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TEXTILE employers and trade union leaders from Britain, France, Belgium, Italy and Germany are meeting at Caux, Switzerland, to plan with industrial leaders from all over Europe an answer to the present world-wide crisis in their industry. *The Wool Record* of 11 September, reported the initiative of a group of textile leaders in France, including the President of the French jute industry, M. Robert Carmichael, and the Secretary of the Textile Worker's Union (Force Ouvrière) M. Maurice Mercier, in inviting their colleagues. It quotes from the letter of invitation as follows:

"We write to you because we feel that the present world crisis in the textile industry represents a challenge to us to find an adequate and lasting answer.

"We are confronted with an increasing array of baffling problems, among which are: the violent fluctuation of world prices, unfair competition, the raising of the standard of living of undeveloped areas of the world, and how to get people everywhere to use

their purchasing power responsibly. These problems contain a moral element not generally discussed at political and economic conferences.

"Since World War II, Moral Re-Armament has initiated a series of world assemblies at Caux, Switzerland, where in a unique moral climate, practical answers have been worked out to many problems that vex the world.

"Last year forty-four delegations from the textile factories in France went to Caux. Due to the spirit of Caux which animated these management and labour delegations, wage agreements affecting the whole textile industry of France, which in the previous year took several days to negotiate, were concluded in a few hours.

"Many of us in the textile industry feel that Caux offers a way of approach we cannot afford to neglect at this time. Special emphasis will be given to industry between 13 September and 6 October, and particularly to the textile industry between 20 and 29 September."

INDUSTRIAL CONFERENCES AT CAUX ASSEMBLY

The Times on 12 September, under the heading "Moral Re-Armament—Study of Industry at World Assembly," reported the opening of these industrial conferences:

"At the invitation of M. Henri Desbruères, president of the nationalised society for the study and construction of aircraft engines, France, M. Robert Carmichael, president of the jute association, France, M. Alexandre Dubois, president Bonpertuis Steel Company, France, and other leading industrialists from Denmark, Britain, Finland, Germany, Holland, Norway, Sweden, and Switzerland, special conferences within the general framework of the assembly are being held from 13 to 22 September for the coal, steel, and metal industries and for civil aviation; from 20 to 29 September for the

textile industry; and from 27 September to 6 October for the transport industry."

The aim of these conferences is to deal with the international problems facing industry in the new light shed by the principles of Caux. Robert Tilge, Secretary General of the Employers' Federation of Northern France, addressing the opening session, emphasised that beyond the economic and industrial problem was the ideological and moral problem. "We always look for the technical answer," he said, "but behind every technical problem there is a human problem. If you do not solve the human problem you do not solve the technical problem. The biggest problem facing industry today is how to create unity. What prevents us? Fear on the side of both management and workers;

misunderstanding and lack of confidence. If we in industry can find this unity, then the whole situation in a factory can be changed. If it can happen in a factory, it can happen in industry and in a nation. Industry can unite or divide a country."

Parties have come from engineering and textile firms from all over Europe, including Daimler; Jaguar; Morris Commercial Motors; Armstrong Siddeley; Appleyards of Leeds; E.M.I.; United Steel; Hadfields; Shardlows; Firth Brown Tools, Sheffield; Cammell Laird's, Birkenhead; Lysaght's Steel Works, Newport; Manwood Miller & Company; Firminy Steel Works, France; Philips Radio, Holland; the Royal Dutch Blast Furnaces; Montecatini Chemical Industries; Dalmine Steel Tube Co.; Pirelli Rubber; and the Montecatini mines in Tuscany; the Norsk Hydro of the Norwegian Hydro Electric Company; Hagfors and Munkfors Steel Works of Uddeholm Ltd., and the Vintjarn Mines in Sweden. The Brazilian Ministry of Transport has sent an official six-men delegation from the road and rail transport of Brazil to the Assembly.

