

#### MODERN MECHANIZATION AND ITS

The next personal gift is more disputable and rarely mentioned. But I believe the future has it in store for our descendants. It is the re-humanizing of industrial processes. In its early stage, not yet completely passed, mechanization has had a de-humanizing effect. It took a man from a skilled and individual craftsmanship and made him a cog in a machine. But as mechanical invention progresses it makes a human being too expensive a cog and finds mechanical methods of replacing him. The men devoted to manufacture will be increasingly engaged in making the intricate machines, or be skilled engineers occupied in managing and repairing them, or administrative staff in organizing the business they serve. The work will evoke, educate, and express human personality and, since the principal formative influence upon men is the character of the work in which they are engaged, it is difficult to conceive a greater boon. Meantime, and to a much greater extent, the number of men engaged in manufacture will be diminished, and a constantly increasing number will be replaced for personal work of every variety in other spheres. They will not, if we can re-adapt our system, be unemployed—but they will be engaged in every kind of occupation which needs and expresses individuality and personal skill. It