HOW BELLAMY SOLVED AN INDUSTRIAL PROBLEM

"You say he won't do?" Cartwright's voice betrayed just the least tinge of irritation. "Why, I thought or privileges when opposed. Wrapped you told me that his references were of the first order."

"They are," replied the manager of "Rey City Carriage Works." "But fer some reason he has falled to grasp the situation here."

Cartwright gased reflectively at the "Don't you think, Osborne, that I' is about time we were doing some-

thing? Bellamy is the third man to try his hand on this job within the ast year. Meanwhile we are slipping past year, Meanwhile we are more back, and our competitors are close ing in upon us in a manner that demands immediate action on our part If we expect to retain our hold upon the trade. Up to date the volume of our shipment does not approach that of the Purcell people. They are not working as many men, yet, upon the first day of last week they had shipped one hundred and sixty more jobs, adn many of them heavy carriages, than we have in the same period.

"The capacity of our plant is greater than theirs. "We have been in the business for

forty years against their ten, and our work, to tell the simple truth, does not look as good as theirs, although we get a little more for it. The first thing we will know we

shall be so far in the rear that we won't hear the horn blow. "Reputation of the house? Do you know that the reputation of a house

can never be maintained in the face of fierce competition, unless we keep abreast of the times? "Eternal vigilance, as father has so often said, and the adoption of lat-

est methods, are the prime requisites in any business. "Many houses that were leaders in their respective lines twenty,

thirty and forty years ago, are but memories to-day. "Lusty young firms are doing the

bulk of the business. They are not shackled to false ideals and antiqualed notions, but are alive to the demands of the trade and supply them. "You or I may think that a fiftythree inch plane body looks better than a fifty-six, but if the majority.

a large portion of our customers, Want a fifty-six, we should furnish it. 'I'm not in favor of attempting to supply the whims of Tom. Dick Harry, unless their wants can be selected from our standard styles, but when there is a very decided demand for a size or style we do not carry in stock, we should add that particular job to our line of standard work. would like to have a talk with

"While I have no doubt you are right, for I know you are actuated the best of motives. I think it high time we were all taking a little wright, in the manager's office that more interest in the business in same afternoon, replied that which we have invested our money. Speaking as a majority stockhold-

er, my responsibility to my colleagues

"Hereafter you can count on me to help you in any manner you may barely possible that you are not fully has fallen into disuse outside of the live been through the same thing mysuggest 1 am convinced that there informed respecting some things consissy books. You must not be shock-self. It's nothing when you get used is something wrong, and both self-nected with our business which ed if you hear exchanges whose to it, as the fellow sair before they interest and a pardonable pride in the should be thoroughly understood be forceful character would bar them hung him. You need not tell me anywelfare of the pusiness my father fore one can hope to make it a suc- from promiscuous use at a pink tea. to take an active part in its affairs

elsion on my part reflects reproach or methods.

"I do think, however, that a man some things may be overlooked at Osborne. the very instant that prompt action would count for something."

"One word, Harry, before you dethat even the brightest mind cannot practical training, extending over a

ing them they are simple, but the tions. most costly mistakes are made those who are positive they are acting upon' information that is both |

ample and accurate." "That is all very well, Osborne conclusions? but you must bear in mind that this is a ground hog case, and we must enstrate my ability, for the reason I doubt you think my sudden awakenthe necessity, and determination to look after the affairs of this concern comes under that classification.

the firm, owned a three-fourths inter- ing their work and have informed est in the business which had been founded by his grandfather and de- his business and that you would reveloped by his father, who, but a move him unless he obeyed your or-short time before his death the pre- ders." vious year, admonished his son to not permit Osborne nor any other person entitled to, and I shall certainly exto assume entire control

graudally familiarize himself with the ter. details of the business so that he

gency arise. "There are many things," cautioned the old man, "that you should know, that can only be acquired by

a practical shop experience. "But no man, unless he be trained upon a finer class of work than we build, will ever be able to distinguish between what is first-class and

that which is medium grade. "The secret of building fine vehicles and the tendencies of the times point toward a large demand for that grade of work, is to secure for the heads of departments men who have been trained upon fine work. If you find that Osborne cannot, or will not carry out your directions in this respect, employ a superintendent who | matter a little more fully. has had a wide experience upon fine carriages and prevail upon Osborne to content himself in the sales department where he has been so suc-

cessful "Osborne is a faithful, energetic on, and devoted to the business but he has his limitations, and will I'm afraid, be able to handle the workmen, or meet changing condi-