National heads of the French textile and aircraft industries and of the trade union organisations outlined their plans for "revolutionary action in French industry." They included Henri Desbrières, Maurice Mercier, National Secretary of the French Textile Workers' Union (Force Ouvrière), Robert Carmichael, M. Macaux, Managing Director of the Firminy Steel Works, and M. Robert Speyser, Vice-President of the Engineers' and Foremen's Union.

Desbrières said he had seen at Caux the true function of industry. "As heads of industries we are responsible

for the slumps in the world, the poverty of the workers, the problems in factories, the execution of the Schuman Plan, European Defence, and, like every other citizen, the wars in Korea and Indo-China. Until we take world responsibility we do not fulfil our task in industry."

Robert Carmichael, President of the French jute industry, said that the true mission of his industry was to meet the needs for clothing the people of the world. "It is not only to provide the necessary textiles," he said. "Our task is to bring about the conditions in which everyone in the world, even in the poorest quarters, will be able to buy them."

"TAKE IT TO THE WORLD"

A special feature at these industrial sessions has been the participation of the heads of the international airlines. They include: Mr. J. R. D. Tata, President of Air-India International; Mr. George T. Baker, President of National Airlines; Mr. K. C. Bakhle, Managing Director of Air India Overseas; General Grandell, head of Aero Finnish Airlines; Mr. T. E. Braniff, head of the Braniff Airlines; Mr. A. Culbert, Vice-President of Northwest Airlines; Mr. V. J. Rasmussen of Scandinavian Air Services.

The achievements of MRA in the airlines of America, in the settlement of grievances, in increased production and improved relations, were dramatised for the conference in the new musical revue *Take it to the World*. Both Mr. Braniff and Mr. Culbert commented on the deep impression they had received at Caux. Mr. Culbert added: "I hope to carry out in practice in our company what we have seen here."

ASIAN DELEGATES REPORT TO ASSEMBLY

A group of political and industrial representatives from India, Burma, Malaya and Thailand arrived at the Moral Re-Armament World Assembly on 13 September. It contains an official delegation from the Ministry of Culture of Thailand, headed by a former Minister of Health, members of the Indian Parliament and the Legislative Councils of Malaya and Singapore, and leaders of the textile and transport industries of India and Malaya. Shri Chittaranjan Sen Mazumdar, the Personnel Officer of the Orissa Textile Mills, reported to the Assembly how the application of Moral Re-Armament had completely transformed the very serious situation in the mills. Two months before taking up his post there had been a bitter strike during which the General Manager was almost beaten to death by the workers. The strike was only one of a series of disturbances which took place every month or two.

"The Managing Director knowing that I had received training in Moral Re-Armament at Caux appealed for my help. I had to face a situation which seemed almost

hopeless. The men complained of very low wages, the management did not recognise the Union, there were no amenities, no welfare, and a constant night shift had been going for 13 months. Through the application of MR a new approach to the problem was made by both management and labour. As a result, the Works Council meetings became an opportunity for co-operation instead of conflict.

"During the last 15 months," he continued, "we have not lost a single hour's work. Production has increased up to 15%, wages from 25%—50%. The workers' amenities now in the factory are one of the best in India. We have first class industrial relations." The Government of India was so interested in this story that they are sending a report to all industries in India.

The Hon. C. R. Dasaratharaj, Member of the Legislative Council of Singapore, said that the days in which he had been putting the principles of Moral Re-Armament to the test had been the most tumultuous days of

his life. "Unless you put right the past, you cannot be free to shape the future," he said. He had been considering his political activities in the light of Caux.

A NATIONAL CALL FROM SHOP STEWARDS IN GERMANY

The elected leaders of Western Germany's key workers in the vital mining, engineering and transport industries have issued a stirring call for national unity. In a *Call to the Nation* which has been sent to every member of the Federal Government and the Land Governments, every member of Parliament, and carried widely in the press and radio, they summon the nation to united action on the basis of absolute moral standards. The list of signatories reads like a roll-call of German industry, with the works council chairmen and members of internationally known firms like Daimler Benz, Bosch, Demag, Mannesmann Tubes, Deutsche Erdoel, Edelstahl, The Gelsenkirchen Coal Company and the docks of Hamburg and Bremen. Their call to the German people states:

"The German Federal Republic today faces difficult decisions. Dangers from without and within, from right and left threaten our democracy and our freedom. We feel compelled as shop stewards and trade unionists of differing political convictions to point out a road which can lead us out of our present confusion.

