1932-10-31

Notes: Goodell, page 12

Tarbell, Ida M.

"It is of great importance that before the job is actually put into operation those vitally concerned should have these opportunities to discuss possible modifications in them. It gives them a distinct feeling that the job is somewhat of their making - actively or tacitly. There is a world of difference between that sort of acceptance and the bald statement that such and such is the job - like it or not. And it is no idle statement that they have had an active part in shaping the job; there has not been a single job changed which has not been as much by their thought and suggestion as by the Management. As long as we maintain a rigid policy of thoroughgoing economy the management representatives have been very willing to have these ideas thoroughly aired and adopted when in conformity with economy. I believe that Management has been generally overburdened by just such question - questions which those <u>continually at the work place</u> often know most about, questions which their "wish for worth" as Whiting Williams puts it prompts them to see settled in a commonsense and economical way. There is little that is more demoralizing to any employees than to see wasted effort which they cannot stop - waste which the local management sees and does not prevent - and about which their suggestions are ignored or pigeonholed. The reason for this is only partly to be found in the unorganized (that is unintegrated) hierarchy of the management - it is partly that in most places there is no medium for the expression of such suggestions which can effectively weigh them and bring them in to full use."