



Business Men And The Manager Form

By FRANK A. WHITCHER, Pres.
Massachusetts State Board of Trade.

A BUSINESS man's training teaches him that his first duty is to be sure that the fundamental parts of the business are on a sound economic basis. He studies the plant itself — compares conditions surrounding it with those of competitors, its location, both for convenience of raw material and supply of the class of labor required, cost of the power and labor, the equipment and machinery — whether old or modern, the market for his finished product and quality of goods having the largest demand.

He then critically surveys the whole situation and by focusing his attention upon the points which seem the weakest he finally succeeds in creating an organization strong and capable, which by team work produces better goods for the money than a manufacturer possibly could who failed to study those vital essentials and whose organization is loose-jointed with no one responsible head.

In a large business the manufacturer must have as lieutenants, men thoroughly familiar with the work to take charge of departments, in whom he places confidence and holds them responsible for obtaining the best and most satisfactory results.

He should have not only the hearty cooperation of his lieutenants, but of all the employees and, they should become imbued with the spirit and desire to see the business increase and develop and do everything to help it along to that end — the aim being to produce the best finished product on the market for the money.

His reputation will then become established and the business will grow and prosper. By striving

to always improve the quality of the product even if at a little added expense, he strengthens his position and becomes constantly more successful.

On the contrary, the manufacturer who fails to secure the hearty cooperation of his employees because of an unsatisfactory organization often finds that he cannot compete and resorts to the method of taking something out of the goods to meet market prices. This the public soon discovers and gradually his standing in the trade is lowered and his finished product is not looked upon with favor either in the trade or by the public, and he drifts backward into a second or third rate or indifferent class, if he does not go out of business altogether.

The quality of the finished product is what he is judged by and so it is with cities and towns. They are also judged by the finished product which is the manner in which the streets, public and private grounds are kept, whether neat and clean, or strewn with papers, rubbish, etc., the general appearance and atmosphere surrounding the town and the public spirit and character of its citizens.

It takes but a short time for a stranger in a town to discover whether the place has an air of thrift and prosperity about it and the citizens public spirited, interested and encouraging development and progress and that it is forging ahead or whether it is one of those "don't care" sort of places where the town affairs are a kind of political foot-ball loosely conducted — the responsible positions shunned by the best people of the town because of their desire to avoid the unsavory