"At a time which demands strength and clarity we are divided and through division weak. Valuable energy and time which we urgently need to rebuild our democracy and make it sound are being lost in fruitless clash and inner conflict. Mistrust, fear, greed, power-seeking and questions of prestige are poisoning the relationships between individuals, parties and classes, and between management and labour. It is time we proved to our brothers in the East that we not only

The Malayan leader expressed his gratitude for the new light that the absolute moral principles of Caux had shed on his family and political life.

talk about unity but that we in the West do possess within ourselves the power to unite and create new life.

"We must find a basis of unity which can be accepted by everyone. The things which unite us are certainly more important than those which divide us. We must give first place in our national life to the things which unite us.

"As a result of our experience in our factories, mines and docks, we are convinced that through the moral rearmament of our nation this unity can be created. If we negotiate and act on the principle 'what is right' and not 'who is right' our conferences and debates will bear fruit. A wave of absolute honesty, purity, unselfishness and love will give a new meaning to our democracy and hope to our nation. There is no longer any cheap way out. Only far-reaching social and national change which is based on personal change can give us peace. For peace is not just an idea, it is people becoming different. Either we sacrifice our nation for our selfishness or we sacrifice our selfishness for our nation.

"We therefore call upon all responsible Germans to take an active part with us in the fight for a world free from hate, greed, fear and need by applying absolute moral standards in their own life and work. Every individual, every family, every office and every factory must become a powerhouse for unity.

"We are firmly resolved to give everything to achieve this."

TACKLING UNEMPLOYMENT IN ITALY

Typical of the way in which Moral Re-Armament is bringing an answer to the practical problems facing industrialists is the experience of the Montecatini Chemical Industries.

"Everywhere in Italy where the principles of MRA have been put to work we have been able to multiply by 10 the effectiveness of the MSA (Mutual Security Agency) funds so generously put at our disposal for the rehabilitation of our economy. The to-ing and fro-ing that marks Italian industry has meant that what one builds up another pulls down. But the practice of the MRA ideology breaks the bottleneck of disharmony which makes nine-tenths of our efforts futile."

This is the report of Commendatore Umberto Baldini, Personnel Director of Montecatini Chemicals, which employs 55,000 men in 150 factories throughout Italy. Supporting Baldini in his report to the industrial con-

ference in Caux was Angelo Pasetto, until recently Communist-cell leader in the Montecatini headquarters in Milan. The Montecatini company has voted funds to send workers' groups, already totalling 500, from their factories to the Moral Re-Armament Assemblies in Switzerland.

Pasetto, the former Communist leader who wrote many of the songs of the Italian Communist party, had come to Caux in one of the first of these groups. He found there, he said, "the superior revolution which meets the needs of the human heart and removes the causes of the class war." Both he and Baldini take part in the Italian production of *The Forgotten Factor* which has played recently to crowded houses in Milan.

The new harmony of which Baldini talks is already proving its efficacy in tackling Italy's No. 1 problem—the 2,000,000 unemployed who are a fertile soil for

subversive ideologies. Fortunato Monguzzi, Personnel Manager of two Montecatini factories, tells of its immediate results in dealing with unemployment in one of these, a plant in Bruzzano which produces chemicals for the textile mills. The world-wide textile crisis made one third of the workers redundant and the Works Manager saw in this an opportunity to sack the most troublesome agitators in the factory. Violent action threatened on both sides, but MRA trained men at the factory put it to the Manager that to add a large group of embittered

agitators to the unemployed would solve nothing but increase Italy's peril. The workers at their lead voluntarily proposed a 24-hour week for all as a temporary measure.