The elder Cartwright, recognized in the forceful, energetic Osborne, a recourceful man who would not permit anything to hinder his efforts in any given direction, when once coned he was right, or, for the sake

of expediency. These same qualities when coupled absence of exact knowledge concerning the technical renents of the business would, he limster. Pleasant to get along with to

Orborne was absolutely without feel-ing or regard for another's rights up in the business, heart and soul, his tireless energy and aggressive meth-

ods had pushed the sales into every nook and corner within a radius of five or six hundred miles from the factory. Osborne's weak point, however was his lack of knowledge respecting the requirements Inseparaconnected with the building of fine work. This part of the business had always been managed by the senior Cartwright.

Self-respecting mechanics, whose training and temperament had moulded them into fine grained, sensitive human machines, with a love for their calling and the product of their skill, which surpassed their respect for any mortal who could not discriminate between superlatively fine and ordinary workmanship could be induced to remain in the factory but a short time after the death of the senior partner, whose appreciation of fine work and good workmanship led him to employ none but the best mechanicts.

Osborne, burly of frame, muscular, heavy handed and dictatorial, had trouble from the very start when he assumed the management of the men

and attempted to direct their efforts. He was now in his prime, physicaland mentally Assertive in authority in matters beyond his knowledge. he soon had a disorganized force of operatives on his hands,

Many of the best workmen left; others be discharged, their places being supplied with men who made things interesting if not profitable for the company. Without the ability to judge work or workmen and with an tter absence of fairness or tact inhis dealings with them, Osborne's existence was anything but an irridescent dream.

Cartwright was a fine looking specimen of the modern business man, well groomed with the form and carof an athelete, his very presence radiating cheerfulness and hope. His father had given him the advantage of a liberal education and but for his expressed wishes and an business instinct. Cartwright's inclination for a literary career would have tempted him to his hoice; and he would have become a toiler in the mart which supplies human interest stories for the world's

Always manifesting a sympathetic concern in the welfare of the factory people, he viewed with dismay the dissolution of the construction force and noted with alarm the decreased this last man whom you say will not output, and general flowsy appearance

Bellamy, the new superintedent, in response to a query from Cartthought he understood existing conditions and was prepared to handle the manufacturing end of their business should not stop short of the cashler's in a manner which would yield satis-

factory results. "Mr. Osborne tells me that it is

fmagine for a moment that this de- me in what particular I'm short on what I should know, and suggest an tackled here." lack of confidence in you or your improvement in the methods I contemplate introducing here, he will find me an apt scholar," said Bellamay become swamped by detail and my, with a pleasant smile directed at

"I'm sure that's all anyone could expect Don't you think so, Os-borne?" inquired Cartwright

cide hastily in a business of this "It's this way, Harry. Beliamy's character there are so many things all right, and would, I believe, make a good showing in any factory that emunderstand unless one has had a ployed the same system as that under which he has been trained.

"Here, everything is different, and "Many questions will arise which I find he has not that adaptability you may think are simple, and to one which makes it possible for one to familiar with the principles underly- accommodate filmself to new condi-

"Pardon me, Mr. Osborne, but would like to inquire how you know that, or, rather, by what process of reasoning you have arrived at such

"I have had no opportunity to demadept heroic measures. For I have no have been here but three days, and have not had time to take my bear-

ings. to express your opinion in respect to the fitness of some of our workmen Cartwright, the junior member of I understand you have been criticis-Simmons that he does not understand

"Well, I guess that's a privilege I'm ercise It. Simmons is a rank failure. advised the young man to The sooner we get rid of him the bet-

"It didn't take me twenty-four would be prepared to direct the af- hours to discover that you are losing fairs of the concern should an emer- plenty of money in his department. Yes, and it didn't take me more than five minutes to find out after I learned of your criticisms of Simmons' work, to learn that you do not understand your business and are not

the man we need." With a whimsical smile lurking around the corners of his lips. Bellamy turned to Cartwright, "We are wasting time in fruitless discussion,

Mr. Cartwright" Bellamy's tone was tinctured with impatience and contempt. "I will withdraw my application

and I assure you I will not envy the man who gets this job." "One moment please, Mr. Bellamy, will ask you to withhold your decision until we have gone over the

