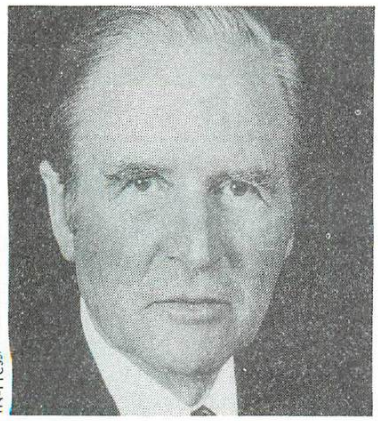

IN-Press/Bundesbildstelle

**'During the post-war years, when we Germans regained acceptance in the international community, and rebuilt relations with France, it was to a large extent due to Moral Re-Armament,' said the President of the Federal Republic of Germany, Dr Karl Carstens, when he received MRA representatives at his official residence last month. Full report on page 8.**


# NEW WORLD NEWS

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## CAUX INDUSTRIAL SESSION

# MULTIPLYING THE MICRO-SOLUTIONS

A LEADING JAPANESE economist, the Vice-President of the Brazilian Confederation of Industry, a Professor of the Harvard Business School, a regional secretary of Austria's Metal and Mining Workers' Union, Tanzania's Ombudsman—the variety of speakers at a recent MRA conference on industry reflected the breadth of experience and interests of the participants, who came from 29 countries. The conference took place from 24-29 August in Mountain House, Caux, Switzerland, on the theme, 'World industry—confrontation or common task?'

Varied as the participants' backgrounds were, they met with a common concern for a world facing recession, unemployment, division between countries and chronic disparities in wealth.

Some came with success stories. Others spoke of struggles to keep their companies alive, or to find a job. Many spoke of a commitment to help industry meet human needs world-wide. There was much evidence that individuals who care can impact major problems; that what one speaker said of unemployment—that there could be thousands of micro-solutions if not one macro-solution—applied to other problems, too.

An unemployed print-workers' leader who said, 'I came here as a cynic,' was 'greatly encouraged'. 'I think that hope and co-operation is a distinct possibility in the future,' he added.

In the following pages we report some of the speeches and the evidence of 'micro-solutions' given at the conference:

Channer

**A meal during the industrial conference in Caux: (l to r) Harry Van Arsdale, President, New York City Central Labor Council, AFL/CIO; A R K Mackenzie, former British ambassador; Helen Van de Water; Frederik Philips, former President, Philips Industries; Francis Blanchard, Director General of the ILO; John Van de Water, Chairman of the US National Labor Relations Board.**

Hodel

**Speaking on New Zealand National Radio last week, the National Secretary of the meat workers' union, Blue Kennedy, said that he was finished with unjustified criticism which amounted to character assassination. 'The line between objective analysis and criticism is so fine that I'd be over that precipice a dozen times or more a day,' he told *Midday Report* on his return from the industrial session at Caux. 'It's just as dishonest to character assassinate somebody by unjustified criticism as to do it by other means that are perhaps more recognisable.'**

**Mr Kennedy's industry is the biggest export-earner in New Zealand. 'Already I have told our management committee quite frankly that I have been guilty of unmitigated criticism and have joined in denigrating conversations with a multitude of people over the years,' he said. 'If I was to try to put it right with everybody I guess I'd have a ten-year contract. I intend to put in written form to our people acknowledging that I have been this way disposed. But from now on it's finished. We desperately need unity but it's got to be unity on the proper basis.'**

**'Mr Kennedy says that if attitudes in industry are to be changed the best person to start with is yourself,' commented the interviewer. At the Caux conference over 600 delegates had discussed 'ways of breaking down attitudes which polarise groups and nations'.** ■

Channer

**Francis Blanchard, Director General of the ILO (left) talks to John Van de Water, Chairman of the US National Labor Relations Board (right). Also shown is Willy Rentzman of Christiani & Nielsen, Denmark.**

# US COMMITMENT TO ILO

JOHN VAN DE WATER, Chairman of the US National Labor Relations Board, personally thanked Francis Blanchard, Director General of the International Labour Office, for the welcome back into the ILO that America had received in 1980 and expressed his 'deep personal regret' that she had ever left. Mr Blanchard was visiting Caux during the final day of the industrial conference.