The result of further conversations has been that work has been found for some of the workers from Bruzzano in other factories; new processes are being set up in Bruzzano to avoid similar crises in the future, and the Bruzzano factory has returned to a full working week and no man has become unemployed.

NEWS IN BRIEF

News Reels—Dr. Erich Stoll, chief camera man of the Neue Deutsche Wochenschau, and one of the leading camera men in the world, prepared a ten-minute documentary film of the Caux Assembly during his 10-day visit. The arrival of the Asian delegation was filmed by Fox Movietone News and Neue Deutsche Wochenschau for world distribution. The Neue Deutsche Wochenschau film appeared in 3,000 German cinemas at the end of the week.

Miami—The Editor of the *Miami Labor Citizen* is taking part in the Caux Assembly. The *Miami Labor Citizen* has marked the services rendered to labour and the community by MRA in a special eight-page supplement to its 11 September issue. Two full pages of pictures show the world-wide spread of MRA and the strong support it has always roused from sound labour unions. Other pictures show Frank Buchman with Robert Schuman, France's Foreign Minister, and with Evert Kupers, for 20 years President of the Dutch Federation of Trade Unions and a founder of the International Confederation of Free Trade Unions. In an article, "Labor Looks at MRA", union officials and rank and file union members describe MRA as a programme that brings security to labour and turns apathetic workers into responsible union men.

Minnesota—Northwest Airlines, with headquarters in Minnesota's Twin Cities, circles half the globe, flying from New York and Washington as far as Anchorage, Tokyo and Hong Kong. Responding to the lead taken by Miami-based airlines, Northwest's management invited a Moral Re-Armament team to give a full presentation of the programme at their general offices in St. Paul, 11 September.

President Croil Hunter, who has built the line from 385 people to a force of 6,000, headed the group of 30 who were present, fifteen from top management and fifteen of the employees' leadership from seven unions. Speakers at the three-and-a-half hour session included John Tigert, Superintendent of Aircraft Service at the Pan American World Airways base in Miami; Edgar H. Chambers, General Chairman of District 100, IAM-AFL, who represents all the mechanics in the Eastern Airline System, and George Eastman, former President of the Los Angeles Chamber of Commerce.

Peter Cleary and Tom Hillis, Northwest pilots, told what they felt Northwest could do in bringing a new conception of teamwork and inspired democracy to the Far East. President Hunter appointed Vice President Culbert as Northwest's delegate to the MRA conference on air transport at Caux.

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The New Pictorial

New World News presents its second quarterly issue

FIGHT FOR A NEW WORLD

The story of the men who lead the way in world industry, in labour and management, with a programme which supersedes the class war and brings an answer to the urgent social and economic problems of today. This issue also includes the latest pictures from the Caux Assembly, and the picture story *How It Works With Us*, the story of a French family who have spent their lives in the workers' struggle.

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WORLD ASSEMBLY FOR MORAL RE-ARMAMENT CAUX, 1952

27 September

Supp. 4

STATESMANSHIP IN INDUSTRY

John Nowell

Retiring President of the Cut Sole Manufacturers' Association of Great Britain

I WANT to pay tribute to the magnificent lead which French industry has given to us all in Europe, and specially the men who have initiated the industrial sessions here at Caux.

Industry is the key to the new world. I want to say three things as a father, a manager and an Englishman.

The first is that we have created division. In 1943 I was put in full charge of the cut-sole tannery in Runcorn, Cheshire. We had a strike and we as management complained that the workers would not trust us. They always imputed the wrong motives to us. When I looked at the situation from the angle of absolute honesty, I saw something else. I saw that we as management would not trust the workers and particularly the labour leader. I saw that I had to ask his forgiveness for the division I had created.

Since those days I have come to see clearly where we in authority have been so guilty. If we refuse to accept absolute moral standards as a basis of our conduct, we judge our conduct by our own standard, and therefore we are always right. I became superior, proud and difficult.

