

Industrialists meet at Caux TOMORROW'S IDEAS TODAY

IF INDUSTRY APPEARS to many to be assembly line monotony, strikes, pollution and stomach ulcers, a few days sitting in on talks at the conference at Caux, Switzerland, which ended on 3 September, would have changed that view.

For five days people from management and labour in 29 countries took part in a series of sessions devoted to 'How can industry meet the needs of people?'

From board room and factory floor practical experience was given on motivation, participation, creating new jobs and meeting the needs of developing nations.

Men from some of the world's famous industries—Philips, Toshiba, Hitachi, Volvo, IIT—from the International Labour Office and from employers' and trade union organisations tore off their labels and spoke frankly heart to heart.

Among the 50 Japanese present were industrial men who felt that Japan was being penalised and ostracised for being efficient and energetic.

'Within our society,' said Yoshiteru Sumi-

tomo of Sumitomo Electrical Industry Co Ltd, 'we have learnt to relate quite well to each other.' (In a Toshiba study, it was reported, 80 per cent of employees said they thought labour relations were healthy.) 'This tradition is strong. But we don't know how to get along with other nations. When we meet an African we don't know what to say. At Caux,' he said, 'we find an atmosphere where we can create true understanding.' Shoji Takase, Senior Managing Director of the giant Toshiba group, said, 'During my several visits to Caux I have seen the gap between Japan and other nations close more and more.'

Mr Takase announced the third of a series of international industrial conferences to be held in Japan, May 23-26, 1980.

Albert Tevoedjre, the Director of the International Institute of Labour Studies in Geneva, led a working session on 'Changes required if we are to meet the needs of mankind'. In a thoughtful challenge to western leaders, the former Cabinet Minister of Benin (previously Dahomey) said, 'The world order is based on violence, domination

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and non-dialogue. Lies are often the basis of business practices. The majority of humanity starves, has no part in economic decision-making, the consequences of which they have to undergo.... You employers are working on sharing responsibility and wealth within your countries. Could we have this kind of sharing world-wide: a contract of solidarity?'

The question for the rich countries, said **CAUX CONFERENCE contd p2**



Professor Chiaki Nishiyama of Rikkyo University, Japan, addresses the session on 'World Perspectives'.

An official delegation to the conference from the Consolidated Labour Institute of Japan was led by Professor Shinichi Takezawa. Mr Yoshio Sugiyama led the official delegation from the Toshiba Corporation. 'Over the last three years,' said Mr Sugiyama, 'forty delegates have come to Caux from Toshiba. What has most impressed us is the statement of Frank Buchman, "It is not who is right, but what is right". This has become a key term in our industrial relations.'

Mr Kaisuke Agaki, Executive Vice-President of Nippon Express Co Ltd, which employs 60,000 workers, spoke of his newly found faith and how he had tried to take it into labour-management relations in his firm. 'I have made earnest efforts to avoid confrontation as much as possible, to listen to others' opinions, and to find a better solution through constructive discussions.'

Kenji Tomita, Chairman of the Toshiba Machine Labour Union Federation, said, 'In my work it is easy to come to conclusions before I really understand what the other side is feeling. When I return to Japan I want to take time with the men who work with me so that I can know what they really think and can come to the right conclusions.'

Said Michio Shimamura, a Deputy Manager of Toshiba Machine Numazu Plant, 'The thing that most impressed me since coming here is to listen to your inner voice. I have started to have a time of quiet in the morning for the first time in my life. I would like to continue this practice after I return to Japan.'

Keir Hardie visits TUC

THE PLAY *Keir Hardie, the man they could not buy* was presented on two evenings in the Claremont Hotel in Blackpool on the 'fringe' of the annual conference of the Trade Union Congress this month. It was introduced by Keith Standing, a national trade union official.

