

**LEADERSHIP: THE THIRD WORK  
MANUAL OF THE MODERN  
FOREMANSHIP COURSE, BEING  
THE EXPRESSION OF PRACTICAL  
FOREMEN**

Published @ 2017 Trieste Publishing Pty Ltd

ISBN 9780649342945

Leadership: The Third Work Manual of the Modern Foremanship Course, Being the expression of practical foremen by Various

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Edited by Trieste Publishing Pty Ltd.  
Cover @ 2017

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**VARIOUS**

**LEADERSHIP: THE THIRD WORK  
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FOREMANSHIP COURSE, BEING  
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FOREMEN**





Courtesy Factory Magazine.

**THE SPIRIT NECESSARY FOR A GOOD WORKING FORCE**

The spirit shown here—the competitive spirit combined with friendliness—is an excellent basis for building up a unified work force.

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LA SALLE EXTENSION UNIVERSITY

Some foremen are born leaders, others achieve leadership, and others have it thrust upon them—but all foremen can develop their leadership powers.

To be a leader is to have some experience, training, or ability the other fellow doesn't have—something to give to him—and one characteristic of even born leaders is the way they constantly add to their stock in trade by learning from others.

The life experience of many other foremen leaders has been written into the pages of this third manual, on leadership. It tells about building a unified working force, sizing up men, arousing and directing them to do good work, and using good foremanship qualities.

Many men will say of a modern foreman, "There is a Leader"—a title of which a king may be proud and of which a modern foreman must be worthy.

## **THE MODERN FOREMANSHIP COUNCIL**

**There are production managers, practicing foremen, executive officers, labor managers, and educators on this Foremanship Council.**

**Tho from different walks of life, they have one strong tie binding them together—that is, their experience with and interest in the work of Modern Foremen.**

**The Council reviews the course and lessons and serves in an advisory capacity. It brings to bear on the planning, organization, presentation, and service of the Modern Foremanship Course the judgment of experts from all important points of view. In many minds there is increased wisdom and safety of judgment.**



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Hugo Diemer, Director, Modern Foremanship Course.

**THE FIFTEEN WORK MANUALS**  
of  
**THE MODERN FOREMANSHIP COURSE**

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**The First—The Foreman and His Job**

This manual tells about the foreman and his duties, as analyzed and arranged from the experiences of five thousand working foremen.

**The Second—The Working Force**

This manual gives a working knowledge of men's instincts, desires, and motives, facts needed in managing a working force.

**The Third—Leadership**

To be a foreman to-day is to be a leader. This manual tells what qualities are required for constructive leadership, and how they are used successfully.

**The Fourth—The Foreman and Training**

The need for trained men and how to train them on the job—a setting forth of underlying principles and methods of training men on the job.

**The Fifth—The Foreman and Job Analysis**

What is a job? The question is answered in a usable way in this manual by showing how a job is broken up into its elements by job analysis, and how the results of job analysis are used.

## **The Sixth—The Flow of Work**

The right material at the right place at the right time, for the right length of time and no longer. Definite methods of bringing this about are gone into.

## **The Seventh—A Good Place to Work**

It means a lot to a foreman if his workmen say his shop is "a good place to work." This manual sets forth ways and means of making a shop worthy of such a name.

## **The Eighth—Getting the Work Out**

Scheduling departments, work-tickets, and follow-up plans are discussed, but this manual does more—it is about the working of brains and management programs behind the paper systems.

## **The Ninth—The Foreman as Stockkeeper**

The proper handling of raw materials, tools, and finished work on hand in the department, and effective use of a central stores system, is the foreman's job of stockkeeping dealt with in this manual.

## **The Tenth—Cost Control in the Shop**

Shop results are measured by dollars. This manual is about cost records, determining operating costs—the dollars spent on production, methods of reporting results, and using departmental cost data to plan future operations.

## **The Eleventh—Industrial Organization**

Organizing a shop, plans for controlling a shop, and what scientific management is, are the important subjects handled in this manual.