

some analogous method, and find margin of leisure and opportunity sufficient to give large play to individual tastes and preferences, and therefore to counteract any stagnating or deteriorating effects that might come from wearing the harness of his regular craft or calling day by day.

One might illustrate by comment upon the small-salaried, well-educated civil service officials of Germany, who as a class are remarkably contented, happy, and useful; or the military and naval officers of all countries in times of peace; or the class to whom I have already referred, engaged in this and other countries in the work of education; or the better class of trained and steadily employed men in the service of great railway, banking, insurance, and other corporations; or the class of highly instructed men employed in many branches of the public service in England, who render a fair equivalent for the salaries they obtain, and yet achieve leisure enough, many of them, to attain a fair place in literature, or at least to gratify their individual tastes. There are few such sources of satisfaction as to feel with the poet that one's mind is his kingdom, provided only one has some little leisure to occupy the throne.

Just as the ultimate goal in a democracy is not strife and discord, but political harmony and concord, even so in the economic life of the community, the better hopes reach far beyond the wastefulness and strife of the old competitive system and demand the substitution for it of co-operative methods and scientific organization. From this new period of unified effort upon which we are entering let no man think there can be any return to the com-

petitive system as it has existed heretofore. These are movements too fundamental to be vitally affected by hampering statutes or decisions of courts. Just as trades-unionism could never be destroyed by English conspiracy laws or by the American device of injunctions, just so the unifying of transportation interests and the scientific organization of industry will make steady progress, not to defy Sherman acts and judicial mandates, but to obey those more fundamental laws and principles that have come to operate with a momentum now practically irresistible.

We are certainly then to have this new, close organization of industry. We cannot make water run up hill, but we can often do something to fix its channels and direct its course, and turn what might have been the harmfulness of the flow to useful and fructifying ends. We may be sure, then, that in our new economic society this question of *control* will be of vital importance, and that it will be settled in the light of experience on the basis of efficiency and of the greatest good to the greatest number.

Three methods of future control are readily conceivable. One method is that of control by individuals or by syndicates composed of comparatively few men whose fortunes may be told in hundreds or in thousands of millions. The second method is that of the radical enlargement of the functions of the political community, so that the people themselves, organized as the city, the state, the nation, may assume control, one after another, of the great common services of supply, and the great businesses and industries. The third method