

# Revolutionised Management

## Report on joint labour-management conference on 'Industrial Strategy for 1970'

QUESTIONED ON THE RESULTS of this conference held in London last weekend, a French engineering employer, Pierre Gailly, said:

'I felt we could not meet together with the top people of the French trade unions. Now I believe we can and we have to do it.'

A German coalmining foreman, Hubert Eggemann, said, 'As a German it was a great challenge for me to find British people thinking for the whole world.'

Alfred Nielsen, Chairman of the European Wood Industry's Committee for Relations with Developing Nations, said, 'It was the first time in Europe that so many men from labour and management met to plan for the future of industry.'

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ABOVE French management-labour group tell the conference that French industry can find a common platform. From the left: Georges Barrier, Paris Metro worker; Pierre Gailly, President Gailly Foundries in Orléans and René Prou, engineering worker in Nantes. BELOW Session in Westminster Theatre photos Strong



# Revolutionised Management Chairmen, Managers, Workers Participate

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At the conference, attended by 250 from all strata of industry, senior European management—John Read, Joint Managing Director of EMI; Charles Villiers, Managing Director of the Industrial Reorganisation Corporation; Frederick Philips, President of Philips Electric; John Houlder, Managing Director of the shipping company of Houlder Brothers and Co. Ltd. and many others—met with British trade union leaders such as Jim Worthington, Executive Member of the National Union of Seamen and William Arnold, Member of the General Council of the *Amalgamated Society of Boilermakers*, branch officials and shop floor workers.

The meeting was unique in the communications it opened up and the purposes it discussed. Chairmen, directors, trade union officials, foremen and workers planned how to make management revolutionary, how to enlist the rich and the poor nations in a common task and how to find an aim for industry that included the family and the whole of society.

Combined management and trade union groups, comprising 96 people, came from the industries of France, Germany, Switzerland, Scandinavia, Holland, Italy, Canada and the United States. With the British at the conference they represented the docks, railways, shipbuilding, motor car manufacturing and distribution, aircraft, electronics, steel, coal, chemical, construction, printing and publishing industries.

## Management

At the opening dinner, John Houlder said, 'With all the best will in the world it is not easy to manage in industry today. It is difficult to do the job properly, largely because people at the top do not know what is going on at the bottom. In our industry I have found that the trade union officials are all absolutely invaluable. They tell us what is going on.'

'I would have thought that one of the very best things would be to extend the work that is being done at this dinner tonight and try to bring more and more people from both sides of industry to meet one another. The best thing one can possibly do is to become personal friends with men who really know what is



Frederick Philips, President of Philips Electric, talks with Patrick Doherty, until recently Vice-Chairman of the Derry Defence Committee, and Patrick Clarke, a member of the Electrical Trades Union, Derry.



ABOVE Roland Seyfarth, a German businessman, with Andrew Webster, director of a building materials firm in Montreal, Canada. LEFT: Paul Bougenaux, head porter at the Plaza-Athenée, Paris, and Secretary of the Hotel Employees' Union

going on.

'MRA is the only organisation I know which deliberately goes out to seek out people at the top and the bottom and tries to bring them together in circumstances where they could meet and be friends. We should carry on and support this work to the best of our ability.'

## Unions

Jim Worthington said that through Moral Re-Armament his trade union militancy had gained greater effectiveness in resolving problems. He called on employers to talk directly with union leaders and not through intermediaries. 'Sometimes you cannot get through,' he said.

'If we get labour and management working together for one common goal, just imagine what it would mean for the future and the prosperity of the world.'

Speaking at a session of the conference, William Dodd, an inspector at the Rolls-Royce plant at Hillington in Scotland, said, 'When I am absolutely

honest, something magical happens. Shop stewards, conveners and other people come to me for advice.'

## Common purpose

Unions and management united with a common purpose would have relevant policies that government would listen to, said Neville Cooper, a director of Odhams (Watford) Ltd. At the moment both management and trade unions normally approached government with their own different interests in mind. He called on the conference participants from both sides of industry to develop common aims and policies and present them to government.

