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AUTOMOTIVE AND MACHINE SHOP SECTION

MOTIVES AND INCENTIVES

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My subject is motives and incentives. These interesting forces are frequently misunderstood or ignored when dealing with people. To make effective contact with reality, with other persons and with the outside world, we must contribute some effort to understand man's needs. We must have insight into and understanding of our own behavior, with an interest in trying to modify it, before we can begin to understand others.

Some forces which act on individuals and help to determine their behavior are internal in nature, or what we may term *convictions*; others are external in origin, which we may call *incentives*. The best environment is that which gives the individual the convictions and the incentives which will inspire him to exert his best efforts, be they intellectual, manual or artistic, toward the work of the world. That force from within an individual, rather than from without, which incites him to action may be called a motive.

Almost all of us have strong convictions. Your convictions may differ from mine, and probably no two of us have the same convictions; however, we may agree on some of the more basic ones. Let us consider a few which are important.

First: There are great opportunities and your chance to succeed depends mainly on your own efforts and ability. Aptitude is important but application is vital. Evaluation and selection help the individual to coordinate his efforts most satisfactorily. As William Shakespeare said in one of his plays: "The thing that keeps men little is the fear of being great." The courage of your convictions and discretion of experience will help you meet the challenges of life.

Second: There is no substitute for work, and in the long run a life filled with work is more enjoyable than any other existence. To contribute some effort to a source outside oneself is healthier than a neurotic

obsession within oneself. To toil by day and still be glad, one must have faith in the future, strength for every deed.

Third: Honesty and straightforwardness is the best policy, and we must believe and encourage the practice of this policy not just because it is a policy but because it is right. Those with good habits will survive. The art of human relations speaks of our capacity for fellowship, the conviction of solidarity that knits together, the aspirations, illusions, joys, sorrows, hopes, fears, which bind together all humanity.

Fourth: We must recognize and appreciate the dignity of man, and recognize him as an individual. There can be no free society where the dignity of the individual is ignored. To raise the individual's evaluation of self is a worthwhile goal. One must not lower his self esteem. There is no substitute for approval—proof of trust and responsibility and faith in his competence.

Be ready with praise when it is deserved and sympathetic with failures when they occur. One must learn to accept painful experiences, whether physical or emotional, they also help to build better personalities. Face your problems—don't try to evade them, they will multiply. The defects we possess never make us look as ridiculous as the virtues we pretend to have. You never know when someone is taking your measure.

Fifth: Merely making money and achieving power will not give enduring satisfaction unless they are coupled with abundant and unselfish service to your fellow men. Self respect is a chief factor in determining mental health. The only security is emotional security.

Unfortunately today many an individual believes there are limited opportunities, that success depends largely on pull or luck, that his associate gets ahead because he is the pet of the boss; he believes that his own work is neither recognized nor appreciated.