

organisation and uncertain discipline. It is a form of organisation suited for, and possible of effective use by, only the highest type of civilisation, it is impossible for a poorly developed type—a fact remarkably illustrated at this moment by conditions in Russia. Democratic civilisation is a living, growing type; one whose fundamental principle implies the assimilation, into the organised mind, of the best opinion of its members; a type that has the organisation and adaptability to external conditions produced by vitality; a type whose aim is perfect development, not mere bigness and power; a type whose growth is from below upwards, whose guiding principle is, "of the people, by the people, for the people"; not a type proceeding "from the top downwards," hence artificial, rigid inflexible, incapable of true growth or development to meet the highest human needs; the antithesis of the type superimposed by might, whose ruthless principle is the "blood and iron" trampling under foot of the rights of all when in conflict with an autocratic will. The democratic principle applied to industry means vastly increased, not lessened efficiency. High industrial efficiency results from a number of conditions, among which are thorough organisation and cheerful discipline. Every intelligent workman knows this as well as you do. Intelligent workmen, unless disaffected, feel pride in efficiency and dislike anarchy. The prime cause of the widespread disaffection that has existed is exactly those autocratic conditions which the democratising of industrial relations will remove.

Industrial democracy merely demands that all the conditions of the co-operation of Labour and Capital in industry shall meet with the approval of both parties. Is there anything unreasonable in this demand? With the two parties, each vitally and equally interested, is it unfair? If the demands of Capital are just, surely it is only right and can do no injustice to anyone to discuss its claims in the open. If the fear of Capital is that Labour cannot understand the economic questions involved—a view that is probably true to a great extent at present—Capital has itself largely to blame, for it has had the greatest say in framing the educational policy of the times. The "Whit-