I learned from my family and the workers the frustration and bitterness that is caused by those in authority who are their own judges and have the power to enforce their decisions. We have to face the simple fact that it is that bitterness and frustration which has been mobilised into the deadly thing we see before us today—class war on a world scale.

The second thing is that where we have created division Moral Re-Armament shows us how to create unity. We made teamwork the basis of our operations at the Tannery. That does not mean just working together. It is the realisation that I as an individual can only find the full expression of my individuality in a team.

That is revolution in industry—every man in industry finding his destiny in and through industry. That is the new world. It would take me all week to tell you what that unity has been able to achieve concretely in the works—the new basis of wage structure on what is right; the fact that we have gone through the worst depression ever known in our industry with only three days short time.

Now the third point. We can plan the strategy of this uniting force on a world scale. I am appalled at the amount of time that we business executives spend on dealing with situations that arise, instead of giving ourselves time

to think how to prevent these situations arising, or how to create the right situations.

The mark of statesmanship in any industry has been when you go outside your own industry to plan policy for the whole industry, and that is how the Federation of British Industry arose. The mark of industrial statesmanship today is that we move outside industry into the ideological sphere to plan world strategy for this great uniting force. We need bodies composed of leaders of both labour and management—the sort of leadership we have seen so magnificently in France on this platform this morning. There surely is the destiny of industry—nationally and internationally, planning the world strategy of a uniting ideology.

MANAGEMENT'S RESPONSIBILITY

Henri Desbrieres

President, Nationalised Society for the Study and Construction of Aircraft Engines, France.

MORAL RE-ARMAMENT is a very effective means of bringing us employers to understand what our function is in the world. We have been wrong in limiting what we can do, and thinking only of economic and technical considerations and having no idea what we can do outside that framework. That is a very convenient way for us to avoid taking our whole responsibility. If we really fulfil our function as heads of businesses, we have no reason to try and blame other people for what is wrong in the world.

We are confronted with problems which are not solved by the way we run our businesses. We are responsible for the slums everywhere in the world, for the difficulties in the factories, the poverty of the workers. We are responsible for the application of the Schuman Plan and the European Defence Community. But above all we are responsible for the war in Korea and in Indo-China. Until we take that world view of our responsibilities we do not fulfil the task of industry.

The first task we have as heads of businesses is to bring our colleagues—heads of private businesses and nationalised businesses—to recognise and face those responsibilities for themselves. I can guarantee you one thing—as I have lived it and others too—when an employer begins, something happens, and the workers understand that something is happening.

MRA AND THE FRENCH TRADE UNIONS

Auguste Bahaud

Administrative Secretary of the National Confederation of Christian Trade Unions, France, representing one million workers.

WHAT has Moral Re-Armament brought to the industrial and social life of France? How can we apply Moral Re-Armament in our factories in a practical manner, in our trade unions, and in our professional relations?

Since June last year, one hundred French industrial delegations have come to Caux. What have we done at the factory level? First, we can spread Moral Re-Armament amongst the workers, engineers, or managers, depending on the post held. The representative of the Ford factories in France will tell you how he has been able to establish a Moral Re-Armament team in his home and factory. We will see how what we did in his factory immediately brought a reaction from the Communist cell in that area and they published an article against MRA condemning it completely. These men in turn were able to print a pamphlet showing what MRA was doing.

Going beyond what one can do amongst one's colleagues, what one does can actually reach the men at the management level. I will give an example of the textile industry in Northern France, the Motte Merlassoux factory. Thanks to the spirit of MRA there was a surplus in the profits, (these profits were twelve million francs), and they were distributed amongst the employers and workers according to a plan worked out in teamwork. There are the experiences also of the Director-General of SNECMA, M. Desbrueres, with his works council, and the wonderful experiences of the Hilst factories in the North, and the Javel Lacroix factories near Paris, where you saw workers give what they could to enable other workers to come here to Caux.

