

PAPER AND INK.



FORESIGHT.

MONEY, says the ancient proverb, makes the mare to go. But there is one mental quality which goes much further in facilitating business progress - that is, making the mare to go than even the material money: that is, foresight. Foresight alone will accomplish more than a bank reserve alone; but by foresight plus the other advantage almost anything can be achieved. By the term foresight is implied a dual quality. The first aspect is the power to look ahead and to gauge probable future circumstances from present surroundings; the second is the ability to mould intervening events so as to make them conducive to the end foreseen and desired. It means perception and organization. They are the qualities which make equally your successful statesman, warrior, financier, or business man. If any one department of a works suffers under the infliction of a controller deficient in foresight, it imposes a drag upon every wheel and keeps things at a standstill. Don't have people about you whose vision is limited to the end of their nose, or at least never place them in authority. They may be good enough for typesetters, or for laying in sheets to a machine, or for posting daybooks and ledgers, when overlooked by somebody with greater capacity, but are not fit for departmental work. How often do we see in the printing office machines waiting for forms, forms waiting for paper, or a whole "for-

warding" department temporarily idle whilst tons of work is blocked on its progress thither by some trifling matter that a little foresight would have removed or prevented! And what an opposite picture is presented in the establishment where real organization prevails, with smart men in charge of all departments, whose ideas are an hour, a day, a week, or a month ahead of their surroundings, and one supreme look-ahead manager over all! In some great works it is expected that the one head shall supply all that is needed of foresight, and that one head is surrounded by a set of dummies who look to him for guidance upon every trivial detail. Such one-man establishments *may* succeed, but they are miserably handicapped. They cannot be said to be "organized," for they depend upon one man's continuity: remove that and they collapse. Efficient organization means this--that though the head be temporarily removed the work does not suffer. Each branch of it is commanded by a capable head, imbued with or inspired by the same spirit of foresight as the supreme head itself. In other words, complete foresight provides not only for the fulfilment of its own duties, but also supports itself by what may be appropriately called a series of understudies. When we hear people say of a certain house, "Give your orders to So-and-so, for you are sure to have them carried through right and up to time;" when you find papermakers, machine makers, ink makers, and all the rest of their