"There is no other alternative." re- age Works. plied Bellamy, "Mr. Osborne has seen fit to express his opinion before I have had an opportunity to show what I

"I would like to demonstrate my ability to handle this proposition, but I, nor any other competent man stand for that kind of treatment. Now, at the risk of being accused of indulging in cheap rejoinder, I will tell Mr. Osborne that he is one

er met. "That man Simmons has made a ever met. monkey of him, and through him has shaken down this concern for whatever wages he is getting and a ton soap on the side. "Do you know, Mr. Osborne, that

is playing this game at both ends? "You don't? I did not think for a cell knew, invite trouble and hasten minute you did, and your statement

while permitted to have his own way, that he has been playing you for a sucker all along. "Now, let me give you a hunch you take a trip to some of these rest

cure joints, stake out your claim and freeze to it. "You have no more business in a carriage factory than a goat has at

Sunday school "Before I'd take this job with you their trade. While serving his time hanging about the factory yawping at Bellamy boarded with his foreman, a every move 1 made. I'd go out West and clerk on a farm,

"This Misfit, Mr. Cartwright," indicating Osborne with a twist of his thumb in that gentleman's direction. "gives me a pain. He's a four flusher. I'm sore on him, not so much on account of what he has said here. but for his bumptious ways, general many dictatorial manner and provincial ignorance.

"Possessing the courage of an ignoramus he attempts anything and you pay the price.

Your business is about sixteen longer you keep his nibs on the job the shorter will be the life of the Key City Carriage Company."
Osborne, speechless and purple with

surprise and astonishment to chair. No living man ever had the temerity to apply such language to had knocked down more than one from the classics in general literature man, and upon the last occasion, but a week previous, when a strapping confessed), to studies in art, lives of blacksmith fully as large as himself, had assaulted him he gave the fellow litical economy, social science and such a beating that Osborne was forced to pay the doctors for tinkering up his bruises. And now, this slender chap, in a voice even contemptuous and beautiful thingsof this world exand incisive, cut him to the quick.

Restrained by Cartwright's presence, Osborne controlled an almost overpowering impulse to mop the floor with Bellamy. His voice, however, betrayed his

feeling, as he replied angrily: Well, ou don't suit me, and that settles it I may not suit you." returned there's no need of further discus-

Osborne arose from his seat and started for the door "One moment, please," said ('artwright, "don't you think that Mr. the trouble, told his wife not to Bellamy is entitled to a little more bother the lad.

consideration at our hands? amenities that common politeness seated at a window in the twilight, would suggest "Your decision might have been the bundle at his feet.

announced in a less objectional man-ner, it seems to me." he retarced his steps.

"Harry, you must not shy at trifles don't come down and eat it." now that you have broken into the that's not taken seriously by modern moment are up for discussion. Par- as he crouched low in the little rock. we get at the heart of things in the most direct manner.

"The pure and unadulterated Eng-lish handed out with ostentations lowed this act of unexpected kindness, politeness by the master and receiv- Driscoll drew up a chair.

"Don't feel so bad over it. ed with proper respect by the man, "I guess Bellamy, here is no strang-

Well, I'm open to conviction, and er to tropical language. No doubt this ashamed of yourself, from what I You are too sensible, Osborne, to if Mr. Osborne will kindly indicate to is not his first attempt to hold down can learn. Tom was pounds heavier

a lifetime.

Your implied insult reflects your "Don't try any more of your brow-beating tactics on me," warned Bellamy, as Osborne, with Cartwright's letaining hand on his arm, and a viclous scowl on his face, started to-

"I'll make a grease spot out of you f you don't leave, you blamed little sputtered Osborne, angrily." There's no fence around me, you big duffer," retorted Bellamy, with

rasperating coolness. The now thoroughly enraged manager fore himself loose from Cartwright's grasp and leaped for Bel-lamy. That gentleman ducked to the beating itself, only the disgrace mark. irch, the force of the blow caused a spasm of pain to flash across Osorne's face and doubled him up like a jackknife.

Bellamy's left caught him on the oint of the chin as his head shot arward, dropping him in a heap on the floor.

