

"I'm going to quit!" were the team leader's first words. "I can't handle this stress much longer. Today we shifted from newsprint to wallpaper but in a month we'll switch back. But this is a machine, not a match-box. We've lost so many people because of this and now are working at only half strength. We are supposed to have six workers in our team as is stated in the books, but we actually only have three. How can I expect them to check the machinery accurately and make them carry out preventive maintenance on time?"

Let's take a look at the result of the rash experiment initiated by the 'Soyuzbumaga' Association. First of all, it resulted in an annual loss for the Combine of two million roubles in profits. Secondly, labor turnover has increased (here again, however, one of the major causes was last year's leap-frog of directors, all of whom protested against the capricious directives from above). Finally, it has resulted in a reduction in the quality of the paper mill's work and of the work of the Combine as a whole. Are the printers better off now that their storehouses are filled with broke? Of course not. They are very concerned. In other words, they are ultimately the losers.

That's what the notorious administrative command style has cost the Combine. Nevertheless, despite the grave consequences of poor planning and other mistakes, it is to the Combine workers' credit that they have managed to get through it all. Their first success story cannot be attributed to cosmetic corrections to the production targets or to other indulgences of this kind. They effected an increase in volume of production and raised labor productivity by almost 10% as compared to last year.