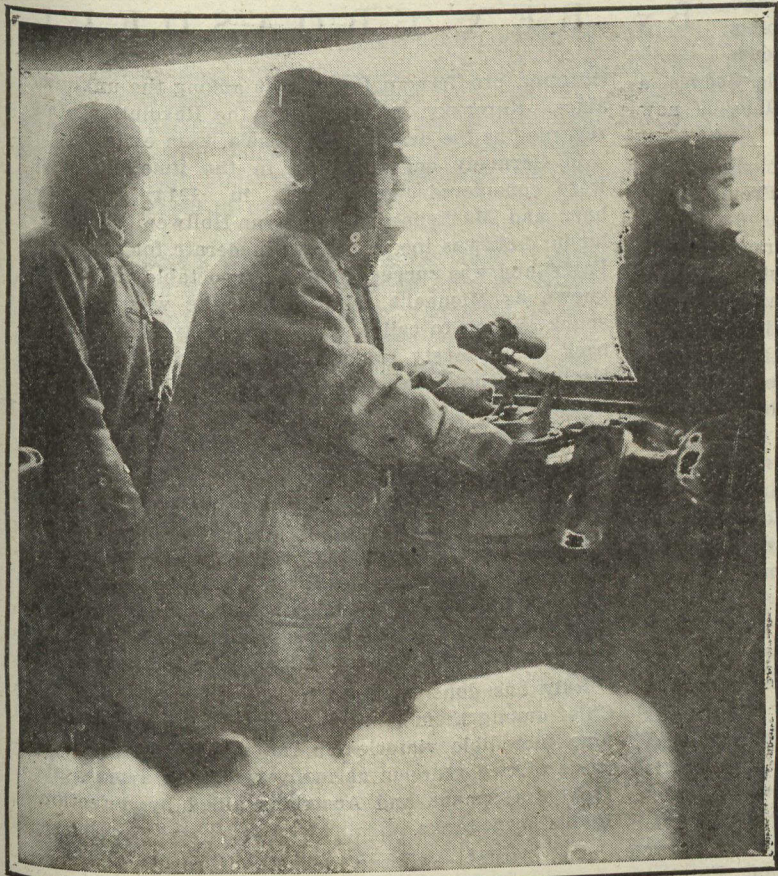
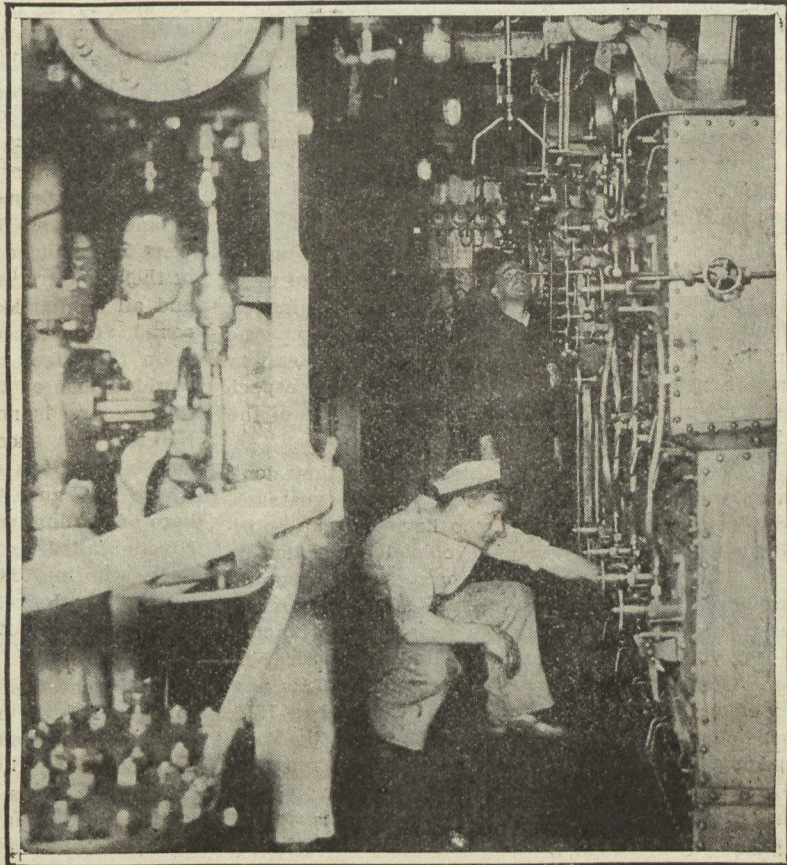


