

New York, December 8, 1919

Dear Mr. Kellogg:

Here are the five hundred words in answer to your request for something on the industrial situation. Use them or not, as you think best:

The basis of our industrial troubles is stupid management. What we need more than anything else throughout industrial life is generous, frank, open-minded application of science to the running of industry. This application is not something which can be made from without. It must come from within. It becomes possible only when a cooperative management is agreed to and is under way. To achieve a genuine cooperative management there must be an acknowledgment that what is sought is as complete a participation as is humanly possible in the understanding of the purpose of the particular industry, the work of carrying it on, and the fruits which result from the joint efforts. In this cooperation expert advice and knowledge is as necessary as the latest improvements are in the machinery; but this knowledge and advice is a thing to be thoroughly understood and assimilated by a plant before it can be a really living factor in the management.

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The first step then, as I see it, towards correcting industrial conditions should be a thorough examination of the way the industry is being conducted. Brutal and unintelligent methods of management have a large part to play in the present difficulties in the mining industry. A thorough overhauling of this industry by joint committees of operators and miners, using all the expert advice that they can get is the first practical thing to insist on if the industry is to be put on a basis where we can hope that it can operate in the future without constant recurrence of such disturbances as that which is so seriously dislocating the activities of the country at the present moment.

Very sincerely yours/

Mr. Paul Kellogg
The Survey
New York City.