

far astray if we suggest that, in the public mind, the word efficiency, nowadays, implies such fairly complete devotion to these characteristics, in themselves not undesirable, as is practised in Germany, which has, in some way or other, grown to be looked upon as the land of efficiency when attained principally by these means. That this carries with it the implication that we are to avoid whatever may be the British counterpart of these attributes we need hardly add. It is the purpose of this paper to adduce some considerations which may indicate that this advice to cultivate the German type of efficiency, however well meant, contains substantial error.

The reason the German variety of efficiency is now quoted at a premium by educators and other leaders is not far to seek. Her military machinery has seemingly moved like clock-work. It was made long ago, has been carefully improved and held abreast of the times, has been kept in perfect repair, well oiled and free of rust, has been repeatedly tested and all provisions for its rapid enlargement were adopted well in advance of actual needs. Such break-downs as have undoubtedly occurred have been largely kept from our knowledge by a censorship which long years of practice have made perfect. The apparatus of her civil life reveals the same state of apparent smooth running. All Germans, partly because of their national temperament, partly because of their two years' service under arms, have been impregnated with the need of submission to authority, especially in war times, in consequence of which unnecessary friction in the administrative mechanism has been reduced to low limits and such as takes place is not permitted to make a noise. Now it takes considerable ability to run a well-built piece of machinery when it is of the size of that represented by present German activities, even if you have millions of skilled servants trained in the habits of obedience to look after it. It implies the faculty to successfully carry on an existing business on previously determined lines. This in its relation to war, which is what we are here