

*5/10/1917  
on  
management*

By means of birth or privilege posts of responsibility **C 12177**  
are often filled by men whose want of capacity is galling in the  
extreme to the industrious and willing whom they are called upon  
to manage. Management not chosen by merit leads to unsatisfied  
feeling that work is not going as it should.

-- O.P.I.P.

*management*

Men will always have to be subordinate one to another;  
whether the official is capitalist employer or his agent, whether  
he is bureaucrat of the State or trade union secretary, there  
must be single pairs of hands which draw together the various  
threads, and single brains which guide the team. It is the  
duty of the State to see that the men who own them are educated  
to justice wisdom, and patience.

-- O.P.I.P.

*State*

The conception of irresponsible master in his own  
works must give way to partner and administrator.

*11/14/17  
Regulation  
statute!*

**C 12179**  
Let the employers be encouraged to combine, so that  
they may reduce their useless costs of internal competition,  
but prevent them from taking excessive rewards. Let them share  
their experiences, and reduce their costs to the purchaser;  
so may they lose the necessity of reticence to their employees,  
and, being in a position to treat them well, gain their confidence.

Let the employees be helped to make common cause with  
one another for local matters, meeting their immediate admini-  
strators, and bringing larger questions to a central and open  
council with the nation's public opinion as their arbitrator.

Let the nation assist all classes by a carefully  
thought out line of education.

Let employers and employed ask the State to institute  
schools of manners, economics, and medical training.

O.P.I.P.