

Famous Pleader for Business Efficiency

Louis D. Brandeis, recently took part in a conference regarding the possibilities of introducing scientific management into industrial operations, and gave the following notable address on that occasion entitled, "The New Conception of Industrial Efficiency."

"As I look at the watch I feel a greater regret at the brevity of life than ever before; because there has been said by some of the speakers who preceded me so much that was not true and so much that shows a failure to understand what scientific management is. I should like to enter upon such a statement of that science as would make it possible for every one of you to know what it means, and what it offers to this country; what the introduction of knowledge as opposed to ignorance offers to the great world of human industry. It means the opportunity to secure in a much-neglected field advances in production which would enable our people to satisfy those just demands of labor, the satisfaction of which is essential to the development of American civilization."

"I am amazed to find a representative of organized labor as able and as enlightened as Mr. Duncan, taking in ignorance of the principles of scientific management, the position which he has. It is a position which must necessarily rest, if it is to be taken literally, upon the proposition which believes everything upon which American prosperity rests, and which is necessary, and has been necessary, for that prosperity which we enjoy. It is as if he had said we cannot make progress."

Why We Prosper.

"Isn't it a fact that the prosperity we have in America today comes not so much from illimitable or so-called illimitable resources of America, as because we in America have advanced—or had until recently advanced—beyond all other people, in eliminating the waste of human labor? This is what we stand for. The prosperity of the south began with the cotton gin. The prosperity of the west lay not so much in her fertile fields as in her agricultural machinery, and in her transportation system, which enabled us to eliminate waste, to create a field for profit out of which we, and all of us, were able to get a living better than was obtained in foreign countries. In our New England, and in parts of the East where manufacturing prevails, it has been our necessities, and not our resources, that have been the sources of prosperity. It has been the necessities of the poor soil, which drove us to manufacturing, and high wages, fortunately, which made us the center of invention. Unfortunately that movement to invent, to save labor, was arrested. Why? Because of the illimitable resources of foreign labor. It was easier to tap the foreign labor supply than to think, and to work persistently upon the lines of saving labor."

Nothing to Boast Of.

"It is something to be proud of that bricks were laid, and in most countries are being laid, precisely as they were laid in the days of Pharaoh? No! Mr. Gilbreth, after he had studied Mr. Taylor, came to think whether the principle which Taylor had applied to the machine shop and other things could not be applied to bricklaying. What did he do? He did just what Taylor did. He put the mind of the scientist on to the operation. The great fundamental work of the scientist is to observe—observe and take nothing for granted. So Mr. Gilbreth, who is a bricklayer by trade, who fitted himself to that as he did to other branches of the building trade, began to dissect this operation of laying brick. He began at the beginning, and said, 'What is the first thing to do?' Well, the first thing was to reach down to the floor of the scaffolding and pick up a brick; and it occurred to him, for the first time, although he had been in the building trade for nearly twenty-five years, that it was a fool thing for a man to bend down to the floor to pick up a brick. It took a good deal of effort. It took a good deal of time. He said to himself, 'The thing for me to do is not to go down and pick up the brick, but to have that brick up where I am, and to have it where I can just reach out my hand and get it. It will save me a good deal of labor, and it will save me a good deal of time.' So he invented a shelf—it was a very slight invention—he arranged that it could be screwed up from time to time by a boy who passed around, so that the brick would always be up at the hand of the man who has to lay it. He would simply have to stretch his hand out, instead of going through the athletic performance of picking it up off the ground. Then he said, 'What is the next thing I do? I take that brick in my hand, and I take my trowel and test it two or three times. If it is not a good brick I take it and throw it down on the floor. I am up on the fifth or sixth story. Those bricks which have been painfully and expensively brought up to where I am are painfully carried down again. Wouldn't it be better to have only those bricks come up that are selected instead of being pitched on the hod, or raised by the derrick, and sent up without being tested?'"

To Be Economic.

"He concluded that would be economic. Then he said, 'What is the next thing I do? I look that brick all over to get the face of that brick and to get it just right. Wouldn't it be better when that man down below is selecting the good brick, before it comes up to me, that he should put those bricks in a packet right side up, so that when they come up they will be delivered right side up, right on this shelf, right at hand. All I would have to do, I, the bricklayer, would be to take each brick, knowing that all bricks were sound, and knowing all were right side up, and to lay it.' Then when the time came when he was ready to lay it, he put it down on the wall; then he tapped it with the trowel again (that had always been done since the days of Pharaoh). It occurred to him that perhaps that was not necessary. If the mortar was just of the right texture, the weight, the known weight of the brick, would be sufficient to press the mortar down to where it belonged. In that way, with some other changes, he found that the eighteen motions which were ordinarily involved in laying a brick could be reduced to six."