In France we have four different trade union organisations and, though we do not have real hatred between us and the other trade union representatives, we have no spirit of co-operation. Since I met MRA, I see regularly and work with the Secretary-General of the Engineers and Foremen's Union, Speysor, and with Maurice Mercier, who is Secretary-General of the Textile Workers, Force Ouvrière. Apart from our own trade union interests, we also meet frequently to talk about our personal interests and also about the problems of MRA and to plan on a national level, and we have been able to get results which will seem extraordinary to any Frenchman who follows trade union problems. The three of us together a few months ago went to see all the general secretaries on the national level of the three unions—the Foremen and Engineers, the C.G.T., and the Christian Unions, simply to talk to them about Moral Re-Armament.

MRA must purify the trade union movement and give it a real ideology. Let us not be routine and say, "It is fine. It is a good thing. We will watch for the employers to change." Everyone must change. We will never be really happy if we stay as we are.

I came here as a Catholic and a trade unionist to see what MRA could give to me. I am more and more convinced that Moral Re-Armament with its four standards and with the quiet time and teamwork is naturally destined

to bring the answer to these problems we are concerned about. We need to look not for who is right or who is wrong, but what is right. There is enough for everyone's need, but not enough for everyone's greed. These words have rung deep in my heart. I must tell you very frankly that even as a Catholic and trade unionist I had not until recently understood the immense value of these principles. I am convinced that through showing a true affection for our neighbour, and applying absolute honesty in our discussions together we can find the answer to our problems and so seek what is right together.

October is coming. In France, we fear what we call the 'October deadline'. It is the time when political activity and industrial activity, specially about wages, starts again. It is the moment when Parliament opens again; agricultural prices have been fixed and discussions begin to fix the budget for the following year. The trade union organisations meet and they define their programme of wage claims. It is a crucial time for France, because in the next weeks decisions will be made that decide the future of France. My fellow-countrymen will remember the conflicts and strikes which took place in '46, '48, and '49. MRA must inspire these discussions and the men who take part in them, because the decisions they take there will affect the lives of all our people.

As a trade unionist, I say MRA must and can avert that fratricidal war between employer and worker which brings ruin to a country. Let us get to work so that these industrial sessions bear fruit. People are waiting for us. When we have changed together, employers and workers, who can resist us?

HUMAN RELATIONS IN THE FACTORY

Kees de Boer

Personnel Manager, Philip's Industries, Eindhoven, Holland

As a personnel manager I am responsible for the human relations in our factory. I thought I did a good job there. But after discussing human relations in the light of the four moral standards, I gradually saw that being responsible for human relations in the factory is one thing, but having good human relations in the home is another. There was something definitely wrong in human relations in my own home and I was to blame for that. I had to ask myself two questions: Did I have the moral right to handle the problems of other people if I have difficulties in handling my own? Did I have the right to be responsible for the human relations in the factory when I have bad human relations in my own home?

To these questions there was only one answer; that answer was complete change because if you don't try to make it complete it doesn't make sense at all. I had to start changing and putting things right with my family. Now this is a personal problem for me and with regard to the factory it is a problem on the executive level. But I am sure among the leaders of our factories there are men who have the same problem as I had. And how can those leaders solve the problems of their men and their factories when they cannot solve the problems at home. All I would like to say is this—MRA can help to find the solution as it did for me.

"THE REAL PROBLEMS ARE MORAL"

Robert Tilge

Secretary, Employers' Federation of Northern France

WE in France have now had five years' experience of MRA, and what has it meant? First of all complete change in oneself. I was very happy; I was earning a lot of money; I had children and I had a wife who loved me and I lived for her; I had very interesting work. I was not always very pleasant to the workers, but I considered that was my job. Then the day came when I realised that I had not to choose my life, but to live my life in accordance with God's plan for it. That changed the whole course of my work. I can see that, after five years, although there is much yet to do there is an enormous change in the climate between the employers and the workers.