Mr Van de Water thanked Mr Blanchard for his efforts to bring the US back into the ILO 'where our nation belongs', and went on, 'I should like to pledge myself to work for the US not only to give the monetary support that we should to the ILO but to co-operate to build unity above differences so that the purposes for which this great organisation was established can be fulfilled.'

Mr Blanchard replied that he had felt extremely happy on the day when the United States had decided to re-enter the ILO. 'I cannot conceive of the ILO achieving its objectives without the United States,' he said. These included the determination to create one billion new jobs by the year 2000, to extend the rights of man, and to strengthen unity in the world. He stressed the need for the complete involvement of 'the three social partners'—governments, workers and employers—in achieving these goals. 'The things you have been expressing at your conference are close to the concerns of the ILO,' he said.

Mr Van de Water went on to say that America should learn to co-operate with, rather than to dominate, other nations. Through meeting Europeans he had learnt that when America tried to tell other countries what to do, they often felt compelled to take the opposing point of view to show that they were not 'lackeys of the United States'. 'We need co-operation, not telling other nations what to think.'

Noting that people often divided themselves into 'hate-filled camps', he went on, 'We should have differences in point of view. But our differences can help us to find superior solutions, as we truly listen to each other, and don't just try to win our particular point of view.' He concluded, 'If we aim to find what is right rather than prove that we are right, we can find the united way forward.' ■

# INDUSTRY'S OTHER AIMS

JONES SANTOS NEVES FILHO, the Vice-President of the Confederation of Brazilian Industry, called at Caux for industry to build bridges between nations and hemispheres, and contribute to peace.

'More and more barriers divide people and separate the two hemispheres,' he said, referring to the 'solid concrete' of the Falklands/Malvinas war, 'which brought to a sudden standstill the recent attempt at Cancun to develop a North-South dialogue, and which has thrown the Latin American community off balance and filled it with fear'.

He called for the building of bridges between employers and workers through the creation of 'enterprise communities'. In these communities the owners would turn over at least 20 per cent of the shares to a community organisation to which the workers could affiliate. The principle behind these enterprise communities was 'that any business initiative must make the worker happy with his work and not only aim at his survival'.

Dr Santos Neves Filho condemned 'an exclusive, blind commitment to short-term profits, which forgets that business energies ought to concentrate on the most important asset of any organisation—its human resources'. 'Industry and business can and must find an aim above greed and profit,' he said.

Channer

***Jones Santos Neves Filho***

A second bridge, inside people, needed building, Dr Santos Neves Filho continued, a bridge from self-love and self-consideration to full consciousness of responsibility for the destiny of humanity. 'However insignificant we may appear to ourselves, however small our weight against the mass of the material world, we can do something. The moment we stop thinking exclusively of ourselves and open our mind to try to help answer the problems of mankind as a whole, our own process of change starts.'

Dr Santos Neves Filho concluded that a 'solid rock of moral character' was essential. 'We shall only succeed in our needed revolution for the world when we have experienced this revolution in the inner universe of ourselves. This gives us victory over our most feared enemies—selfishness and the protectionist exclusiveness of our individual interests. It is imperative to replace the aim of having more and more for ourselves by the certainty of being more and more for others.' ■

# Out of the single dimension

BUSINESSMEN WHO ARE ONLY out to make profits are single-dimensional said Stephen Fuller, Professor of Harvard Business School, Boston, and a former Vice-President of General Motors, at Caux.

Addressing a session on 'The potential for better management of human resources', Professor Fuller said, 'An economic organisation has to enjoy favourable economic results to survive. But I feel that when productivity and profits become the objective, people become the means....they get no fulfilment, and the economic results diminish.'

He went on, 'It seems to me that our economists have made many of the world's businessmen single-dimensional. If you ask them what they are in business for, they answer, "To make a profit." They are neither fair to themselves nor to business as an activity. It is equally a purpose to create jobs, to satisfy customers, to have high objectives which are worth doing well.'

