

called "master" worked with his men, often at the same bench, and each called the other by name, there was continuous friendly intercourse which resulted in producing good relations throughout. Afterwards with the introduction of machinery there was brought about an industrial revolution. Instead of the small shop with few workers there was the great factory with many hands, so that it soon came to pass that employer and employee did not often meet or even know each other. The result in many cases has been that the workers came to look upon themselves as part of the machinery of the organization to be used solely in the interests of the producing capacity of the business. It was quite natural, therefore, to expect that disagreements would arise between the two chief interests involved that have led here and there to occurrences of which neither side could possibly be proud. We have now come to see that just as a human body cannot do its best work unless the integral parts are acting together, so in the case of our great industrial system there must be a living spirit of working together in order to complete service. We have had, perhaps, more or less of the external form and have boasted too much about the body of democracy when having little of the soul looking around us, and especially in Old World countries, though not unknown even in Canada, there are armed camps of Capital and Labor. I have no hesitation in saying that these should find some method of union. These two classes must stand together in their own interests. There must be a meeting ground where antagonism and suspicion shall not dwell. The situation at present is aptly described by the quotation:

*"In the world of industry employers explain too little, employees exclaim too much, economic teachers proclaim only a bias, and politicians only declaim. There is no one to interpret—no, not one."*

#### Better Relationships

Now, the question is as to how to bring about a better relationship. No one will question the advisability of trying to regain an attitude akin to that which prevailed in the seventeenth century when there was a glory and a pride in trade and craft, which has been largely lost out of our industrial life. What a day it would be if we could make a song of our work instead of a dirge of our grievances! Capital on the one hand must realize the duty of caring for the welfare of all those associated in industry, and Labor must be ready to co-operate to the fullest possible extent in a spirit of helpfulness. My own opinion is that each individual industry will work out its own plans applicable particularly