Moral Re-Armament is not a method. We are people before God. We have different ideas of God according to the revelation that has been given us, but we are committed before God. I have committed myself before Christ to build the world He desired and for which He died.

Why do we shrink before change? So many people say, "I have a method, I have a system. I will show you how it will apply to our factory, and how we can change the world." And I can tell you that is not true. There are countries where there are no profits for the capitalists and everything belongs to the people. But do you think that the worker is happier and freer there, and that the relations between those who command and those who obey are any better?

Think also of the countries where the whole standard of living is much higher, where the worker has a car. Are they any happier with their fate? Do you think that in the nationalised industries of France the relations are any better between the employer and worker? As long as in the factory there is misunderstanding, fear, hatred and lack of love, nothing has been solved. That is the problem that we have set ourselves to solve in these industrial sessions. Many will say it is late. That is true.

Many will say it is too late. That is not true. There are people who say that we cannot avoid catastrophe, but the real catastrophe is the people who will not fight. Some people say the world situation is desperate. There is never a desperate situation. There are men who despair in certain situations, but I do not believe the man who believes in God can despair.

We must go back to that central fundamental idea that the essence of change is personal change. We must fight every day for personal change and if we think we have arrived then we are already going back. But if we fight every day we shall know what change is expected of us. Then there is the question of teamwork. Without teamwork, we start losing our way at once. For, as long as we alone judge ourselves, we judge falsely. The real problems are moral. They are difficult to resolve. It is costly, but you can really change the world; and when you see what it costs and the result that can be achieved, you will see that it is necessary. Surrender yourself, simply, completely, and go ahead thinking of each other and living unitedly with each other, and I believe that God will help us.



INDUSTRIAL LEADERS AT CAUX

Mr. Maurice Mercier, *left*, with French and Italian employers at the Industrial Conference. *Left to right*: Robert Carmichael, President, Jute Association, France; Henri Desbriueres; M. Macaux, Managing Director, Firminy Steel Works, France; and Dr. Leonida Macciotta, Secretary-General, Dalmine Steel Tube Co., Italy.

A TOTAL REVOLUTION

Maurice Mercier

National Secretary, Textile Workers of France (Force Ouvrière).

THERE are two kinds of people in the capitalist world, those who have everything to win from a revolution, and the ruling class who hang on to history. In the last thirty years there is a new element—the kind of people who impose their unity by force on a materialistic basis. That means that in a capitalist world if we continue to think and act as we did yesterday in face of the atomic bomb, the world will disappear.

The most revolutionary aspect of MRA is that it gives a total answer to men, a total answer to revolution. It is the revolution which unites, not the revolution which destroys, and every man has his place in this revolution. That is the new democracy, where every man, woman and child are united together in building a new world.

People get the leadership they deserve. Frank Buchman leads us into an extremely simple and effective revolution. This is the only revolution that can penetrate into every home, factory and country in the world.

If for 48 hours throughout the whole world the four standards were fully applied, we would wake up to find new governments, new social conditions, new human relations—the whole situation would change radically. Governments speak to governments, organisations speak to other organisations but men have not been able to talk the same language one to another. MRA gives to men the opportunity to speak and act together on the same basis, whatever their class or country. These organisations and countries which have made these plans need the new kind of revolutionaries who are created here at Caux. This is the greatest revolution, and the most effective revolution; unity within oneself, unity within a factory, unity within a country, and a really united country can bring unity to the world.

CHANGE WILL UNITE US: AN ANSWER TO CLASS WAR

George Huet

*Director Huet Textile Industries,
Lille*

WE are seeking here to bring down the barriers and divisions which have come up between workers and employers. We are all on board the same ship and we are no longer trying to argue while the ship is sinking. I am convinced that if we look at all sides of a problem there is only one answer. We are here to understand each other better, to forget our pride and self-satisfaction, to stop the negative criticism which has led us to the brink of a gulf and to start having positive criticism in love, which will lead us to a new world! Where have our intelligence and all the fine plans that we have made on paper taken us? As an industrialist I have made a great many plans, but many have failed. I had a shock when I took some courses in industry with some of our executives and foremen. I found in this course of training two points. They are very simple, but I still have to think of them. Firstly a leader only gets results with the co-operation of his staff. And secondly—still more important—treats every worker as a man.

