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THE DIAL

A FORTNIGHTLY

152 West Thirteenth Street, New York Telephone Chelsea 6540

October 18, 1919

Miss Ida Tarbell
care The Industrial Conference
Pan-American Building
Washington, D. C.

My dear Miss Tarbell:

Mr. George Llewelyn Cooke has asked me if I would send you some material. He said that you had asked him for it. I am sending under separate cover three copies of THE DIAL.

We are stressing the importance of approaching the problem of industry from the point of view of service, economy, and responsibility. This does not apply alone, as it is usually made to apply, to Labor. It applies to the institution of industry itself. We believe that bargaining, higgling in the market, must give way to a collective contract if industry is to be a matter of service rather than the exploitation of Labor as well as Capital. We believe that the experiment which has been put into operation in the arsenals of the United States so successfully illustrates in a concrete way what we are trying to make. It is opposed to bureaucratic management as it is opposed to private profiteering. It is a concrete illustration of service and the reaction on Labor when industry is pursued for the purposes of service and not for the purposes of gain.

The plan of the brotherhoods for railroad organization known as the Plumb Plan is the most serious attempt that has ever been made in the United States to reorganize industry on the service basis. It is opposed to the old policy of the trade unions which the Executive Council of the A. F. of L. has supported. It recognizes that a drive for wages or a drive for profits leads nowhere. It emphasizes that the ability latent in human beings is the greatest capital asset. It recognizes also that the old methods of financing which have in the past served production are breaking down and that we must frankly face new methods of financing if productive enterprise is to progress.

The propositions which have come out at the congress so far reflect the old psychology of Labor as well as the old psychology of Capital. As it is probably impossible to get before the conference the new psychology which is being born, one of creative enterprise, I hope at least that the recommendations of the congress will be inconclusive as they reflect the bias on the left and right side.

With best wishes,

Very truly yours,

Helen Marot

Editor

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