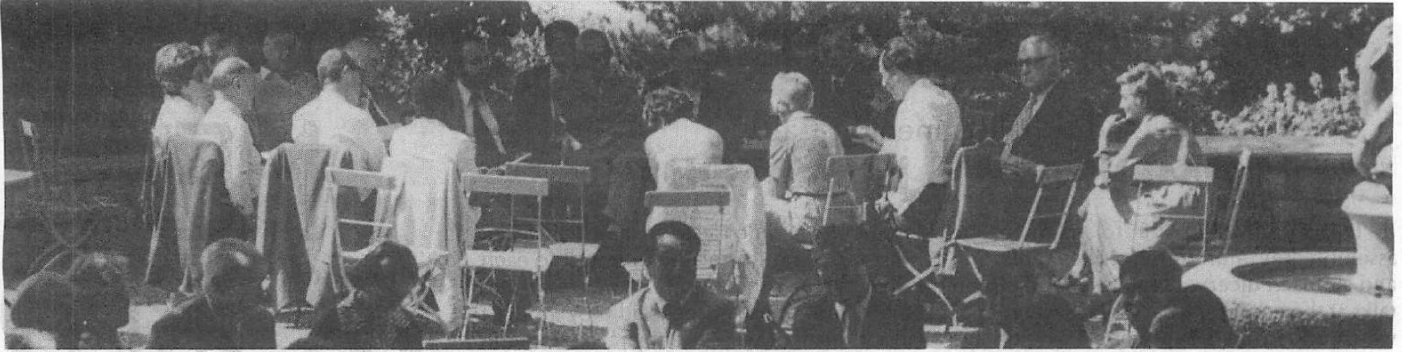
The audience included delegates from the mining, engineering and railway industries, from education, local government, the civil service and Parliament.

Diplomatic representatives from overseas were also present. A labour attache from Asia said afterwards, 'I have studied many books on the British Labour movement, but tonight I have really understood it for the first time.'

After the play miners' leaders from various coalfields invited it to their areas. One delegate said, 'All of us know Keir Hardie's name. But very few of us know his story. And it is important. He had the secret we need today.'

DS
Accident at the mine—a scene from the play





Working groups met daily to discuss the conference themes.

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former British diplomat A R K Mackenzie, was not how much charity they can afford, but how much nationalism. Mr Mackenzie now works with the Brandt Commission which is formulating proposals for a new economic world order. He quoted the warning of the Yugoslav dissident Milovan Djilas, 'Today we live in tomorrow's world with the ideas of yesterday.'

'Without change on both sides of the dialogue—be it North-South, black-white, employer-worker,' Mr Mackenzie continued, 'there is no hope of building a new economic order, not even, perhaps, of survival.'

Representatives from Nigeria, India, North Yemen and Egypt also took part.

A pioneer of 'flexitime' in industry and the public service, Willy Haller of West Germany, was one of those who participated in spirited consideration of the impact of micro-electronics and word-processing on current employment levels. He warned that in his country alone in the next five to ten years two million jobs would be eliminated through the word-processor revolution.

It was not good enough, Mr Haller said, for Western nations to solve such unemployment by repatriating foreign workers and, in effect, exporting their unemployment. Germany's trade balance was largely due to the fact that it exported manufactured goods and imported mainly raw materials. This, Mr

Haller maintained, preserved German employment rates at the expense of other countries.

'I am convinced that we will have to learn to share the work available,' said Mr Haller, who is the Managing Director of Interflex Data Systems. During the conference, he had decided to share his responsibilities with his colleagues and work an average



Willy Haller and Conrad Hunte

four days a week, instead of five, for 80 per cent of his salary. He wanted to open his mind to God's direction, daily, on the creative use of the time freed.

A Director of Standard Telephones and Cables Ltd in Britain, part of the world-wide ITT group, Neville Cooper, saw the best hope for new jobs in the 'inventive genius of individuals' and in smaller, modern and innovative companies. In the telecommunications division of his own company, he

reported, a necessary cut back of employment from 21,000 to 14,000 had, through planning and care, left only a few hundred workers finally redundant.

Swiss trade union official Otto Cadegg called unemployment 'an assault on human dignity, especially that of young people'.

'We in the unions cannot and will not stop rationalisation,' said Mr Cadegg who is Secretary of the Swiss Railway Union, 'but we are faced with the need to create new jobs in the whole world—whether it is 100 million or 500 million is not the point. We will have to create more jobs than we can dream of. This will only happen if there is a change in attitude. As a basis of this change we need to conquer corruption.'

One of the convenors of the conference was Friedrich Schock of Schock and Co, West Germany. While they did not claim to have all the answers to the critical problems tabled, he said, 'the decision by each of us, employer and worker, to be guided by that inner compass, which is in every heart, develops a fresh and faithful spirit in which we can attack these problems together.'

