying and recording, or in any information storage or retrieval system, is forbidden without the permission of the publisher, Trieste Publishing Pty Ltd, PO Box 1576 Collingwood, Victoria 3066 Australia.

All rights reserved.

Edited by Trieste Publishing Pty Ltd. Cover @ 2017

This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out, or otherwise circulated without the publisher's prior consent in any form or binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

www.triestepublishing.com

### **LEON STEIN**

# BUYING BRAINS, PP. 1-227



**		
95		
e = = = = = = = = = = = = = = = = = = =	BUYING BRAINS	
		9
	59	

### **BUYING BRAINS**

FACTS REGARDING THE ESTABLISHING
OF BETTER BUSINESS RELATIONS
BETWEEN EMPLOYERS AND
EMPLOYEES

BY

LEON STEIN



NEW YORK
AUTHORS PRESS

1918

COPYRIGHT, 1918 BY LEON STEIN

#### PREFACE

The purpose of this book is to establish more friendly relations between the employer and the employee, making work more profitable and pleasant for both. This may be accomplished by conducting business on a scientific basis, eliminating waste, encouraging proper development of employees and giving a fair deal for mutual benefit.

LEON STEIN



### CONTENTS

CHAPTER	PAGE
I. SCIENTIFIC MANAGEMENT	11
The Growing Conflict—Produces Individuality—Planning the Work—Reward for Co-operation—The Capacity Becomes Known—The Taylor System—Scientific Calculations—Influencing the Employees—The Gantt Method—Increased Profits—Introduction of Scientific Management—Possibilities of Scientific Management—Possibilities of Scientific Management—The Confusing of Science and System—Scientific Distribution—Scientific Advertising—Scientific Results—Avoidance of Dull Periods—Environment—An Understanding of Men—Testimony before Industrial Commission—Mr. Frederick W. Taylor.	. 5.3
II. Service	36
Service Rendered by Bankers—Public Service— Service First—Confidence Established—Truth in Business—Honesty is the Best Policy—Good Will of a Business—Your Service Affects Others—Intelligent Service—The Connecting Links—A Permanent Foun- dation—Impression—Indifferent Service—Discon- tented Employers.	
III. Employment	49
Hiring—Selection of a New Employee—The Employment Manager—Must Please Both Parties—Spreading the "Good Feeling" Spirit—Filling Vacancies—Opportunity—Scientific Employment—Proper Fitness—Analyzing the Salesman—The Normal Individual—"The Right Man in the Right Place"—Citation of Cases—On the "Right Road"—Tact and Talent—Other Methods—Health and Habit—Desirable Applicants—Your Competitor—Policy—Obtaining Help—Agencies versus Advertising—Proper Attitude—Application Blanks—Bonding—Discharge—Transfers—Irregular Employment—Employment Manager's Test.	

IV. INSTRUCTIONS	71
Training Employees—Proper Instructions—What Others are Doing—The Old Method—The Scientific Method—Planning—Accomplishing Results—A Suggestion—Thirty Per Cent Increase—Other Policies—A Side Light—Necessary Instructions—The Smaller Shops—The Salesmen—The Sales Manager—Generalities.	
V. DEVELOPMENT	83
The Start—Promotion—Study of Help—Encouragement—Latent Powers—High Standards and Ideals—The Understudy—Bethlehem Steel Corporation—Outside Help—Helping Employees to Help Themselves—"Live Wires" and Contests—Opportunity for Development—Post-Education—How Others Help Employees—Discipline—Fairness—Imposing Fines—Loyalty—Worthy Employees—The Law of Compensation—Interested in Their Work—Obtaining Maximum Results—The Giving of Suggestions—Generalities.	30.0
VI. COMPENSATION	104
Comparison—Personal Equation—Exertion and Results—Former Practice—Rewarding Conscientious Effort—If They Are Worth More to Others, They are Probably Worth More to You—The Weak and Inefficient—Capital and Labor—The Wage Problem—The Keeping of Records—Arousing Interest—Financial Loss—Some Need Watching—"Fair Play"——Improvement—Rewards—Various Plans—The Piece-Rate Plan—The Commission Plan—The Retail Plan—The Salary and Bonus Plan—The Scientific Plan—The Gantt Compensation Plan—The Gantt Idea Transplanted—Pay Day—The Purchase Power—The Minimum Wage—The Consumer to Bear the Burden—The Orphan—The Women—The High Cost of Living—Reduction of Wage—Workmen's Compensation—Liability—Various States—Other Insurance—Employers Awakened.	
II. Profit-Sharing	125
The Give and Take Principle—Not Philanthropic—Giving Just Rewards—Loyalty the Return—Sharing a Small Percentage—A Comparison—Formulation of	