

**WHEN THE
WORKMEN HELP
YOU MANAGE**

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When the workmen help you manage by William R. Basset

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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 employer-employee 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

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the employee. By right relation I denote one which permits both parties to express themselves in their work, to make satisfactory and continuous profits on the clean basis of bargain and sale, without paternalism in any form and without the intervention of any outside agency.

My experience teaches me that no one rule or system is properly applicable to every industrial unit but that a method can always be worked out provided the situation is scientifically studied and digested.

The principles do not change; the applications always change. It is the principles which are most important. In the within pages I have developed the principles from experience and then given a number of specific cases of their entirely successful application.

Most of the chapters herein have previously appeared in pamphlet form and they have been correlated in a book because the demand for the pamphlets seemed to indicate a very general approval of my thought.

WILLIAM R. BASSET.

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