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NATIONAL SAFETY CONGRESS TRANSACTIONS

1960

VOL. 3

AUTOMOTIVE and MACHINE SHOP POWER PRESS and FORGING

NATIONAL SAFETY COUNCIL

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AUTOMOTIVE AND MACHINE SHOP SECTION

MOTIVES AND INCENTIVES

By E. A. IRVIN, M.D.
Medical Director, Ford Motor Company,
Dearborn, Michigan

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 one-self. 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.

IT'S CHEAPER THAN YOU THINK

By DONALD W. STITT

Asst. Gen. Manager, Industrial Relations, Continental Can Co.
New York City

Several years ago as a result of general discussion during the development of our power press safety manual and some tours through plants which needed improved guarding, our Power Press and Forging Section Committee started to think of ways in which we could stimulate greater interest in good guarding. From our discussions we came to the conclusion that perhaps one of the stumbling blocks to guarding progress in many companies was a misunderstanding as to the relatively low cost of making good guards. As a result, we decided to expand our Safety Congress program for 1959 to include the subject "Cheaper Than You Think." We were gratified to see the interest in this subject and have decided to make this a regular feature at each Congress as long as the interest continues.

I wish to stress the fact that this program is not a duplication of last year's program. We have a completely different set of guards to show you and will continue to change the material each year so that we may cover as wide a range of guarding techniques as possible, and also keep you up-to-date with the most modern methods available.

As the name of this program implies, good guarding is cheaper than many people think. It is our purpose to demonstrate to you today various good guarding techniques and indicate the approximate cost of them where such information is available. From a purely economic point of view, we in industry can't afford not to provide proper guarding for our equipment. When you stop to think what one serious accident costs as the result of improper guarding

or a lack of a guard, it is quite evident that good guarding should be a must on every piece of moving equipment.

I recently did a little checking on the cost of accidents involving fingers. I found in one state a company which had several small plants which reported 350 finger injuries during the period of 1954 through 1958, for a total cost of \$29,190 or an average cost of \$83.40 per injury. An insurance company recently made a study of claims which involved cost of over \$2500 per case during the two year period of September 1958 to September 1960. They found 142 high cost claims resulting from punch press accidents during this period for a total cost of \$705,613 or an average cost per case of \$4,969.

If you will take the time to review the maximum amount of compensation awards for our various states for finger injuries, you find that in ten states including such heavy industrial states as Connecticut, Michigan, Wisconsin, Illinois and New York the loss of one thumb can cost the employer over \$3,000 and in one state up to \$8,250 in compensation alone, to say nothing of hospital, medical, loss of production and the like. In a number of states the loss of the index finger costs over \$2,000 in compensation alone. I am sure you will agree that it is much better for a company to spend their money for good guarding than for claims costs such as these.

So I say to you again, we can't afford not to provide good guarding for our equipment from the economic point of view alone—to say nothing of our moral obligation to protect the safety and health of our employees.

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