It is not only a question of my industry. Everything that is happening in the world is at stake. The reactions of America, of India, Egypt. All these things directly affect the cost price and the cost of our articles. How do we examine all these problems? Each one of us examines them with his own eyes from his own point of view, everyone for himself. You can understand the division that is dominant, in the families, factories, with the countries and between countries.

What is the thing that can unite us? We need a profound moral revolution. How will we learn to change? Change will teach us a revolution. Change will unite us in opening our hearts. We employers have a great deal to give: our money, our time and our ideas. What a scandal to think of the little that our factories can produce when you think of all the needs that exist in the world! We must try to produce and distribute material goods to all those who need them.

We have an absolute duty to do what we know deep in our hearts we ought to do. It may be very simply to be reconciled with members of our family, or to write a letter of apology or to restore certain things. For an industrialist, it may be to seek the way to improve the relations in his industry—to consider each worker as a man and see how to give him the necessities that he should have. We have no right to hesitate.

Then we employers must respect the Marxists and the Communists who risk everything to come with us in this battle of MRA. What would happen to you if you were in danger of being called traitors by your friends? We have no right to disappoint men of quality. One of the greatest things which I have found here has been the friendship of Victor Bonniere, who has fought against us of the management class for more than 20 years.

Victor Bonniere

*Communist for 20 years; worker in Courrieres-Kuhlmann
chemical factory, Harnes*

THE first time I met Monsieur Huet I was still a Communist revolutionary. I went to a meeting in his factory. It was just at the time of the birth of my tenth child. I said to my wife, "I think we will have a visit from a big capitalist." Monsieur Huet and his wife came to see us. That was the first time I had seen a face looking into the cradle without any hypocrisy. Then I said I must have been mistaken all my life, for I hated the employers. I did all the harm I could to them. I never thought I could be forgiven by God. I was brought up a Christian, and my mother had great grief when I left the Church to join the Communist Party.

How to change from that road—it was very difficult for me. Human generosity and human meanness—they were two great problems for me. Many employers ask, "But how can the working class become Communist?" Put yourself in my shoes. If you had suffered great injustices, you would become a great revolutionary. As a worker I had always fought against the bosses. I had to leave the village where I was born because I led a very bitter struggle against the people there. They thought that getting me out of the village was the only way to have peace. I was boycotted. At the baker's, the butcher's, every shop, I could not get in, although I had a family of five children.

My trials were not over. I had to find work. You know that employers in France have black lists. Every time I went to a factory or to a yard applying for work, they asked me to wait five minutes, but I never had a positive answer. Many times I had to think hard, and many times my stomach was empty. But the greatest unhappiness of all was not for myself—it was for my wife and children.

Then I had further suffering. I continued my ideological struggle during the war. I was pursued by the French police, by people of my own nationality. I was taken before the Gestapo. I had seventy-two hours of questioning. I never spoke. My wife came to see me at the prison; I was in the passage waiting for a lawyer, she went past me and did not recognise me. I was taken to another prison and then a big camp. The worst hardship came when I had to go to Germany. I was taken to the concentration camp at Buchenwald. We left by train, with 100 in each truck, and when I got there only three men were left alive.

That shows you the meanness in the world, whether it is French or German. God did not create the world for that. Today Frank Buchman has found a plan for our youth. I have found the right road, based on the four standards, and I can go along it with men I have hated all my life.

There is one other thing. If we are not united a disaster is waiting for us. As Mr. Huet said, we are all on board the same ship, which may sink. In spite of all my suffering I forgive the German people. If we do not do that, nothing is done for creating unity.

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