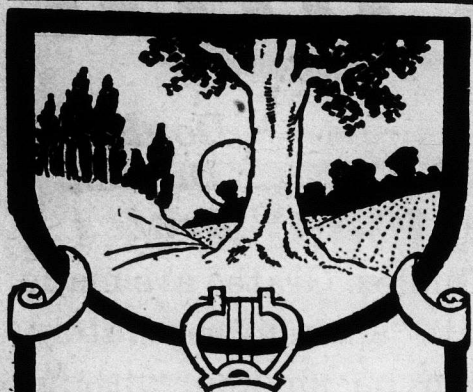


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Discipline Gone Mad.

By John A. Howland.



THERE is a Puritanical
type of man in the
world who stands al-
ways for the Puri-
tanical, strict observ-
ance of discipline.
His word and
method are the law.
If either is challenged
by so little as an employee doing some-
thing to the lasting benefit of the busi-
ness, that employee is called to some
form of account. He has acted with-
out authority of either law or precedent.
By some sort of good luck no disaster
has followed the act—but inferentially
nothing of the kind ever must take place
again.

At the same time in such establish-
ments it not infrequently occurs that
the following of the strictest interpre-
tation of the written laws resulting dis-
astrously brings also another penalty
upon the one charged with the law's en-
forcements. Perhaps the conditions will
not allow a superior in office to call the
person to task. Discipline itself oc-
casionally must be disciplined in the
letter. Yet at the same time the Moses
who gave down the law which fails may
show an individual displeasure all
around to a degree that is tyrannous.

I have a young friend who began
with one of these old fashioned houses
where the mere getting to a desk on
time far outweighed anything which he
might accomplish at the desk. Punctu-
ality was the one great desideratum in
the management. This young man was
in love with his work and he grew in
favor with the house. The fact that he
was promoted to the head of a minor
department that was in close touch still
with a main department manager was
something to spur his ambition to greater
lengths. From turning the time clock key
among the first in the morning and
among the last at closing this young
man got the habit of going back to the
office at night, suddenly to discover that
if he didn't hurry out he would miss a
10.30 o'clock train to his suburban home.

Promoted quickly as he had been, the
young man was not getting a salary in
proportion to that which would have
come to a long time member of the
house. But this had not worried him in
the least. Responsibilities had been put
upon him and his nervous temperament
was prompting him to make good far
beyond what the promptings of salary
would be.

Punctuality had been the rule of the
house, always; to get there and wait an
hour before one could make his first
move was far better discipline than
coming ten minutes late and doing two
hours' work in fifty minutes. Working
overtime for several nights in suc-
cession, this young man awoke one morn-
ing a full hour late. Missing a train
he was an hour and a half behind time
when he appeared at the time clock and
turned the key.

Everybody in the main office was
staring as he came in. Several acquaint-
ances between the main office and his
desk remarked his tardiness in tones of
levity. It was the manager in chief
who came finally came up to him for
the real censure. There was no doubt
of the fact that the young man had been
working long overtime, day after day.
This the manager did not question at
all. He was not questioning the work
that the young man was accomplishing
and he had no fault to find with any
possible lateness of hours. But he
could not stand for lateness in arrival
at his desk.

"The house simply asks you to get
here before a certain hour and it allows

you to leave at a certain fixed hour in
the evening," he said, argumentatively.
"You have staid beyond that hour be-
cause you wanted to. But in doing this
not half a dozen of 300 other employees
have known of the fact. On the other
hand, virtually all of them saw you
come in this morning nearly two hours
late. How can I maintain any sort of
discipline if this is to continue?"

It didn't continue. Thereafter the
young man was on time to the minute
and he arranged to leave on the stroke
of the clock in the evening. But just
here, in spite of all the rules of punctu-
ality governing this house, this sudden
change to clockworklike observance of
the hours brought upon him the dis-
pleasure of his superiors. They had
protested only at his arriving late; not
a word had been said forbidding him to
remain one, two, or three hours late as
he had been doing. In the refusal to
remain as he had been doing there was
an unmistakable air of insubordination
—as the manager saw it.

But there are compensations. That
young man today is in business for him-
self in competition, as far as he has
grown, with the house in which he
learned the business. Out of his experi-
ence there he has been careful in the
selection of his employees—still few in
number, but who are encouraged to in-
itiative by the fewest of rules.