An engineer from Finland put it this way: 'We must develop a new world economic order. But if it is to work, we, in the West must build the right kind of spiritual and moral infrastructure. And that is Moral Re-Armament's special task.'

C B Mayor

Where clocking in is out

Jacky Brandt
Managing Director, J Brandt
Switzerland

MANY TODAY are dissatisfied with the materialism of our society and with free enterprise. As a young employer I hesitated to take up responsibility. I needed a new idea which would give me an aim in managing the factory.

'Could there not be a different reason for living which would fully satisfy man, apart from his hunger for material things?' I asked myself in those days. When I first came to industrial conferences here at Caux, I was attracted by people who lived what they talked about. I wanted to respond by involving myself personally and by enlisting my father's employees. This required a change in my motives, so that I put people before material results.

I immediately set up a factory committee of three or four representatives chosen by the workers, which would operate on an

impartial basis. We found that as we met together every two months, we became more closely linked by respect for each other. We carried responsibilities together. This included decisions such as allowing somebody to take initiative, even if that cost time and money. We also aimed to work honestly, keeping to deadlines and not over-reaching our capacity.

New confidence was created when I listened to the workers, without preconceived ideas, and honestly informed them on what had gone well or badly. I had to confess to them that we had lost one or two contracts because I had put up my prices, thinking that the business would come my way in any case. Ever since then I have checked my costing with one or two employees.

Of course we also had to lay down certain requirements for the prosperity of the firm. For example, if a piece of work had taken longer than it should, we would have to find out why from the workers concerned.

Even when we were most busy, we made ourselves stop and review what we were doing, in the interests of all. This included

such issues as my ambition to expand the factory, and profit sharing. Some of the workers went beyond their own sphere of work, bringing me ideas for developing certain products. This meant that structures could be modified, there was less bureaucracy, fewer orders given and more work done without coercion or reluctance. Absenteeism fell, and we have just done away with clocking in.

We also began to work with other factories, sharing some of the bigger undertakings instead of going on defending our position, entering into fruitless rivalry or being taken over.

These decisions—which sometimes seemed to go against financial considerations—helped to create a state of mind in our firm which enabled us to face up to the difficulties of the recession.

I am convinced that, by doing what we feel most deeply in the light of eternal, absolute, moral values, we can develop a spirit of participation and democracy in industry. It is a battle. People do not always agree with each other. That is where participation has to be taken seriously.



Participants in the conference outside Mountain House, Caux.

photos: Channer and Rundell

When arithmetic doesn't work

Neville Cooper talks to *New World News* about the conference and his views on industry

NEVILLE COOPER believes in adventurous management. A Director of Standard Telephones and Cables Ltd, he deplores the 'spinelessness' of some management since the war, thinks equality can be over-rated, believes that 'life is about work' and that factories run exclusively for the benefit of the workers are 'unhappy and inward-looking'.

On the other hand he is deeply concerned that everyone should have the opportunity of a 'self-respecting and worthwhile job'. He took part in setting up an experiment in participation in STC's Treforest works which led to accident rates dropping 75 per cent in one year and workers becoming more and more involved with management in their factory's decision-making. He asserts that it is not a question of whether profits or people should come first, but that industry must be 100 per cent concerned with both—or both will suffer. His job—as Director, Administration—combines both aims, as he is responsible both for STC's business planning and for all matters relating to employees.

Controversial

Cooper is one of a group of European industrialists who have been meeting informally for several years to thrash out some of these issues, as well as such questions as the relationship of European industry to the rest of the world. Out of these meetings have grown the annual industrial conferences at Caux, which enable them to express their thinking—and to test it upon others, including those not involved in industry.

Not all who come to the industrial conferences—trade unionists (though not yet

as many as the organisers would like), industrial delegations from Japan, people from the developing world, for example—think as he does. Speakers like the late E F Schumacher, the 'small is beautiful' economist, Jacob Bomann-Larsen of the Norwegian 'Future in our hands' ecological movement, and this year, Albert Tevoedjre, have challenged accepted industrial thinking—and caused agitation among some delegates.