"Now I want to ask you gentlemen whether that method of laying brick is not more in accord with the ideas of America, and the twentieth century, than the methods of Pharaoh? Done in Other Industries. 'What Mr. Gilbreth did with brick has been done in many other industries. It must be done in thousands and tens of thousands, and hundreds of thousands of operations, before we reach what? Here we reach a right way of doing things. And to learn the right way of doing things do just what the scientists have always done, in all other fields. To observe! To study! To test! To look at every operation, and everything that ex-



LOUIS D. BRANDEIS.

ists, with the eye of a skeptic, or the eye of a Misersaur who wants to be shown! That is what he does. That is what Taylor did. That was the method which Taylor pursued. One of the first things he did everyone doubts at this time is familiar with. He found out how to do the simple operation of loading pig iron from the yard into a railroad car. He increased the performance of the individual man from twelve and a half tons up to about forty-seven tons. Did he do it by speeding up? Not at all! He did it by precisely the same methods as are pursued in the careful training of a man to do any work. He found out how to do it. He found out the laws that govern it. He gave careful thought to the individual. He said that this man who picks up the pig iron and carries it into that car, if he doesn't know how to do it best, will be just like the man on the college crew who wears himself out when he gets into the boat. There is some speed which is the best speed for that man to go. So fast, and no faster. There is a certain period that man ought to rest in order that he can work the full eight hours or nine hours in the day. There is a certain angle which is the best angle for that man to walk up the inclined plane from the yard into the car. By studying those things he finds out there are laws, there is a science, in much that has heretofore been regarded as unskilled and unscientific. The great aim of scientific management is to establish that they are to be nothing unskilled—nothing that is not to be worked out, as scientists are working out for us day after day the problems in other departments of human activity."

All Are Together.

"If Mr. Duncan and his friends would come to understand what scientific management means, they would see how important it is to the working man, and to us, because we and they are all together. Mr. Fagan talked as if the railroads were opposed to this idea of efficiency. Mr. Williams' letter shows you that is not the fact. What say you to this as a proposition? 'Let there be a union, and men, women and children more valuable. Let there be no waste of time for the many. In this principle of efficiency is bound up the welfare of our race.' That, gentlemen, is a quotation. Those words were spoken within a fortnight in this city by Frank Trumbull, chairman of the board of directors of the Chesapeake & Ohio railroad, three weeks after the decision of the Interstate Commerce commission denying the advances in freight rates which the railroads of the country had sought. Isn't that a platform on which every man and woman here can stand? Isn't that the only platform upon which we should stand? Isn't waste sinful, however it may come?"

Must Eliminate Waste.

"We cannot satisfy the demands of American democracy until we have eliminated a large part of the waste which now exists. The talk this evening has been as if that waste lay wholly in what is here spoken of as efficiency or inefficiency of labor. That tells a very small part of the story. There is a very large part of this possible saving that organized labor or any tenet of organized labor cannot possibly be opposed to. Take this illustration from the railroad world. Last year, less than a year ago, the superintendent of motive power of the Erie railroad, Mr. Hayes, pointed out at a meeting of his associates what might be done in the saving of fuel. He showed the tests which he had made upon his own railroad in the operation of a particular engine, and on a particular division, by the same fireman and engineer in two successive hours. In the first hour that fireman and engineer were operating that engine without any special care as to the consumption of fuel. In the second hour a trained man got upon that engine with them and saw to it that they operated the engine, and stoked the fire as it should be stoked. The result was, as Mr. Hayes pointed out, that although the work actually done in the second hour was greater than in the first hour, the consumption of coal was only one-third of what it was in the first hour. All that extraordinary saving resulted from knowledge and care."

Not the Old Way.