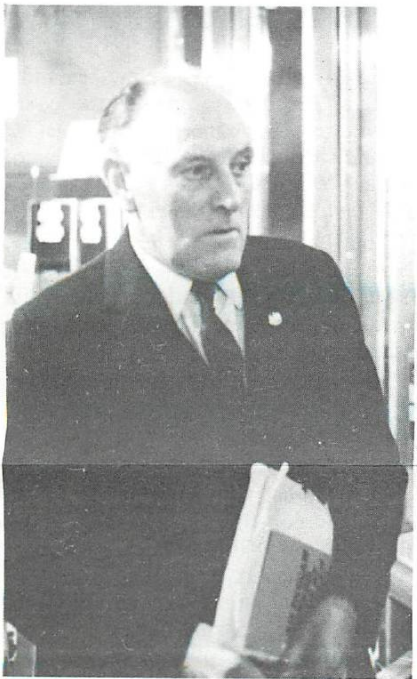
In a session on the common task of the rich and poor nations, the conference chairman, Paul Campbell, said, 'Our concern is not the problems of industry but industry's role in answering the problems of the world.' He introduced R M Lala, editor of the Asian weekly *Himmat*. Lala appealed for men from European management and trade unions,

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ABOVE John Houlder, Managing Director of Houlder Brothers and Co. Ltd. RIGHT John Craig, a finance director of the British Steel Corporation talks with Guido Bernardi, Italian Member of Parliament, and Mrs Bernardi

photos Strong



William Arnold, member of the General Council of the Boilermakers

skilled in the art of changing men, to come to Asia. India would be remade or would break up on whether 'we can change human nature or not'.

'The split in the Congress Party is not because we lack technology or finance,' he said. 'The pride of people has been deeply hurt and there is a scramble for power'.

It was urgent to create unity inside India and other Asian nations through overcoming the divisions of race, religion and communalism, Lala told the men from European industry.

There was an immediate response to this call and some men announced their plans to go to Asia. Throughout the weekend further plans were made to meet the industrial crisis in Italy and to help solve unemployment in Londonderry, Northern Ireland.

Patrick Doherty, until recently Vice-

Chairman of the Derry Defence Committee said, 'The problems of unemployment can be solved. Derry is a city with a great deal of humanity and even during the height of the fighting, people were at the work bench next day.'

'I am going to tear down the barricades in the minds of my own people at home. I will then attempt to cure the difficulties in my own community and I will try and improve the difficult housing and unemployment situation. During the next year I will go to India.'

A London Airport shop steward, Frank Abbott, gave a lead to the conference on the financing of MRA's global work. He said that he gave 40 per cent of his weekly pay packet for that purpose. Examples of similar sacrifice by management were given.

Plans were made for two major international, as well as regional, conferences over the next nine months. The industrial men undertook to make a documentary film showing evidence of the change in the aims, motives and practice of revolutionised management.

BRIAN LIGHTOWLER

## 'Faith in face of odds'

The 17-nation MRA review 'Anything to Declare?' opened in Bombay at the Bhulabhai Auditorium on 14 November.

The *Indian Express* wrote: 'Among the highlights of the show was a noble and impressive presentation of men and women in Europe's history who chose the path of faith and service in face of odds.' The *Times of India* called the musical 'a full-throated declaration of faith, love, joy and hope, and splendid entertainment as well.'

## 'Workers, Unite the World'

*Foreign workers now comprise almost one sixth of Switzerland's population of six million. They make an undoubted economic contribution. But the rapid increase in population naturally strained the Swiss housing capacity and social services, and the difference in customs and living habits has caused irritation. But recently a new development took place.*

GUIDO SCOGNAMILIO, responsible for all foreign workers in the Swiss Metalworkers' Union in the Berne district, invited Otto Cadegg, a Swiss national trade union secretary, to address a meeting on 10 October of 2,000 Italian workers in the Swiss capital.

Cadegg apologised for the superiority of himself and the Swiss towards the Italian and other foreign workers in Switzerland. As far as the resources of Switzerland were concerned, he said, there was enough for the need of everyone but not for their greed.

The meeting was reported on the National Radio. The Social Democratic paper, the *Berner Tagwacht* on 5 November, headlined an article by Scognamilio reporting Cadegg's speech: 'Workers unite the world'.

Speaking in London last weekend Scognamilio said, 'Both Italian and Swiss need a superior authority that will operate in all they do—an authority based on the guidance of God and absolute moral standards. I undertake to carry this answer wherever it is God's Will that I take it.'

# Bid made to end bitterness between Poles and Germans

A GERMAN Federal Member of Parliament, speaking at the Inter-Parliamentary Union in New Delhi this month, asked the forgiveness of the Poles for the 'sufferings and sacrifices' inflicted during the Second World War.