Professor Fuller spoke about recent research done by Harvard Business School into 25 companies with outstanding 'human resource management'. They were found to have common characteristics. Each company had a consciously conceived and clearly articulated 'people philosophy'. This often took the form of a statement by the company of its commitments to its own people, including a guarantee of the dignity and respect to be accorded to each.

Other common characteristics included an attempt to give high employment security; good benefits; influential personnel departments; good communications within the company.

Professor Fuller concluded, 'Our human resources will not be better managed until we change our priorities, until we adopt managerial philosophies that rest on faith in people and place people ahead of profits.' ■

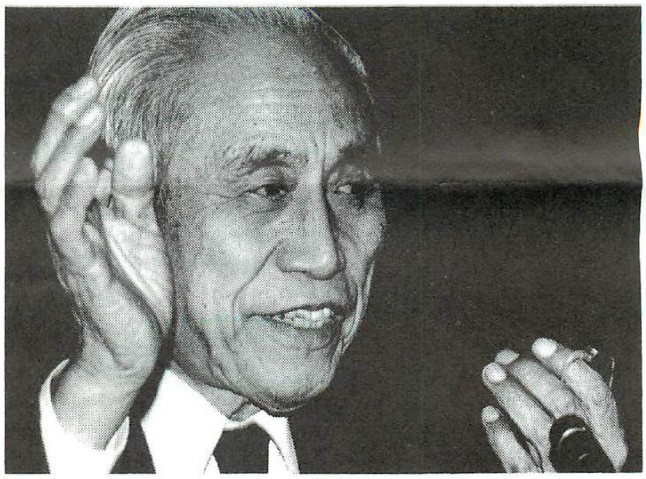
# Parachute spirit

FRITZ HOCHMAIR, a regional secretary of Austria's Metal and Mining Workers' Union and a Member of Parliament, described Austria's economic partnership as 'a system of co-operation between government, employers and workers in all areas of social and economic policy'. This partnership developed after the war, through the work of people who remembered the bloody, class-based, civil war of 1934 and wanted to find unity and so avoid partition of their country. One of its expressions was the Parity Commission, a voluntary tripartite body which discussed prices and pay. 'Its origin was correspondence between Julius Raab, then president of the Austrian employers' organisation, and the president of the Austrian trade union organisation of the day, Johann Boehm, who had just taken part in an international conference at Caux.'

The Austrian people had no particular aptitude for co-operation, Mr Hochmair stated. 'The system of economic partnership is not the expression of a natural gift of the Austrians, but the result of a historical learning-process.' It had meant that workers had a voice in all socio-economic questions and had increased the influence of workers' organisations. 'Class confrontation is not a sign of the strength of the workers' movement, rather of its weakness.'

Conferences had been described as 'shunting yards for unsolved problems', Mr Hochmair said. 'This quotation certainly does not apply to Caux.' The 'spirit of Caux' was one of openness: 'The mind is like a parachute. It only works when it is open.' ■

# DEVELOPING PEOPLE



Channer

NOBUTANE KIUCHI, President of the Japanese Institute of World Economy, called for an era of 'moderate competition' between countries where exports were limited to earning enough foreign currency to pay for imports. 'Up to now every advanced country has considered keen competition between men and between businesses as a sign of progress,' he said. The policy of aiming to supply as many consumer goods as possible at the lowest possible prices had caused 'a lot of social confusion and loss of spiritual contentment of individuals' in many advanced countries. 'We must amend the idea that material prosperity will bring forth spiritual contentment.'

'I propose that Japan adopt as a principle that it will balance its imports and exports. We should declare to the world that we will not import what we do not want, and that we will restrict our exports to balance the cost of the goods we do import,' he went on. 'How peaceful the world would be if all the powerful nations acted on this principle!'

Professor Kiuchi said that under-developed countries needed the freedom to choose whether or not world competition would enable them to build up their industries. He felt that adjustment of the world economy so that non-affiliation to GATT would not put under-developed countries at a disadvantage would help them more effectively than monetary or material aid.