'Before Dr Schumacher spoke he asked me, "Will it matter if I am controversial?"' Cooper remembers. 'I told him it would matter if he wasn't. We industrialists need to have our ideas challenged—the moment anybody is convinced that he is right, and closes his mind to others' views, he becomes a very dangerous person.'

Many international discussions, he says, are like dialogues between the deaf. So the organisers at Caux have tried to encourage participants to speak out freely (and briefly) and to listen to each other. Lengthy prepared papers are the exception rather than the rule.

When the industrialists started meeting informally, they discussed relations between Europe, Japan and the USA. 'The choice, it seemed to us, was between a disastrous trade war and the possibility of some sort of common approach to the rest of the world and particularly to the developing world.' Cooper is enthusiastic about the Japanese participation, which has increased over the years. Gradually both sides have relaxed and begun to trust each other. European industrialists, including Cooper himself, have visited industrialists, trade union officials and politicians in Japan.

'We would do well to take note of Japanese experience,' he says. 'For instance, you don't have to live with the situation where people feel it natural that there will be conflict, fear and inflexibility between management and labour. The Japanese don't live with it—though this was not always so. They have learned that the best thing for everybody is to succeed first and argue second.'

Vigour

Cooper's theory of management is positive. 'It is unrewarding to fight communism or anything else—at the best you can only neutralise it—at the worst you don't. You have to pursue creative, positive aims, for the benefit of people, with vigour and honesty. Then, just occasionally, the person who seemed the greatest problem may join in because you are doing what he always wanted to do.'

'When talking to management I often say that if we have problems, they are 100 per cent management's fault,' Cooper remarks. 'Arithmetic doesn't work in this. The problem may be partially someone else's fault, but at the end of the day management is still to blame, because we are there to get results from real people with real problems.'

New technology, he believes, need not lead to massive unemployment. If management and unions approach it in a spirit of adventure, it can, as in the past, be the door to new products and new jobs, and a new and satisfying society. To achieve these tasks, he says, 'we also need clear values and purposes. We should talk about them very little, but apply them with considerable vigour.'

JML and DPMS

When winter strikes

by John Vickers

Chairman, Vickers Oils, Britain

AT THE NATIONAL CONFERENCE of the Confederation of British Industry last autumn, many speakers stressed the need to end the 'us and them' attitude in industry. The Chairman of the CBI called for 'speed in the change of attitude within industry'.

That was before the winter's marathon of difficulties—the petrol drivers' strike, the lorry strike, the civil servants' strike, the hospital strike, the grave diggers' strike, and three months of snow and ice. I want to say again, as I said publicly at the time, that the

majority of ordinary people went on with their jobs, getting to work in spite of all this.

I decided that I would not sit still and just blame people who might be thought to be trouble makers. I started out by getting to know the employers involved in one of the strikes, who I later found out were thought by the unions concerned to be the most difficult of the lot. I made friends with some of the strikers. I interviewed one Cabinet Minister twice, talked with the secretary of the Leader of the Opposition twice on the telephone, appeared on television and radio. I found I had to speak absolutely bluntly to all these people.

At the end of the strike, I got an official

letter from the Chairman of the strike committee, thanking me for what I had done, to my great surprise. Some of the strikers said, 'Can I come and work for you?' And the employers asked me to be the chairman of the Industry Committee for my region.

If one honestly examines the history of the industrialised nations during the last 150 years, one has to admit that the employing group has exploited many people shamefully. We still have a debt to pay for this. Class war is a fact. But it is a false issue and a false battle line. On a basis of a change in attitude—where employers put people before profit and employees are willing to participate—we can together evolve new structures for industry.



The Allchin family: (left to right) Cynthia, Margaret, Philip, Penny, Fran.

Work out or walk out?

PHILIP ALLCHIN is a chemical engineer employed by Australian Paper Manufacturers Ltd, the largest manufacturer of paper and paperboard in Australia. He and his wife, MARGARET, and three daughters attended the conference.

PHILIP ALLCHIN: I have been a production superintendent, responsible for 70 staff and employees manufacturing paperboard with an annual value of \$15,000,000. I had always wanted to be a manager, partly because I wanted recognition. I was successful at my job and output increased.

