

enough adjustment if we had a straight curve on the population scale, but we have not, as you know. The war intervened there also, and the babies that were born in 1946 and 1947--and there was a large increase, as you know, with the returning servicemen, and, I suppose, the returning warriors from the battle of Washington, of which I was one--these babies are just beginning to hit the labor market now and, incidentally, the colleges.

Whereas to stay even with the situation we have had to create until recent years about 800,000 jobs a year. Now, after attrition, retirements, and everything else, we suddenly find ourselves with a 50 percent increase in requirements to 1,200,000 jobs a year. We are not doing it. In other words, we have two forces at work. One is technology and the other is demography, which is only indirectly related to technology.

What does all this mean for the management job as we look down the road? There are four matters, it seems to me, that are worth some of our time, regarding the prospective shifts in management interest that are implied in this. The most obvious is that management must become increasingly concerned with the task of distributing surpluses in contrast with the job of processing scarce products. We are getting pretty far down the road in licking the problem of production. Agriculture was perhaps the first major field in our society--and this is not particularly well known--to begin to reach the point of satiation. The technical advances in agriculture, relative to the antiquated methods of agriculture, have been phenomenal, and we have been working with chronic agricultural surpluses for a long time in this country. Not so in other parts of the world--India, for example.

Bituminous coal is becoming an increasingly difficult problem. You see it expressed politically in our discussions of Appalachia. Some of the people who are trying to make a living in the textile business would, I think, include their activity in the field of surpluses, undesired, unwanted surpluses. Even the services of the corner merchant have become surplus in his relationship to other means of distribution.

The second shift--the first being the importance of getting rid of product in contrast with the job of producing--is that we are probably going to have to change our fundamental economics. Our attitudes and our policies have been built over the years on a rationale