He'll come to all right after a while. wouldn't have missed giving him a oelt for all the jobs in the world.
"Of course, I don't expect to work "Of course, I don't expect to work of his shoe, Driscoll, in mock sur-here after this, but I want is thank prise, looked at Phil. "And what you for treating me white.

Tell his nibs he can find me at the Sherman house any time between w and to-morrow night.

I have no business in this burg. l just want to give him a run for his money, if he's not satisfied, and stay around to accommodate

up a glass of water and sprinkled the of the prostrated Osborne. "Say," whispered the manager, as his senses slowly returned, "any one

killed? George! what an escape. "You're all right," said Cartwright. encouragingly. Yes, I know," returned the befuddled Osborne, "but wasn't it awful?

How many dead?" "Dead nothing, you're the only vic-Cartwright laughed in spite of himself at the sleepy looking, mumling manager of the Key City Carri-

III. Beliamy was peculiarly fitted for the position of superintendent of any carriage building plant. His experience had been gained in some of the the country. He had, at the age of sixteen, entered the painting department of a large Eastern establishment, which made a line of fine custom work. After completing of the most credulous persons I have his apprenticeship he was employed for a period of five years on the same class of carriages in various States. and then took charge of the painting department of one of the largest wholesale factories in the middle whipping Bellamy again. That indi-West, that built a line of high class vidual. Tom complained, did not three years he was appointed assisted to sandpaper a set of wheels for until he accepted the position of the p th ends?
"You don't? I did not think for a until he accepted the position of sunit was appointed assistance of the foreman and not instern you did, and your statement perintendent of the Key City Carthat effect confirms my opinion riage Works two years later. His ex-

perience with men had been varied. a delight in trying out every new man or boy that worked in the same factory with them. Beliamy fought them Slight in stature and below the me-dium height, he was an object of special attraction in his younger days for the browbeating builles that took with the same stubborn persistency that he applied to his work, of which he never let a piece leave his hands

until it was as near perfect as he could make it. He read trade journals of the tools of his trade at night and plied his foreman with Bellamy was surprised by Cartquestions during the day, whenever he had a chance. His advancement was rapid, which, of course, made him enemies among . the careless, rough class who possessed more muscle than ambition to excel in

first-class workman, named Driscoll, who took a special delight in the young fellow's rapid progress and assisted him in every manner. Besides being an all-round workman on carriages, Driscoll had studied landscape, figure and ornamental drawing and painting. His home contained many creditable spec speciments of

Driscoll gave the lad good advice and his wife looked after his wants with the care of a mother.

Having lost by death both father and mother, Bellamy was all the more miles behind the procession, and the sensible of the homelike and refining influence of his surroundings. In after years he often said that

he owed what measure of success he had attained to Steve Driscoll and spppressed passion, sat riveted with his good wife, who laid the foundahis tion of his career.

Of artistic temperament and liter-ary tastes, Driscoll had picked up a For half the provocation, he choice collection of books ranging (many of them reprints, it must be eminent painters, natural history, po many volumes treating on religious topics. In this healthy atmosphere Bellamy's natural taste for the decent panded. One incident which filled Bellamy with alarm at the time/occurred on the third day after he went to work. A hard-fisted young tough, Bellamy's senior by three or four years, picked a quarrel with him and licked him in great shape." as some of the bully's companions put it. Bellamy did not come down to supper "but that don't settle it by that night, an instinctive dislike for "I guess yes, young man, and anything bordering on quarreling or fighting caused him to magnify the dire results that would follow his participation in the row. Decent people, he told himself, would regard

him with suspicion and distrust. Driscoll, who had learned all about

Shortly after 8 o'clock he knocked "We should at least observe the on Bellamy's door. He found the boy his scant belongings done up in a lit-

Mother's got a nice supper Osborne laughed good naturally as waiting for you, and she says she e retarced his steps. won't sleep a wink to-night if you Driscoll's cheery greetings and

practical business world. You will friendly manner started the tears in find that parlor talk is a commodity Bellamy's eyes. Clasping his bruised face in his hands, his frail body masters of industry when matters of twitched and trembled convulsively

Waiting patiently until Phil recov ered in a measure from the effects of

thing about the scrap. I know everything. You have no reason to be a position similar to the one he has and ever so much taller than you. He provoked the quarrel, too, I'm told. They say he's got two never been obliged to deal, with a while you've but one. I know just exman in your position who has shown actly how you feel about it. You think such dense ignorance and unfairness you are disgraced because toughs his treatment of men who are ca- and rufflans and all low characters pable and know more about carriage indulge in that kind of business. So building in a minute than you do in they do, but decent boys and men are often obliged to defend themselves from this class of people, and so long coarse, brutal nature, and stamps at you don't pick a quarrel or impose you for a fakir pure and simple. corried or feel disgraced if you get into a scrap, even if you get the worst of it.