"Does Mr. Duncan or does any man believe that it is better to go on in the old way allowing the men to waste that fuel instead of seeing to it that the men who fire that engine and who run it should have some reward for the laws of combustion, and the laws of economy? Fuel in this country costs the railroads \$20,000,000 per year. Probably from one-fourth to one-half of that fuel could be saved simply by securing from the men—in the first place giving the men knowledge, and in the next place, inducing them through some proper incentive—to save instead of to waste that fuel. In one of my arguments I referred to Mr. Hayes' testimony in regard to what he found to be possible. That was an argument before the Interstate Commerce commission. A few days afterward I received a letter from a man who had formerly been a fireman, and who had formerly been an engineer, who told this story. He said: 'When I went out as an engine as fireman, I was a weak boy, but I needed

Wonderful Showing of Big Omaha Land Operating Company

Located in room 214 of the Bee building is a concern that is the largest company operating in land in the United States. This firm is the International Land and Investment company, of which John H. Shary, a progressive young man, is president and general manager.

During the last two years the volume of business done by this company totaled the immense sum of \$1,750,000. This business does not include that which was done during the month of December, 1911. At P. Thomas, accountant, has just finished work on the books of the International Land and Investment company, and gives the facts of the business just as they are.

The International Land and Investment company is one of the best investors and advertisers for Omaha that this city possesses. A firm doing the immense business that it does can place itself in the way to make Omaha known in all parts of the country, and this company does this. All its thousands of pieces of literature and its many thousands of business letters go out from here. In addition, the company owns several private cars that are used for taking parties to view this land under control of the company in the south. On these cars is the name of the International Land and Investment company, with Omaha displayed in large letters.

During 1910, 106 cars of people were taken south to buy land. In 1911 the number of cars was greater. The Omaha firm has the only private cars that are operated by any land company in this section.

The operations extend all over the west. The company did a business of more than a third of a million in West Virginia in 1910 and 1911. A large business is done in Illinois, Ohio, Indiana and several other states.

The largest emigration train ever taken out of Kansas City was sent over the Santa Fe line by this Omaha firm. There were thirteen cars and all owned by the International Land and Investment company.

Trips are taken with prospective land buyers twice a month, from Kansas City. This firm has colonized the famous Taft ranch in Texas and has three large tracts of land in that state—Weider, Driscoll and Taft ranches. These lands lie near Corpus Christi. This land is some of the finest in the country and the rapidly with which the International Land and Investment company has sold it is proof that the people know it is good. This firm has practically sold all the land in these tracts to buyers from all parts of the country.

During this year the International Land and Investment company expects to show a huge increase over the business of any previous year. Another item it gives a true hint as to the volume of business done by this firm is its postage bill for 1911, which was more than \$2,000, and its express expense, which was more than \$1,000.

Established agencies are maintained to the number of 1,100 and these are located in various parts of the United States. The importance of this firm to Omaha is something that people of this city should remember, and they should recognize that it is one of the city's best advertisements.

OVERHEATED FURNACE CAUSES SMALL BLAZE

A small blaze was caused yesterday at 10 o'clock at the home of L. H. Hamilton, 187 Capitol avenue, when the furnace became overheated. The loss is small.

Have You Selected a Piano Player Piano or Organ from Our Great Clearance Sale?

We wish to impress upon your mind that every instrument offered in this big Clearance Sale is guaranteed to be absolutely first class in every particular, and any one of them will give you lasting satisfaction.

This Is the Most Important Piano Sale That Omaha Has Ever Known.

and GREATER VALUES are given than any sale heretofore offered in our 53 years of piano business. You can make no mistake in buying from a firm established in your own city and state since 1859. The large number of sales we made during the past week convinces us that customers appreciate value and the great bargains that will be offered during this coming week will attract hundreds of buyers from all over this section of the country. The following comprises the largest variety of pianos ever offered for sale by any piano company in this country. These instruments will be sold on terms to suit each customer's convenience.