At home I was not so successful. When things went wrong at work I took it out on my wife and went into a mood because I could not get what I wanted. I would not talk to her. I gained a morbid satisfaction in seeing her make mistakes and get edgy. Sometimes this would continue until she broke down and threatened to leave me. A kind of spring would then be released and I would bitterly regret my actions.

MARGARET ALLCHIN: Twenty-two years ago our home was divided by mistrust, bitterness, lack of honesty and very poor communication between my husband and myself. In fact, I had almost reached walk-out stage.

I was brought up a Christian. Both my husband and I were deeply involved in church work, yet I did not know how to apply it in our home. I was unhappy and became sick. In desperation one day, I asked God on my knees to 'give me a faith'. Soon afterwards someone introduced me to the idea of listening to God's voice in my heart, and to applying absolute standards in my life. I went home and started to listen.

I was shocked at the self-righteousness and self-pity which I saw in my nature, as my attitude had been, 'If only my husband would change, our marriage would be a

happy one.'

Honesty with my husband, sincerely trying to put things right, brought us new hope for the future. Our marriage and home life was remade, even though it has not always been smooth going. During a difficult week some years ago I lost my temper and told my husband in no uncertain terms what I thought of him. Then in a rage, I took the cheque book and dramatically announced that I was leaving home. I drove off feeling thoroughly justified in my action.

After a while I pulled up at a quiet park and listened to the two voices in my heart. The loud, noisy one said, 'You were quite right to be bitter and lose your temper. It is too much to put up with.' As I simmered down the small, quiet voice, which I had learnt to trust, said, 'You want an easy and comfortable marriage. Your demand that Phil should stop being demanding will never bring cure to him. It is a selfish motive and far too small an aim to live for.'

I drove home and apologised to my husband. The atmosphere had changed there and he too asked for my forgiveness. Together, with our daughters we prayed for a new beginning.

PHILIP ALLCHIN: Obedience to God's direction has brought stability to our marriage. Though we have ups and downs, it has prevented many incidents like the one my wife describes, because God has shown me how to draw the best out of others.

MARGARET ALLCHIN: Isn't it possible that men and women of industry, who come from homes where miracles of change are normal practice, could give heart to others by showing how such changes could similarly help on the job? Industry would then have a new commodity to offer along with the production of material benefits.

We cannot afford to sit back

MARY PATE is married to a shop steward of the Amalgamated Union of Engineering Workers who has been a Sheffield city councillor for 27 years. She and her husband attended the conference. She writes:

MY FATHER WAS A LABOURER in the steel-works. He was sick all his life because he had been neglected as a child—he had a drunken mother. My mother was warm-hearted and we were a very happy family in spite of lack of money and long years of unemployment. There was no bitterness in our home because there was so much caring.

I learned the value of spending the first hour of the day in praying, reading the Bible and seeking God's direction. I remember vividly one morning having the thought, 'You are meant to work with world labour.' I hadn't a clue what this involved or how to set about it. I had met John Pate and he was working to bring a new spirit in industry—so, along with a few other friends, I started working with him. It began in Sheffield but gradually spread to other towns, and also to meeting workers from other countries.

Eventually we married. John was a councillor and my labour with a small 'l' became also Labour with a capital 'L'. Politics were right outside my sphere. I could see so much wrong with all the political parties, I wanted to have no part in any of them. But again I had the thought that to stand outside and just blame was wrong—I should join the Labour Party and work to make it the kind of party that Keir Hardie, with his strong Christian conviction and his deep care for the ordinary man, had in mind.

What happens in industry depends so much on what happens in the home and family. The purpose of industry is not just to provide a comfortable living for those who work in it, but to supply the needs of the world. In the same way the home is not just a cosy nest to retire into, but a place where we care for people of all kinds, all classes and all races and from which we go to do the same thing in the world outside.

When retirement came along I would have liked to have a comfortable, easier life, seeing more of John and going for country walks. One thing I have never had any desire to do is to travel. However we received invitations to go to India, Australia and New Zealand—and we felt God wanted us to go. We also visited Hong Kong, Taiwan and Japan. Everywhere we met politicians, leaders of both sides of industry and ordinary people who were longing to find an answer to confrontation and strife. They were ready to listen to us—an ordinary British shop steward and his wife.

The needs of the world today are so great that we cannot afford to sit back comfortably enjoying old age.