Professor Kiuchi was speaking at a session on 'Can industry develop the best qualities in people?'. 'Modern industry has begun to make it impossible for an individual to lead a humanly rich life,' he said. 'We need to change course. Why develop and use technology to save labour when we have a surplus labour force? We need to return to the fundamentals—why we do what we do—and reconsider our aims and action.' ■

# JOBLESSNESS—WHOSE PROBLEM?

*UNEMPLOYMENT has become a structural, not just a cyclical, problem. Some believe—or say they do—that some adjustment to economic policy will bring unemployment to an end and that then the good days will return.*

*These ideas are dangerous. They prevent us from facing the changes in our thinking and living which the situation demands.*

*Unemployment is not just the problem of the unemployed or the government. For me as a farmer this is the crunch. Do I care about the people involved? Or am I more concerned about the threat it represents to the established order?*

*I don't know if there is one macro-solution which could be applied. But I believe there can be thousands of micro-solutions which attack the problem from every angle and which will make a difference.*

**Chris Evans,** Britain

# Beating the gold crisis

**Sylvia Sarparanta,** former Managing Director of a Helsinki jewellery-making firm.

THE OIL CRISES caused a crisis in the jewellery industry all over the world, because of the unnatural leaps in the price of gold and silver. Most of the jewellery firms in Finland closed their doors and stopped production, waiting to see what happened. Putting up our prices to match our increased costs would have stopped business anyway.

I sat in my office late one evening juggling prices and figures, trying to find the most profitable solution, keeping in mind the country's best interests. I thought of my 50 employees at home, with their families asking them, 'Are you going to work tomorrow? How long will your job last? When will the firm close?' I saw 200 faces and felt pain in my heart.

## Bronze

I couldn't sleep that night, I was so desperate. The easiest and most profitable solution, in my opinion, was to stop work for some months. But I didn't want to do that.

In the morning I had a headache and a heavy heart. As usual I started the day in listening prayer, with a paper and pencil to write down any ideas that came to me. But my head was quite empty. Then I opened my Bible, as I do every morning; but I was so confused that I opened it at the beginning, where I don't usually find any appropriate text for the day. I read, "The silver is mine and the gold is mine," saith the Lord of Hosts. "Fear ye not."' I couldn't believe my eyes, but my headache went and I began to see a solution.

I hurried to work. I saw only fear in people's eyes. I called them in. 'Even if nobody else believes in this company, I do,' I said. 'We are not going to stop work. We will go on making jewellery, but in a new way. As we cannot afford to buy gold, we will stop making golden jewellery and heavy jewellery.' 'What is left?' somebody asked.

'Bronze,' I said. 'The price of bronze has not gone up so much, and nobody will mind if we charge a little more for it. We will take the best models from our silver and gold range and make them in bronze. We will go on making silver jewellery, but not the old heavy models which used a lot of silver. We will make miniatures and lighter models.'

It usually takes two or three months to make one new model for a piece of jewellery, because the original is always made by hand. But I have never experienced such co-operation in the company. In less than two months we had 50 new models and we could send our saleswomen out to 500 retailers. The retailers were grateful to get something they could sell, something which inspired them to keep their doors open. We did not lose a day's work that year. ■

# What unemployment means

Hodel

**Kevin Twaite,** Chairman of the London Region Unemployed Chapel of the National Graphical Association

I HAVE BEEN UNEMPLOYED for 15 months. When I started in the printing industry I was told I had a job for life.

In Fleet Street, home of the British newspaper, a print-worker on piece earnings can take home £600 a week, while his colleague, with the same skills, can be unemployed and earn nothing. There are 800 unemployed NGA members in London, many of whom have been unemployed for over a year. We receive unemployment pay from the union for the first six months, plus state benefits.

The official unemployment figure in Britain is 14 per cent. The human side of this is despair, marital break-up, ill health and sometimes suicide. I heard of one case where a man who had been unemployed for six months asked a union official if he would ever work again in the same industry. He was told 'No'. The next day he killed himself.

Change must occur on both sides of industry in Britain. Then I am certain we will defeat fear and create the confidence we must have to help ourselves. We need to work harder and to co-operate with each other—unions, employers and governments. We are all together in this.