By this time Bellamy had found his voice, and in tones that were shaky at first, but which gained strength and steadiness as he proceeded, he expressed his happiness that Driscoli and his wife did not consider him a low character that they knew it was not his fault, and that he had done the best he could. He said he was afraid that he was not entirely guiltless, however, and landed his right on the which he thought was attached to it. fondness for a fight when it was forced upon him. It was this, he explained, that made him afraid that at heart he was not as good as he

should be.
"I'd die before I'd admit this to a soul but you or Mrs. Driscoll," Bella-my hastened to add. "Please don't any of the shop boys." Driscoll assured him that his se-

ret was safe. Touching the bundle with the toe

world is this?" Bellamy's joyous laugh as he untied the bundle and displayed his slender stock of raiment, told Driscoll that the strain was broken, and Bel-

lamy was himself again. Thanks to the kindly ministration of his friends that night, Bellamy's face, save for a discolored eye, bore The astonished Cartwright caught little trace of the punishment he had received the preceding evening. Contrary to the expectations

Tom and his admirers, that young man was not given his walking papers. Callers at the Driscott home for two or three weeks following the incident Driscoll and Bellamy, as they emerg-

ed from the basement shortly before

bedtime, seemed flushed and tired looking. Leading questions as to the nature of the work they were engaged upon, drew vague and unsatisfactory reties. So the report circulated about the neighborhood was that a flying machine was in the course of construction in the Driscoll domicile. A set of regulation boxing gloves that occupied a handy nail in the closet behind the stairway, bearing evidence of recent usage, might have been employed in protecting their hands while engaged in building the alleged gerial craft. Be that as it may, however, one evening a month after their encounter, Tom passed the word around that after "whistle blow," he would give his friends another exhibition of his prowess, by

punishment befitting the enormity of Shop events preceding and follow-ing that memorable meeting were ever after dated from the time that Bellamy gave big Tom Howard such a terrible beating.

In after life on more than one oc-

casion, Bellamy found that emer-gencies would arise when the scientific use of his hands was not confined exclusively to the manipulation

wright, who, dropping into his room at the Sherman House, after supper, requested a few minutes conversation with him. Without preface, Cartwright stated the object of his visit. He explained that he would arrange for a meeting of the directors on the following day, before whom he would lay the matter which Bellamy

and he had been discussing with Os

borne, when the much to be regret-

ted trouble occurred. Cartwright informed Bellamy that he would consider it a personal favor if the latter would attend, with a view to accepting the management of the factory, which Cartwright said he would formally tender him again. Bellamy could, Cartwright assured him, name the conditions that would qualify his acceptance of the offer, which, he said, would no doubt pre-cipitate a discussion that would bring out all the salient points for and against a change in the management, and giso furnish his colleagues with an outline of the policy which Bellamy aimed to introduce. He had, Cartwright explained, prevailed upon Osorne to regard the late unpleasant incident in the nature of an accident that occasionally happens when least expected, in the busy work-a-day world, at times when matters of mo-

oo, promised to be there, "No doubt," said Cartwright with smile, "Osborne will inject enough ginger into the controversy to make it interesting for all concerned "I'll be on hand," declared Bellamy, as Cartwright arose to depart.

ment are being discussed, and he,

To the directorate which assembled at the appointed hour, Cartwright in-

troduced Bellamy. business which had called them to-After explaining the nature of the gether, Cartwright expressed a hope that they would succeed in finding a solution for the problems that con-

fronted them. Osborne's request that he be given an opportunity to explain his postbeing granted, that gentleman recounted his experience as manager and recited what he had accomplished in the many years he had occupled that position. He had, he ex plained, plans on foot which would place the business upon a solid basis. To carry out his ideas it was very necessary that the directors should uphoid him. The whole matter hingd, he said, upon the proper selection "Hello, Phil! You're not sick are

of a superintendent to assist him. The business," he declared, grown to such proportions that he could not look after the hundred and one details that clamored for immediate attention. "A man claiming to be competent

been engaged, but owing to his lack of knowledge concerning existing shop conditions, he would not do. "I suggest," continued Osborne, 'that we renew our efforts to secure man who will fill the bill. 'We would only invite disaster,

should we permit the party, who is present at this meeting, to undertake the management of our business. "Any one else care to express their views?" queried Ca,rtwright, as Osborne sat down. think, Mr. Cartwright," said a round faced, chubby little man, hop-