As a general proposition—not with-
out some exceptions—the stern ex-
actions of grooved discipline show
weakness of true management. The
manager of any business who needs to
take so seriously under supervision the
machinery by which his results are
reached is in the position of a machinist
working at a machine which he suspects
will fail him at any moment. He is
giving too much attention to the ma-
chine. Its products are dropping away
from it perhaps without inspection.

Surely whatever measure of fellow
feeling may allow an employer the
least censorship of his employees is a
measure giving that employer a wider
freedom to exploit the essentials of his
business. Whatever the character of
the business its products must come in
competition with others, regardless of
the details of the management which
produced them.

Most employers are too far from
their employees. Literal distance or
the distance of position in life, or the
figurative distance which grows between
by the establishment of under heads of
departments is keeping the average em-
ployee too far from the fellow feeling
that otherwise might make employer
and employed recognize a mutual inter-
dependence. Here and there in the
business world is an abnormal man
capable of outstripping most men in
his work. If this man were an abnor-
mality of the athletic field he could not
compete with his fellowmen without an
official handicap. In business he is the
type which receives preferment and who
most frequently finds a position to com-
mand abnormal results from his depart-
ment. The result of his offices are
rules and more rules—discipline and
more discipline.

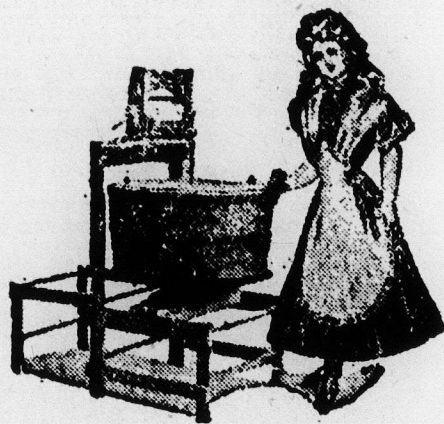
In a thousand ways in community life
the overdisciplined one takes his re-
venge of a discipline that is tyranny.
The business management of this great
house, which confidently looks for loy-
alty in the great mass of its employees,
is rare. The great businesses which,
on the other hand, feel that they are
suffering from disloyalty might be
counted in hundreds. Why does this
disloyalty exist? The answer is easy.

More disloyalty come of the employ-
ers' tyrannical ruling of employees than
from any other cause in all the field of
the world's work.

A ROSE.

In the graveyard, side by side—
Death's cold hand on each young heart
Two dear lily-maidens lie,
Who in life were far apart.
One trod paths made smooth by love,
One went hand and hand with care;
One had gold, and one had naught
Golden but her shining hair.

By one grave an angel fair,
Marble-wrought, a vigil keeps,
And a wondrous sculptured Grief
Ever bows her head and weeps;
On the other—else unmarked—
Making summer sweet, there grows,
Planted by the hand of God,
Mid the tall green grass—a rose.



ONE HOUR

with the Connor Ball Bearing Washer will do a
washing that would take all day with a wash-
board.

This wonderful invention makes washday a
joy and a pleasure. Washes a whole tub full
of clothes in less time than a single garment
could be washed on the washboard, and with
almost no work at all.

In fact, it almost runs itself. Best of all, it
washes the clothes to snowy whiteness without
rubbing or wearing.

It washes everything. Blankets, heavy
rugs just as easy as handkerchiefs and napkins.
No steam, and don't slop the floor.

It is a new invention. Works on an entirely
new principle. Washes clothes by forcing the
boiling water through every mesh and fibre of
the clothes in a perfect cataclysm. By doing away
with all wear and tear of hand rubbing it makes
clothes wear more than twice as long.

The tub swings on steel ball bearings.
These balls carry all the weight. The slightest
push will start the machine, empty or full of
water and clothes. A little child can start it,
empty or full. By grasping the handle and
swinging it to one side the coiled tempered spring
stops it and starts it back the other way with a
quick reverse motion, as the tub swings the
other way another spring swings it back. Back
and forth the tub swings, with just a little help
from you.

The wringer stays on during the washing.
The basket rack folds up out of the way when
not in use. The tub is easily removed from the
stand.

You have our guarantee, backed by 25 years'
experience in manufacturing washing machines,
that this washer will do the work quicker and
better than any other washer made, no matter
what the cost, and no matter what the dealer
claims for it.

Price delivered, \$11.00. If your hardware dealer
won't get one for you, write direct.

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