I came to Caux a cynic. I viewed unemployment as a British problem. This conference has opened my eyes to unemployment in the Third World, where 300 million have no jobs and state benefits are virtually non-existent. Unemployment must be tackled internationally.

I will go away from here and tell others about my experience and my rediscovered faith in God. ■

# Consett 10 reject unemployment

**Tom Jones,** Newcastle upon Tyne

CONSETT, in the hills of northern England, was built round its steel works, established 140 years ago. Two years ago they were closed, putting 3,700 people out of work, plus others in related industries.

A committee of steel-workers campaigned against the closure. But the works closed and from one day to the next the great complex, which dominated the town with flame and smoke and was its livelihood, was dead. Grown men went home and wept.

In the next weeks there was a boom as people spent their compensation money. Ten of the former campaign committee continued to meet. They were determined to stick together for the sake of their community, not to look back at what might have been, not to look to government or industry to provide some magic formula, never again, if possible, to have to depend on an external force which would decide their fate. They knew that the compensation money would soon be used up. They were concerned about what was happening to the people, in their spirits as well as materially. The first to lose hope were those who had been attracted by the compensation money and had done nothing to try and stop the works closing.

## Lorraine visit

The ten men were determined to be a focus for the creation of new employment in the town. They formed a workers' co-operative, investing a large part of their compensation money in it. This July national TV and press reported the opening of their office in the town.

In practical terms, what have they done so far?

First, they formed a partnership with a demolition contractor, and now share a contract and are employing 25 people on the demolition of the steel-making complex.

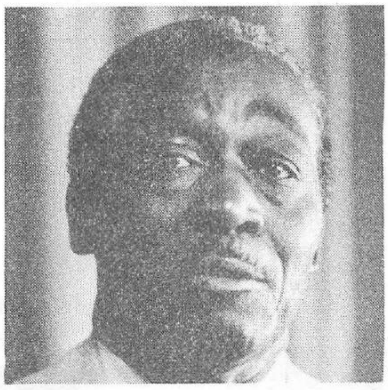
They searched for products they could manufacture and sell. At the moment they are making 'muckstoppers', flexible plywood boards fitted inside cars' wheel-arches to prevent grit being thrown up and causing corrosion.

They worked with the town's technical college to adapt retraining courses to redundant steel workers' needs.

Fourthly, they have opened an advice centre in Consett where people who want to set up in business or need other help can benefit from what they have learnt.

Last autumn I accompanied three of the workers' committee on a visit to Lorraine and the European Parliament at Strasbourg. A journalist in Lorraine quoted one of them, 'We do not accept unemployment. We decided to help ourselves and want to show the way for others.' ■

# Brooklyn initiative



Hodel

**Fred Small,** a delegate of the International Longshoremen's Association, Brooklyn, New York

MY FATHER came from Barbados. He met my mother in Panama, where he was part of the forced labour that completed the canal.

My union has 85,000 members. Our local is the largest with 6,000. Today we talk not about forced labour but unemployment.

Automation took away the work of at least two-thirds of our membership. We negotiated a contract which guaranteed these men pay, the first in the United States. But even though they have a salary, it's still not sufficient. It doesn't give them fulfilment. There are problems at home, with the man around the house all day, doing nothing and feeling discarded.

We tried to work out ways in which a man could get work for some of the time. But even that wasn't enough. If he's not needed four days a week, how come he's suddenly needed the fifth?

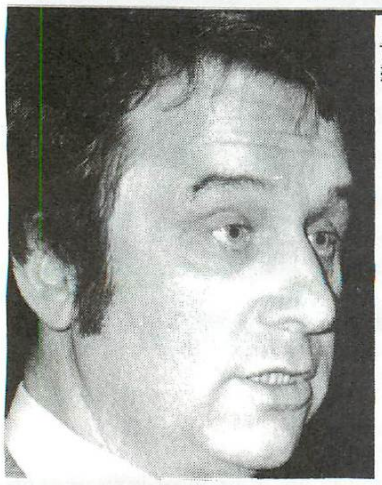
Because, I think, of the enlightenment MRA has given me, I organised a rank and file meeting of those who wanted to animate young people towards some gainful employment. These young people were hanging around the streets doing nothing. Nobody in their families was doing anything—father, mother, brothers or sisters. 75 of us longshoremen went out and found them jobs, not in our industry particularly but in other industries. We started with 35 young people and then went on to 50 and 100. It was our own private project and it worked.