Mr. Osborne's points are well taken." shot rabbit, the little chap mopped his face furiously with a large red handkerchief, and glared across the room at Bellamy, who was occupying a chair near a window.
"Any one else?" chanted Cartwright,

without a change of countenance. Every one but Osborne, Cartwright and the manager's plump champion,

smiled. A lean-faced individual with rigid eye informed the board that harlie could always be depended pon to make a damned fool of himelf at any time or place.

Charlie shifted his burning orb from Bellamy's face to the cadaverous features of his vis-a-vis, at the

Take it off, Charlie, take it off. commanded the emaclated one. Don't you try any of your funny ousiness on me." Charile took it off. and to hide his confusion retreated to his bandanna again, as an audible expression of mirth greeted his aborive attempt to hypnotize the coldblooded Mr. Gray, whom common report had credited as the possessor of quite a snug little fortune, the foundation of which had been laid in early manhood, by his paying strict attention to, and humoring the eccentric and peculiar whims of wheel of fortune which he operated at State fairs in the fall, and making shrewd realty deals at other sea-

sons of the year. He, together with Charlie, who Osborne's brother-in-law, Was been given a straight tip by the manager, at a former period in the hisof the carriage company's career, that they could play to win if

they invested in the concern. Cartwright's absence from home during his Oxford days, and the two years following his father's death, had contributed to his poverty of knowledge concerning the business. He had but a hazy idea regarding the inner workings of the concern, was now gradually absorbing large chunks of inside information and rapidly acquiring a habit of probing and delv-

ing into details. Brown, another of the directors, was a successful farmer and an old-friend of the elder Cartwright, 'A refined looking old gentleman, with gray mutton-chops completed the group. Charlie acted in the capacity father's proxy, together they related, were wont to remark that held an eighth interest in the busi-

> Another eighth was owned by Osborne and the old gentleman No one responding to Cartwright's second invitation to propound quesquested Bellamy to favor them a brief outline of existing conditions prevailing in the factory, and the system he expected to inaugurate in the event they should retain him as superintendent. Advancing to the table, Bellamy

> expressed himself as being glad to have an opportunity to tell hoped to accomplish, it would afford him, he declared, no pleasure at all to tell them the exact truth regarding existing conditions. However, he will ask you to bear in mind that in weighing the testimony that Mr. Os-

borne has given you and that which I am here to supply, it will be necessary for you to understand that our opinions, which are diametrically opposite, have been arrived at by different routes.

training upon fine work. That such is no reflection upon the entieman's intelligence or capacity o acquire correct knowledge regarding the manufacturing of carriages.

There is not, and never has been and never will be, a man endowed with an intuition which will solve the many problems that confront the manager of any manufacturing prop-

"Neither can a man who may be ulte successful in handling a gang of litchers or directing the efforts of laborers in any fixed endeavor where muscle is the chief contribution, to results required, hope to make good in an attempt to manage skilled la-

bor.
"It is an accepted fact among in the properly trained mechanics in the carriage trade, that association with skilled workmen, and years of service in the employ of concerns that build will not equip the brightest and most intelligent of men with the technical knowledge that illuminates the foggy corners which refuse to give us the secrets that clarify the particular question in-

volved "That is why the most successful carriage manufacturers select foremen with an eye single to their qualifications, and then choose a man preferably from the ranks, who has had a foreman's experience, to guide their efforts in the right direction.

These firms not only save thousands of dollars yearly that otherwise would be lost by paying for mistakes that are eternally occurring in factories that do not recognize the importance of having a trained man in every position that demands his serv-

They are also repaid by being able at all times to keep on hand a con-struction force which can be dependd upon to turn out work rapidly at a less cost than many of their competitors pay for a less quantity imperfectly finished.