WARDERS OF THE NORTH SEA



Tireless
Look-out
in the
Foretop,
Somewhere
in the
North Sea.



Down in the
Boiler Room
of an
Oil Burner
Dark as
the Hold
of a
Submarine.



Old Man
of the Sea
Making
Wire Nets
for a Fish
called
the U-Boat.



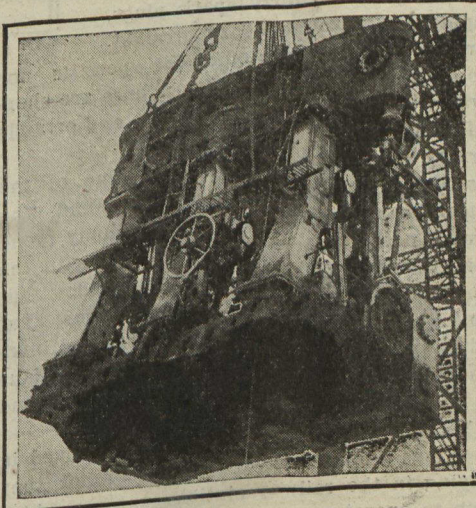
Marine
Outpost
laying
Nets from
Drifters
to catch
U-Boats.

NOT one man in ten million would think of shooting statistics at the submarine—but that is what happened when Eric Geddes grabbed hold of the job of beating the U-boats. Geddes gets the facts and figures first. He doesn't believe in going off at half-cock. As Isaac Marcossion explains in his book on "The Business of War," Geddes believes in statistics because they are the infallible revealers of both weakness and strength.

Geddes proved the efficacy of his theory when he made his first important speech as First Lord of the Admiralty. He unloaded such a fusillade of facts that the loudest critical guns were silenced. To illustrate: There had been widespread chagrin over the sinking of a flotilla of neutral vessels from Scandinavia convoyed by two British destroyers. They were surprised and sunk in the North Sea by German raiders. The British people very naturally wondered why the Grand Fleet did not hear about this attack and rout the raiders.

Sir Eric, as the First Lord, asked the House to recollect these facts: That the area of the North Sea is 140,000 square nautical miles, that Britain herself had a coast line of 568 nautical miles subject to attack by raiders, that the area of vision for a cruiser squadron with its attendant destroyers at night is well under five square miles. Then

GEDDES' THREE BOOKS



Hoisting 80 tons of Engines from old ship.

he added: "Five square miles in 140,000." There was not a chirp about that North Sea action when he got through.

"I once asked him," says Mr. Marcossion, "what single rule had been of most service to him." Quick as a flash he snapped out: "The use of statistics. I statistize everything. Knowledge is power and statistics are the throttle valve of every business. But don't let statistics master you. Use them. I'll show you what I mean."

"He was sitting at the desk of the First Lord of the Admiralty. He pushed a buzzer and when a secretary appeared he said:

"Get me the statistics."

"In a few moments three books, made like loose-leaf ledgers, were before him. One was brown, the other blue, the third black. He picked them up in succession.

"This book contains a catalogue of all the Admiralty stocks; that is, a list of every ton of stuff we own. This blue book is the register of the personnel of the navy with every man's record up to yesterday. This black book contains the account of all naval operations and movements since the war began. Together they form a complete library of every available statistic about the Admiralty. In short, I know what every man and every ship is doing and just where they are."