

F. C.

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13th. June,

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J. A. Jackson Esq.,
Messrs. Joseph Holt & Sons Ltd.,
FARNWORTH.

Dear Mr. Jackson,

I am sorry to see from the Returns and the Trading results that there is still no improvement at your Mill. As you know, it was with the idea of putting things in to a more satisfactory basis that we asked Mr. Sellers to go over and advise you. In bearing in mind that Mr. Sellers is a thoroughly practical man and has learnt his lessons in what, I have no doubt, is one of the most successful Colour Mills in Lancashire, his advice should be valuable.

I have had several conversations with him, and he tells me that various details which he has recommended have not been carried out. This is probably due to the fact that you, not being so well-informed technically, would not appreciate the importance of it, but we are very anxious that your mill should be worked as near as possible on the same lines as Rice's, therefore, it is necessary that Mr. Sellers' recommendations should be carried out. In future, therefore, will you please see that any recommendations made by Mr. Sellers are carried out to the smallest detail.

There is one mistake which, I think, you make, and which could very easily be altered, and that is, that you allow yourself to be troubled and responsible for too much detail in the actual mechanical running of the shed. You have your brother there who has not the opportunity of being the help to you that he might, so I would strongly recommend you to delegate part of your duties and responsibility to him. This is a method adopted by Rice's and most other up-to-date Mills, so Mr. Sellers will be able to arrange what the division should be.

Yours faithfully,