'I have arrived at my point of view. by the only route that can furnish exact knowledge, and that is by having had a practical experience on fine work and a training in factories whic employ systems that have given best results. "I am extremely anxious to place

your business upon its feet. I do not, however, care to pay the price that would be exacted, should I be required to act in conjunction with Mr. Osborne. Your president, Mr. Cartwright,

has informed me, that personally, he knows absolutely nothing about the manufacturing end of the business, except in a general sort of a way, When people know their own limtations they have gone a long distance toward solving problems that proven stumbling-blocks to have many who posssess a mere amattering, but who fondly imagine they

'The old adage, 'a little learning is a dangerous thing,' rings true in our

"You may talk your arm off to a man whose head is crammed with odds and ends of misinformation which he has been industriously engaged in collecting during a long or short lifetime, and nothing less persuasive than a crack on the skull with a piece of lead pipe will ever dislodge them or put a stop to their

"No," Bellandy continued, "I think you would not care to be continually worried and harried by the contentions and bickerings that would ensue in the event you should decide to retain me and keep Mr. Osborne on the Job, too. "I have told as much to Mr. Cart-

I am here now, to state my position ping up like a jack-in-the-bog, "that any questions you gentlemen may wish to ask me. "I presume most of you gentlemen, if not all, have made a success in your own line of business. If you have, it is because you are thorough-

ly familiar with all the details that are incorporated in your respective callings. "There are many things connected with carriage manufacturing which you can never hope to know, nor is it ecessary that you should be familiar with, for the very good reason that

who

supposed to understand what is required of them.

"You are, therefore, in a position to be influenced by any information regarding a policy which promises a air return on the money you have

ou have men employed

invested in this business. "The one thing you should guard against is the likelihood of your acepting the statements of a plausible alker who may know but precious more than yourselves about the principles governing the making of

"This fact emphasizes the necessity f caution in selecting a superintendent. "Trusting you will pardon me for inflicting upon you this lengthy pre-

face, I will tell you that unless construction force is reorganized and prevailing methods changed, it will be but a question of time how soon this firm will go to the wall, "I have listened to Mr. Osborne's emarks and his promises for the fu-

cannot relieve the embarrassing sit-"You talk about reorganizing the construction force," interrupted borne, with some show of heat, "How do you propose to go about it?"
"Well,' replied Bellamy, "the first nove I'd make would be to jump that Psalm singing friend of yours in the

know where the trouble lies

wood shop off his job." "You mean Simmons?" "I mean Simmons." "What do you know against him?" "I know that he is playing you for sucker for one thing, and shaking fown this concern for his wages and

ton of soap on the side." "That's pretty strong language." admonished Osborne sharply. "Possibly," admitted Bellamy, "but not any stronger than the proof have to substantiate the charges I have made." "Having disposed of Simmons,

what other changes do you contemplate?" "There is a bunch of time-killers in each department whom I will re-quest to resign. Men who, heretoore, have successfully resisted the forts of foremen who have been employed here, to discharge them." "That sounds like a fairy tale to

ne," mneered Osborne.

these foremen reinstante the men or leave themselves, sounded like a piece of ignorant meddling with their Osborne gazed at Bellamy, dictive gleam in his eyes. "If you are appointed superinten-dent how soon would you discharge

"It does? Well, your demand that

these men?"
"Some of them immediately, others would be given a chance to get down you discriminate?

"For the reason that some of them may turn over a new leaf when not ed to the influence of the men would bounce." are not at all flippant, I observe. This bouncing bush

pretty serious matter to men who

"Possibly, but as these chaps have not been doing much business in that line for the last few years they, in all probability, will not know the dif-

decided beneficial effect upon the finances of this company, and if I undertsand the situation, that is what has called you people together vise some plan which will extricate the firm from its present plight, which, I assert, has been caused, to use no harsher term, by gross mismanagement."

Osborne, who during the discussion had remained seated, now arose to his feet, his forceful face betraying his his emotions. Shaking a menacing finger at Bellamy, he exclaimed in husky with passion:

tones husky with passion:
"There, gentlemen, stands the man who with unblushing effrotery, accuses your employes, men who have what? Robbery! With robbing their employers, stealing time!

of them he specifically One charges with theft of money, and, by implication, tells you that I am privy to the act, am, in fact, in colusion with him, I! a stockholder and di-rector of the Key City Carriago Works. I! who have given the best years of my life to the upbuilding of this business, a common thief!
"Gentlemen I can hardly keep my

hands off this contemptible specimen of a slanderous cur." "They are not tied,"" suggested Bellamy, as Osborne stopped to get his breath, "and they don't appear to be paralyzed.

