

prove to be the most successful experiment in increasing efficiency in the truest sense yet tried. For I have more than a suspicion that efficiency experts, so self-styled, have had their attention so engrossed by the study of microscopic details that they have missed altogether their main principle, the very foundation on which any true theory of efficiency must be built. They have become so enamoured of the stopwatch and statistical method that they have ceased to look around them at the broad facts of human nature lying patent to all. Expert observation is always dangerous because it implies limited observation. The greatest resource in industry, till now remaining almost untapped, is the human will, the fountain-spring of all conscious human activity; and the greatest present industrial inefficiency and loss results from conflict of wills. If the full response of the human will can be secured for any enterprise or any purpose whatever, the entire ability of the individual is available. Without this, there may be reluctant, inefficient activity, drudgery; with this, there is the joy of creative work, a calling into play of the entire physical and mental resources of the individual, to an even greater extent than he himself is aware of. The former wearies, while accomplishing little; the latter rejuvenates, while producing much. Students of conservation and students of efficiency, which should be merely a department of conservation, have not given this fundamental principle the attention it deserves. In England, unskilled women, having the will to do their best for war purposes, have doubled, trebled and frequently quadrupled the output of skilled men working under conditions of pre-war reluctance. Have you never seen equal results under a favourable contract system? If we could, by a single stroke, tap this resource to the full the day the war ceases, the incalculable war debts of all the belligerent nations would quickly melt away, there would be produced an abundance of all necessary goods and services for everyone and there would be abundant leisure for enjoyment and improvement. It is this paralleling of human wills that is the core of the problem of the 'Democratisation of Industry.'

This expression, 'The Democratisation of Industry,' does not, as some may fear, imply a condition of semi-anarchy, weak