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TAYLOR SOCIETY**

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COMMENT

THIS issue of the BULLETIN will stand as another mile-post in the development of the Taylor Society for it marks the extension of the Society's interest to the problems of the chief executive, problems of general supervision and control. The extent of the Society's field of inquiry is now fairly complete; ten years ago limited almost exclusively to the management of the shop (Mr. Taylor's study of which had given us the fundamental principles of good management), it has come to include personnel management, office management, the management of distribution, and now the general management of the chief executive, including finance and accounts.

IT is an unusually happy coincidence which permits us to present the combination of articles which appears in the following pages. Each is of especial interest to the chief executive—and because the chief executive is primarily a coordinator of departments, to every departmental executive. Mr. Kendall's address takes up the responsibilities of the chief executive; considers what he must be and what he must do. It presents the point of view of the medium-sized enterprise, the chief executive of which must not only be concerned with general policies and plans, but must also be able to take his place at the wheel and navigate the ship. But a statement of what a chief executive should be and do is not sufficient; it is essential to know something about how to do it. This need is met by Mr. Williams' complementary paper, wherein is presented a concrete method for the chief executive which has been utilized and proved.

THE discussion in this issue of the report of the Committee on Elimination of Waste in Industry should help to clarify thinking concerning the purpose of the report and the methods employed. Believing that the methods employed, independent of the findings, might prove to be of value for future similar investigations, the Taylor Society devoted a session of its December meeting to an examination of the technique of the investigation. That examination seemed to bring out the following essential facts: the circumstances which inspired the investigation compelled an early report and therefore rapid work—six months was set as the limit; it was decided that the investigation would have to be of the nature of an assay rather than of a comprehensive and intensive survey; it was recognized that the methods of objective science (elaborate experiment and comparison) could not be employed within the time limit set—probably even if there were no time limit; it was recognized also that an investigating personnel would have to be selected which could bring to the investigation standards of appraisal derived from previous intensive professional experience in investigation of waste in detail, and that the method of investigation would have to be a matching of performance standards discovered by observation against master standards already proved by experience. Consideration of the value of the methods of the Committee therefore centers around the questions whether there are worthwhile proved master standards and whether a matching of such standards against performance standards is a dependable method of assaying conditions of waste.