Why not get busy? if you feel so keenly over the matter, or you can apply to the courts for redress if have slandered you. Either, or both courses are open to you. "I am fully aware of the gravity of the charges I have made and ac-

them." Cool and seif-poised, Bellamy returned Osborne's malevolent look with a clear-eyed challenge that carried conviction to at least one of the directors

cept all the responsibilities attached

Brown broke the strained situation by saying that he thought Bellamy should be excused. Charlie amended the suggestion by declaring that they should hand him over to the police. He insisted that Bellamy was a dangerous fellow and should not be permitted to remain at

large. Cartwright settled the question by informing Bellamy that he could "At 4 o'clock," said Cartwright, "I will call around to the hotel and let

you know our decision."

Osborne, with the remark that he would be back in a minute, left the room by a door opposite to the one Bellamy passed through. Going directly to the wood working department, he held a short but animated conversation with Simmons,

and returned. Simmons immediately put on his coat and left the shop. Well, gentlemen," said Osborne, with a nervous laugh. Bellamy is certainly going after his job. Who'd thought the little beggar would have braced the whole outfit in

that manner. He had his nerve with him, all right. "Harry, old fellow, I thought he was after you next. The first thing you know, he'll have you pulled for padding the pay roll."
Osborne's mirth was not contagious. Osborne's mirth

Cartwright looked serious and Gray was boring the manager with a frosty wright and it is at his request that "Damned if you fellows don't give and outline my policy by answering me the shivers," protested Osborne

> should the chief mourner at this seance, but you won't give me half a chance. "Put your cold storage eye in your pocket, Gray, and come down to bus-

"I'd rather you people would relieve

our minds about this matter by telling me you do or do not believe the assertions handed you by that two spot who has just left here. "If a lifetime's association with me cannot buit off with a three day's acquaintance, Bellamy, all I've got to say is that you're the biggest lot of asy marks I've seen in all my life.

"You will have to admit that Bel-

lamy put it all over you, Osborne, said Gray, in a cold, even tone. "Damn you, you infernal croaker. You would believe a tramp if he told you that your mother stole a church." "But it will take some gilt-edged estimony to make me believe you can square yourself with this company. Osborne regarded the speaker

angrily.

can play.

you, Gray, and I'll break your damnd neck. You are so infernal crooked yourself you can't give a decent person a show ... "If the devil had his dues," retarted Gray, "you would be counting checkers with your nose in hell this minute, and as for breaking necks,

you will find that is a game that two

"A few more such remarks from

"If I have ever done a dirtier trick ture. I am convinced that he does not than steal from the hand that feeds me and systematically and scientifically flich the coin from the pockets of my friends and acquaintances whom I was associated in business, like I firmly believe you have done, would ask some one to kill me.' Gray arose to his feet when he be-

gan talking. Long, lean and white of face, a steely gleam darting through the slits behind which his eyes peered, the incarnation of relentess hate and anger, Osborne, who had not resumed his seat after his return from the wood shop, stood at one end of the table; not more than ten feet of space sepa rated the two men who regarded each

other intently. Osborne's burly frame became rigid and an angry flush suffused his face as Gray's seathing retort, uttered in an even icy tone, cut him to the quick. Before a hand could be raised to stay him, Osborne, blind with rage,

plunged at Gray, who, before the

and step had been taken, snatched a paper weight from the table anded it with all the force and propelling power of a long sin ewy arm ind a vindictive desire to kill. The mistle caught Osborne the right eye and stopped him with a suddenness which supported him in

an erect attitude for an instant, then dropped him in a crumpled heap Turning to the table Gray pl up his hat. "I guess that will keep him quiet for a while. I'm going up town. Tell him," jerking his toward the recumbent form.

he comes around he can find me in my office whenever he wants me. "You can't leave here, you murderer," shricked Charlie hysterically, tercepting Gray at the door and atampting to grasp him by the throat.
A short armed punch in the neck delivered with sufficient force to jame Charlie's head against the wall, icaced that woung man to revise his

stention regarding Gray's depart-(CONCLUDED NEXT SUNDAY)