

pocketbooks, their real souls, in every possible way." As an example was repeated the story of the Chinese coolies who being refused an increase in wages cut off a piece from the end of their shovels saying, "small pay, small work." Regard for the safety of human life was insisted upon as the only limit to the destruction of the employer's machinery and other property. "Of course," says Spargo, "the idea was very easily extended. From the slowing up of the human worker to the slowing up of the iron worker, the machine, was an easy transition. A little dust in the bearings, especially emery dust, would do much. Soap in boilers would retard the development of steam. Judiciously planned 'accidents' might easily create confusion for which no one could be blamed. A few 'mistakes' in handling cargoes might easily cost the employers far more than a small increase of wages would." "Keep this up," it was urged, "and in a little while the employers will be on their knees to the union, begging us to restore our efficiency as workers." This was what the English came to know as the extreme application of *ca' canny*.

Continuing the account Spargo informs us that a group of delegates from France made a report on these conditions in England before their own French organization, the General Confederation of Labor (*Confédération Générale du Travail*). They could find no French word for *ca' canny*. Yet they were much in sympathy with its spirit and desired to recommend it to the Federation. There is a French expression *Travailler à coups de sabots*, meaning to work as one wearing wooden shoes, often applied to laggards or slow-moving people. From this was coined the word *sabotage*. The new word was used in the report. Sabotage stood to the French for the practices to which the English had given the name *ca' canny*. But the French were not content to let the word stand as representing a practice. It must be backed by a philosophy. In French hands, then, the idea has been much more elaborately developed. Thus in vogue in Europe, the Americans have borrowed the term as descriptive of the spirit of the Industrial Workers of the World.

Its Meaning. — The English experience helps very much to understand the content of this evasive term sabotage. In addition, a further idea of its meaning may be gathered