## Why get up?

But it took at least two years' training. We would get questions like—What do I have to get up for? Why do I have to be there on time? They were simple questions, but important. For instance, an employer complains that a young fellow comes late to work. I ask him, 'Why do you come into work at ten o'clock every morning?' He replies, 'I sleep till nine and I can't get to work. I'm not allowed to have a clock. My family feels that I wake them up too early.' He's the only one working, and they will throw him out of the house if he wakes them up too early. Or his friends ask him to lend them a dollar. If he's working, he has to give them the money. And then he slips back because he feels, 'If I work I have to share all my money with my friends.'

We agreed to nurture these young men. Two nights a week we had a complaints night, where they could tell us how they were getting on or what they felt about the boss. We taught them the things we had picked up down the years, until they were on the job and working. ■

# TRANSPORT MILLIONS SAVED




**Ron Peacock,** Amalgamated Union of Engineering Workers convenor for Greater Manchester Transport

I WAS 15 years of age when I joined the trade union movement. I led my first strike when I was 16.

Some four years ago I was invited to meet some people at Tirley Garth, a Moral Re-Armament centre. The people I met talked about what industry could be if people sought what was right rather than confrontation. One trade unionist said that at some point in every person's life he reaches a line. If he does not cross it, he goes backwards. If he does cross it he goes forward. I couldn't understand that statement—it was not my philosophy.

On the way home I did not say one word. My wife said, 'Something is bothering you.' I said, 'Nothing's bothering me.' She said, 'It must be because you've not spoken.' She was right. For the rest of that night I was tormented by the thought of what I'd heard. I couldn't sleep but kept tossing and turning. The next morning I got up with a determination to try out the new approach people at Tirley Garth had talked about.

I was negotiator for a thousand members. That day I had a meeting with a management team that I had had bitter conflict with. Before the management came in I said to my colleague that I was going to try a different approach. He looked at me with amazement and said, 'Don't do it, you will commit suicide.' I said, 'I've got to do it.'

## Talks

The management team arrived and sat at the other end of the table. They were just about to open the meeting when I said, 'Excuse me, before we open the meeting I would like to make a statement. I would like in future that when we meet as management and trade unionists we put our cards on the table face up and be absolutely honest and truthful in our talks.' The management asked for an adjournment before we had even opened the meeting. Twenty minutes afterwards they announced that they had cancelled the meeting because they could not understand my statement. I said, 'Could we talk about it?'

Till then, I had constantly used the argument in negotiations that my members were facing poverty. Management used to say, 'We've got no money.' We sat at the other end of the table and said, 'They're playing the same old record.'

With the new approach, we began to think, why is there no money in the kitty? What are the company's costs? We realised that it was as much our job as theirs to reduce costs. We went to the management and we decided together that we would set up a working party to look at how to keep down costs. Over the last four years we have worked together, not as unions and management but as a consulting team. During that time we have saved Greater Manchester Transport £3.5 million. This has brought stability.

We trade unionists often say, 'We will fight unemployment.' If we negotiate excessive wage demands, what we are really doing is negotiating unemployment. There has got to be a fundamental change in all our attitudes—management and trade unionists. If we both get at the same end of the rope and pull in one direction we can make industry work for everyone's benefit. I am glad that I made that decision to cross that line and my great ambition is to see many more cross it and work with me for a better world. ■

# QUALITY NEEDS PEOPLE

**Frederik Philips,** former President of Philips Industries, Netherlands

FIVE YEARS AGO our company employed 400,000 people all over the world. Now we employ about 350,000. We had to close factories and to combine others into bigger and less expensive units.

It is not only a question of automation, but also of quality of work. During the boom years we could employ people at random, so we had too many for the work that had to be done. Now we are forced to look at our different departments and see that, for instance, where we have 20 people, we could do the job with 12. What do we do then—keep those 20 because we don't want them to be unemployed?

