

SPECIAL SECTION THE MILL WHISTLE

Volume Five

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Number Ten

HIGHLIGHTS OF THE CONFERENCE ON HUMAN RELATIONS IN INDUSTRY

Flies Down



Hughston M. McBain, above, president of the Company, showed his interest in the conference when he flew from Detroit to attend the first sessions.

Welcomes Group



J. Frank Wilson, production manager, made the welcoming address at the conference.

"Looking Ahead In Our Industrial Relations"

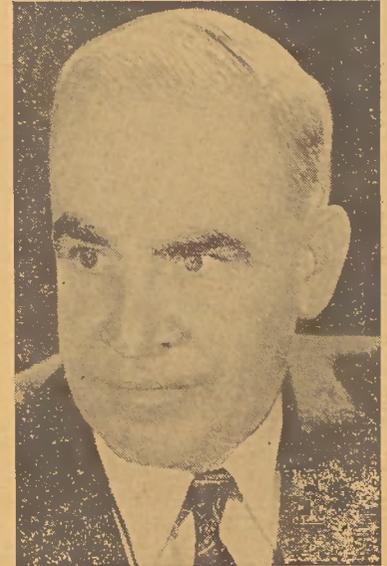
As a part of the Company's "Looking Ahead" program, 174 members of the management group, including all mill foremen, attended a conference at Natural Bridge, Va., September 13-15, on industrial relations, or the human element in the operation of business.

A condensed version of the talks is being published in booklets to be distributed to those who attended, to all supervisors and to all employees who request them.

Highlights of the program are given in the excerpts appearing on this and succeeding pages.

Two extremely interesting and important talks are omitted because they did not tie in closely with the central theme of the conference, "Looking Ahead in Our Sales Program," by Arthur S. Thompson, assistant sales manager for domestics; and "Looking Ahead in Our Research and Quality Control," by P. E. Smith, director of research and quality control.

Keynoter



Luther H. Hodges, vice-president and general manager of the Manufacturing Division, whose address at the opening session sounded the keynote for the conference.

"Why Are We Here?"

(Luther H. Hodges, Vice-President and General Manager of Manufacturing Division)

"Why are we here? We are here because we are Marshall Field and Company and Marshall Field and Company looks ahead.

"We are here to discuss this greatest of all subjects in industry today—human relations—and to be perfectly frank about it.

"We can do two things at this meeting. We can point out by discussion what we are doing or what we propose to do, and secondly, in the light of this discussion, we can each ask himself: 'Am I doing the job right as it was given to me?' and 'Is my Company doing it the best way as I see it?' If not, I should like to tell them through the proper channels how I think they could do it better."

"There are five 'M's' in industry: materials, machinery, methods, merchandising, and men. You don't need to get very far around industry these days to know that the last of the five is the one that counts, because if you stop to think there never was a time when all the other four were not dependent upon the fifth.

HOW TO GET A BOOKLET

To receive a booklet containing a digest of the proceedings at the conference on industrial relations, tear out the coupon shown below and hand it to your foreman. The booklets will be ready for distribution in about four weeks.

— COUPON —

TO THE MILL WHISTLE:

I would like to have a copy of the Natural Bridge booklet.

Name: _____

Job: _____

Mill: _____

Dept.: _____