Peter Petersen, MP, a spokesman on foreign affairs and defence for the Christian Democrats and leader of the German Federal Parliamentary delegation to the New Delhi conference, said:

'I would like to say a word to my Polish colleagues. Your speaker said yesterday that the people of Poland will never forget the sufferings and sacrifices of the war. As a German I understand that Hitler and Stalin divided your country. The German Army marched in and millions of your people suffered and died. I know that we cannot expect you to forget—I would like to ask you to forgive.

'And then in the terrible winter of 1944-45 millions of Germans were driven from their homes, hundreds of thousands died—my people suffered deeply. Most of them, especially the women and children, had committed only one crime—to be born German. Much bitterness was in my country too. And bitterness, unless healed, can cause new hatred and conflict.

'Mr Wende, the Polish delegate, talked about the Oder-Neisse Line. Let me humbly suggest, Sir, that borders are

not the problem or the solution. Nowhere in Europe can you draw a line that clearly divides two peoples from one another, because for hundreds of years we have been living together.

'Let me give you one example: My grandparents were Danish. As long as I can remember my father had disputes with his Danish cousins about the border line between Denmark and Germany. The Danish people also suffered greatly in the last war. But my Danish colleagues will bear me out when I say that since Danish children can go to Danish schools in Germany and vice versa—I can go to a German church in Denmark, we trade, we travel, we marry, we can settle here or there—nobody is interested any more in the border line.

## East and West

**'Is that not the way peoples are meant to live together? The best security of a country lies in the confidence of her neighbours. To win the confidence of our neighbours in the East as we have won it in the West is the most important task of our Government, my Parliament and my people.'**

'Let us dedicate our lives to create a world free of hate and fear and greed; a world free of suspicion and of walls between men and nations.'

## Building a Partnership of Purpose Conrad Hunte speaks in Wolverhampton

IN WOLVERHAMPTON last weekend, Conrad Hunte, West Indian cricketer, put forward an alternative to the repatriation of immigrants scheme advocated by some.

He said, 'Suppose all immigrants decided to learn the skills which the developing nations require and accept the qualities of character which developing peoples need: then be ready and willing to stay in Britain or to go back to their homeland or to any other country where there is need, on invitation, to teach what they know and learn what they do not know.

'In this way we would create an effective partnership of purpose and the

type of society for which the world longs.

'The answer to the racial question is change in people who then have the right aims in present day society. Integration is not an aim. It is the fruit of a much bigger tree—a revolutionary programme big enough to include everybody in its fulfilment and practical enough to build a society where there is food, work, a home, justice, education, purpose and hope for everyone in it.'

Hunte was guest speaker at an international dinner arranged jointly by members of the West Midlands Caribbean Association and citizens of Wolverhampton. The occasion was arranged to finance the work of MRA.



## Colour Slides of Caux 1969

A catalogue of Caux conference slides is now available for ordering from New World News (Slides), 4 Hays Mews, London, W1X 7RS.

## New Zealand Party Leader's message

ON THE OPENING of New Zealand's General Election campaign, the country's largest newspaper, the *New Zealand Herald* carried news of the launching of Anne Wolrige Gordon's *Peter Howard: Life and Letters\** in Auckland.

The Leader of the Labour Party, Norman Kirk, MP, sent a message: 'It is very necessary to find a way that lifts us all beyond superficial divisions and racial prejudice.'

At the occasion were New Zealanders of both Maori and European descent and representatives of the people of Tonga, Samoa and the Solomon Islands.

D A Hight, Government MP for an Auckland constituency, speaking about the book, said, 'It is a daughter's tribute to her father. It is not a formal biography, but paints an unforgettable picture of an amazing man.'

Recalling the visit of the great Lion's Rugby team in 1930, Hight said he had met all members of it and would have met Peter Howard had he accepted the invitation to tour New Zealand then. Continuing he said, 'No one could possibly read this book and not admire Peter Howard—even the most cynical. Of one thing I am certain; I am a better man, or I hope to be, through reading of a man who was dedicated to help his fellow men. There is challenge here for everyone who reads this book.

'Let me finish with a quote from Peter Howard which is extremely meaningful to all of us: "What this country needs is not a tranquiliser to keep discontented people quiet. It needs a galvaniser and transformer to make decent people effective." This book could well do just that.'

*\*Published by Hodder and Stoughton, 45s.*