In Eindhoven, where we employ about 35,000, we agreed a scheme with the unions, government and our employees that those who were 57½ years old would retire early. There were about 1,300 of them. We undertook to take on 400 young people in their place. To those who retired early we guaranteed 100 per cent of their wages for the first half year, 95 per cent for the next one or two years, and after that 90 per cent. It was hard for them, but we talked it over and they knew that this would not only make the company more competitive but give jobs to young people.

## Metal shop

In the Hague we had to close a factory of about 300 and we called in a company to create new jobs for them. We put 2,000,000 guilders aside to help them to start new businesses.

When industry began, many companies modelled themselves on the army, with one person at the top and everyone else obeying. Gradually this is having to change. We have learnt a lot from the Japanese. It requires a moral commitment, because as an employer one can no longer be a dictator. Before making a decision one has to gather the staff, talk things over and then come to a common

Gardner

***Participants in the industrial conference help prepare a meal***

conclusion. It is difficult to get top management to work like that, and to get each head of department and foreman to do so too. As managers, and on the shop floor, we have to change the way we work with people.

I visited a metal shop where five people were working. 'You must have one man who is responsible?' we asked. 'No,' we were told. 'That is the old fashioned way. All five people are responsible.' Rather than making the young boy do the grinding, which is an unpleasant job, the five shared it between them. 'What about the quality?' 'The quality is much better because the whole group feels responsible for it.' 'Is your work inspected? How do you know the quality is as it should be?' 'When we are finished, we take it to the painting shop. If the painter sees that something is not right, he will come back with it. We have had no complaints.'

A top industrialist told me, 'I never talk about productivity any more. When you talk about productivity, people think, "They want to do without me." If you talk about quality, everyone thinks, "They need me to get good quality."' If people know that quality is important, work satisfaction increases. We must work not only on unemployment, but also on ensuring job satisfaction. ■

# MAKING THE MONEY WORK

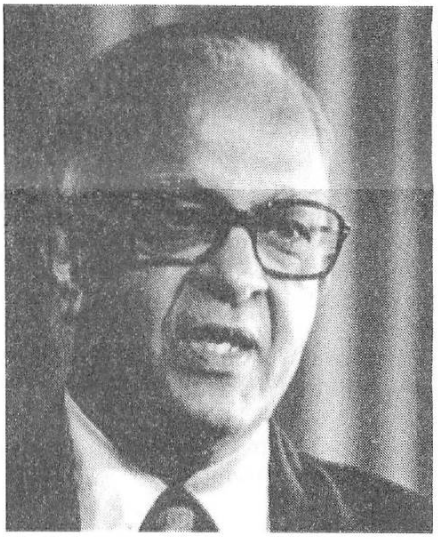
MR VARADARAJAN, Chairman of IDL Chemicals in Hyderabad, India cited an example of how his company was supporting local rural development.

He had met a former employee, Dr Rajan, who had become a professor in a British university and persuaded him to go back to India. There Dr Rajan developed a plan for integrated rural development in eight villages 60 miles from Hyderabad. He showed it to a Dutch businessman, who was visiting IDL Chemicals.

In 1980 the Dutchman invited Mr Varadarajan to present Dr Rajan's plan to his own company. The result was a grant of 250,000 guilders for a rural development trust. IDL Chemicals matched this with a grant of one million rupees.

'Within a year this trust was able to help 140 village families to dig wells, build water management systems, educate adults and children, and improve public health,' said Mr Varadarajan. The Federation of Indian Chambers of Commerce and Industry had awarded the trust their first prize for this work.

