"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 continually at the work place 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."

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