	Former Price	Now		Former Price	Now
Hallet & Davis practice piano	\$275	\$ 35	Steger & Sons upright piano	\$375	\$185
Pease Bros. practice piano	\$250	\$ 25	Booth Bros. upright piano	\$325	\$165
Vose & Son practice piano	\$300	\$ 30	Hallet & Davis upright piano	\$350	\$175
Kimball upright piano	\$350	\$ 75	Baldwin upright piano	\$400	\$200
Hospe upright piano	\$200	\$ 85	Knabe upright piano	\$450	\$210
Arion upright piano	\$250	\$115	J. & C. Fischer upright pianos	\$475	\$275
Davis & Son upright piano	\$225	\$125	Chickering & Sons, almost new	\$600	\$325
Estey upright piano	\$300	\$130	Knabe grand, almost new	\$500	\$310
Norwood upright piano	\$250	\$135	Steger & Sons Grand, almost new	\$800	\$390
Bradford upright piano	\$275	\$145	Steck grand, almost new	\$750	\$285
Estey upright piano	\$450	\$185	600 player pianos, now	\$275	
Vose & Son upright piano	\$375	\$190	550 player pianos, now	\$250	
Hardman upright piano	\$400	\$150			

You cannot appreciate the value of the above pianos and player pianos without making a personal investigation of same, and it will pay you to give this advertisement your immediate attention. Orders by mail will be given prompt attention. Every instrument fully guaranteed or money refunded.

WE ARE EXCLUSIVE REPRESENTATIVES FOR THE MATCHLESS "STEINWAY"

Schmoller & Mueller Piano Co.
Manufacturers--Wholesalers--Retailers
1311-13 Farnam St. OMAHA, NEB.

The Thing To Do

If you lose your pocketbook, umbrella, watch or some other article of value, the thing to do is to follow the example of many other people and advertise without delay in the Lost and Found column of The Bee.

That is what most people do when they lose articles of value. Telephone us and tell your loss to all Omaha in a single afternoon.

Put It In The Bee

Agricultural Meetings on This Week

Beginning Wednesday, January 10, and continuing until Saturday, a trio of organizations will be holding practically a joint meeting in Omaha. The organizations are the Nebraska Rural Life commission, the Nebraska Farmers' congress and the Farmers' Cooperative Grain and Live Stock association. Headquarters of the Co-Operative association will be at the Millard, and the other two organizations will make headquarters at the Rome. A joint program has been issued that indicates there will be discussions of more than ordinary interest.

At the opening session, to be held Wednesday evening at the Rome, President G. C. Smith of the Co-Operative association will preside. Mayor Dahlman and President David Cole of the Commercial club will extend greetings and good wishes on behalf of the municipality and the business men. Responses will be made by T. W. Langdon, vice president of the Farmers' Co-Operative association, and President L. C. Lawson of the Farmers' congress.

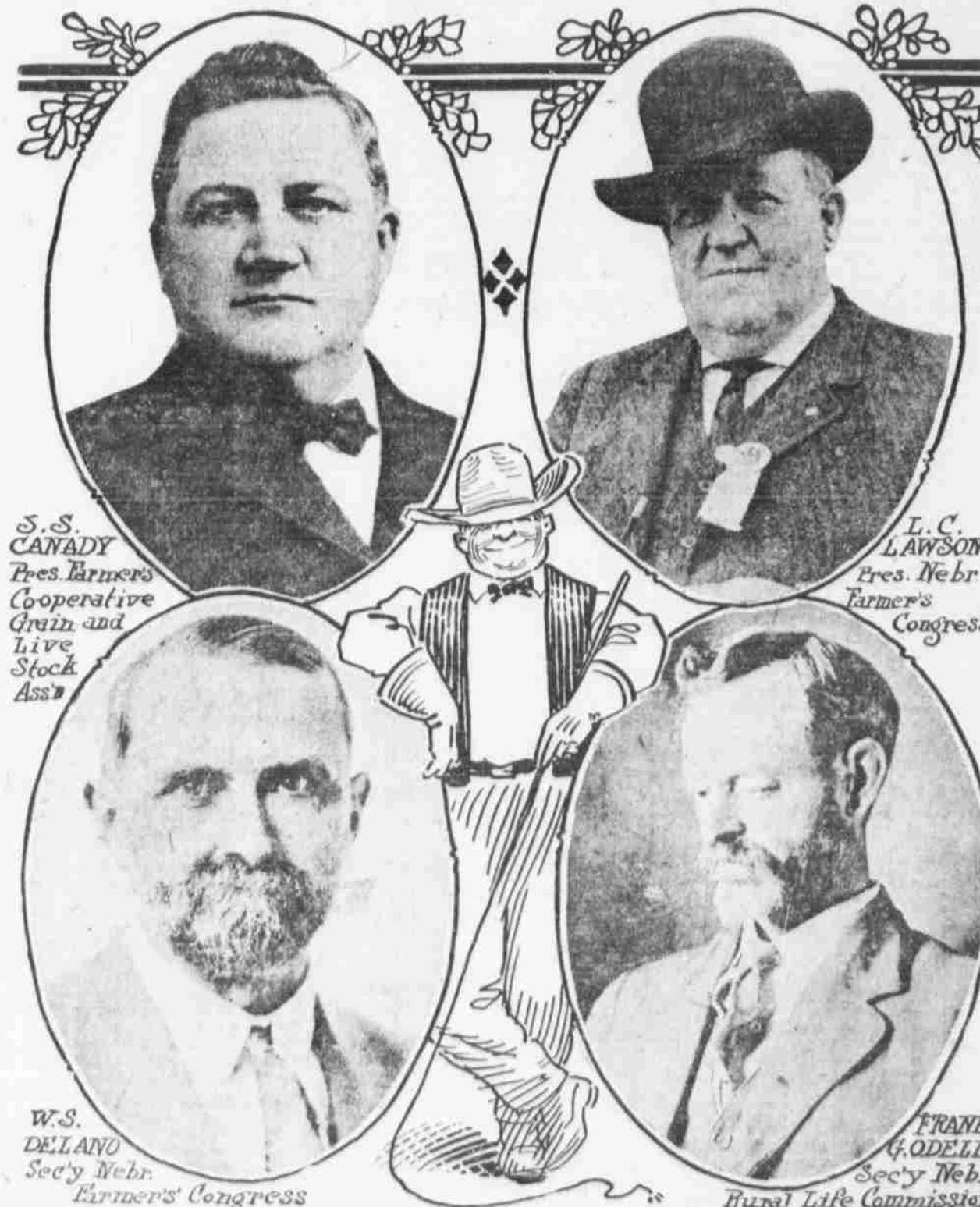
When the formal courtesies have been exchanged, addresses will be made by M. R. Myers, editor of the American Co-Operative Journal, Chicago, and by Prof. George E. Condra, president of the Nebraska Conservation congress. "The Rural Survey" will be the topic of Prof. Condra's address.