There was no shortage of institutions ready to pour money into rural development, said Mr Varadarajan. The difficulty was to find dedicated people who could monitor the use of the money. However, Dr Rajan had found eight young graduates to work with him. Mr Varadarajan had now persuaded his company to give ten million rupees to enable the trust to offer careers in rural development to 15 people. ■



Chammer

**Mr Varadarajan**

## Correction

The Nigerian Ambassador to Berne is Alhaji Yayhaya Kwande. We apologise for giving the wrong name in our last issue. ■

# GERMAN PRESIDENT—'URGENT TASK'

THE PRESIDENT OF THE FEDERAL REPUBLIC of Germany, Dr Karl Carstens, last month expressed his gratitude for the work of Moral Re-Armament. 'I think I can say this in the name of millions of Germans who are deeply impressed by the strength of your commitment,' he told representatives of MRA from 22 nations. 'Yours is a moral commitment, but a moral commitment is probably stronger than any other because it goes to the depth of the human personality.'

Dr Carstens was speaking at his official residence, Villa Hammerschmidt, to participants in a 10-day MRA conference near Bonn.

'The work you perform is of a very concrete nature,' he went on. 'During the post-war years, when we Germans regained acceptance in the international community and rebuilt relations with France, it was to a large extent due to Moral Re-Armament. Today you include all states in your activities, striving for a community of nations in the true sense of the word.'

Turning to the relationship between ethics and politics, he pointed out that human freedom includes the possibility of wrong-doing. 'Each generation must try to bring reality closer to the ideal. You help us come closer to this by your prayers and your personal advice. For this I thank you.

'Today this task is particularly urgent and particularly difficult. It is difficult because we lack a common ideal that is recognised the world over. It is urgent because the interdependence of today's world calls for a policy that takes into account its consequences for the whole. As Gladstone put it, what is morally wrong can never be politically right.

'Today it is not enough to develop further the legal foundations of international existence. It is not enough to strive for arms control and disarmament. We must pursue a policy which prevents conflicts at the outset, or at least keeps them under control.

'Such a policy is not only up to the responsible statesman. Official political representatives can only act if and to the extent that they have the support of their country's public opinion. It is here that Moral Re-Armament comes in.'

Dr Carstens said that his statement was 'not a formula of politeness'. 'I have known your work for 30 years. I feel honoured to receive you.'

Reporting on the reception, the *Bonner Generalanzeiger* noted the presence of German MPs from both major parliamentary parties.

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*Neville Cooper, Director of Administration, Standard Telephones and Cables, speaking in Caux:*

# TECHNOLOGY—RISING TO THE CHALLENGE

TECHNOLOGY, according to a recent analysis, both destroys and creates jobs. Applied to today's industry and products, technology destroys jobs. Applied to the products which it makes possible for tomorrow, it creates jobs.

The manufacture of today's products will provide less employment in the future because of improving technology and Third World manufacturing. But there will be enormous needs in the future—for example, interactive television whereby people can take part in national debates from their homes. We need a burst of creative imagination, unity and determination.

My own company is in the forefront of technology. Our policy is to maintain at least our present level of employment. To the extent that we have succeeded in this in the last ten years, we have done so by introducing an enormous number of new businesses and products. It means great changes, which we can only tackle in friendly co-operation.

One plant will have to close at a future date because its product will not be sold after that. We had to decide whether to tell the workforce and risk that they would demonstrate against closure, or keep the truth back until the last moment. We decided to tell them as soon as we knew the facts, two-and-a-half years in advance. As a result we can work out together how to maintain employment, by offering the plant to someone else, perhaps an overseas investor. The workpeople are enthusiastically keeping the factory going at peak efficiency in order to prove to the overseas investors that it would be a good investment.

A study by the Massachussetts Institute of Technology in America has shown that 75 per cent of all jobs created over a period of some years – 9 million jobs in all – came from new firms with less than 20 people. We need far greater initiatives, throughout Europe, for the stimulation of smaller businesses.

Speaking at Caux just before he died, Fritz Schumacher, author of *Small is Beautiful*, suggested that governments and multinationals should work more closely together to meet the needs of mankind. In order to do this it is vital that we build bridges of trust between them.

From this platform some five years ago, Masaki Nakajima, of the Mitsubishi Research Institute in Japan, proposed that there should be a global infrastructure fund, similar to the Marshall Plan. This is now being proposed by the Prime Minister of Japan. An enormous number of such new initiatives are needed. It will take imagination and dedication to create profitable jobs throughout the world. We must determine to do it. ■

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