Thursday morning will be given over to business sessions of the farmers and the grain and live stock men. At 1:30 Thursday afternoon a meeting will be held, open to the public, which will be addressed by J. W. Shorttill of Hampton, Neb., Secretary F. P. Manchester of the Omaha Grain exchange, and Willis E. Reed of Madison. Mr. Shorttill's paper will be on "Conservation in the Farmers' Elevator Movement," and will be followed by a discussion open to all concerned. Secretary Manchester will tell of what Omaha is doing and will do for farmers as a grain exchange, and Mr. Reed's topic will be "Prices."

Thursday evening Henry W. Yates of Omaha will furnish food for a thirty-minute discussion by a paper devoted to the Abolish currency plan as it affects the farmer. Prof. A. D. Wilson of the Minnesota Agricultural college will outline the German system of co-operative agricultural credits, and a half hour discussion will follow. Dr. George O. Virtue of the University of Nebraska political science department will give the session with a paper on "Substitutes for Personal Property Tax."

Friday morning will be spent on a trip to the South Omaha stock yards, and at 11 o'clock Bruce McCallum will deliver an address in the Exchange building on "Shipping and Marketing Live Stock."

Friday afternoon a symposium of prominent character is on the program under the head "Co-Operation in Europe." L. E. Horton of Lincoln will lead off with a talk on Denmark and the Danes, to be followed by H. P. Beaumont of Omaha on "The Household Store," Thomas F. Sherry of the Twentieth Century Farmer will speak on "German Agriculture," A. M. Temple on "Relations of Landlord and Tenant," and L. C. Lawson on the



Problem of Farm Labor.

Speaker Adams of the Illinois house of representatives is the featured speaker at the evening meeting Friday, and will devote his address to a consideration of the general subject of co-operation. Dean Charles E. Hesse of the University of Nebraska will discuss the subject of

"Agriculture in the Rural School," and Chancellor Avery of the University will deliver an address on "The University and the State."

Saturday's sessions are to be given wholly to business, receiving reports of officers and committees and laying plans for the year ahead. The meetings will draw to Omaha a great many of the leading men and best thinkers concerned with all the phases of agriculture, the improvement of rural life, co-operative movements, marketing and shipping of grain and stock, and the session programs are indicative of much instruction and mental profit.