

present. In business we cannot afford to ignore it and it is of course to be taken into account in using this report.

The time element is criticized in my opinion unjustly. It is inconceivable to me that anyone could possibly be so shortsighted as to feel that conditions as outlined could possibly be changed "overnight." None of our achievements worthy of mention have ever been brought about so easily. Our whole industrial progress has been slow. We must make errors upon errors and painstakingly and persistently correct them, over and over, before new thoughts, new methods and new standards will become accepted and adopted. It seems to me absolutely unnecessary to say it will take time. Every single thing we do takes time and every one knows it.

How much time depends on how energetically we prosecute our problems, but even here we will always be restricted by the ability of human beings to absorb, accept and put into practice new and improved understandings.

Let us be broad in our criticisms of this work. Let us see if the statements themselves are accurate as to their existence in industry rather than try to determine the degree in which they exist. Personally I doubt if many of us realize the extent to which they are present other than in a somewhat vague and indefinite way.

I, for one, believe that the report is accurate in its statement of sources of waste and I am not in a position to criticize it as to degree when applied to industry as a whole. How can any one do that without facts pertaining to all industries? Any conclusions drawn without facts are merely opinions, and opinions of a great majority of people in a position to estimate conditions with reasonable accuracy.

If the report is sound in its fundamental statements of fact regardless of the exact degree of accuracy, it should be taken seriously by industrial executives and be backed by our best efforts to improve conditions as rapidly and effectively as practical from an economic viewpoint.

LOCAL SECTIONS

WE have not received announcements of the plans for winter meetings of the New York, Philadelphia, New England and Chicago sections. The recently-organized Cleveland Section holds its first formal meeting Friday evening, Sept. 29, and the recently-organized Central New York Section holds its first formal meeting at Syracuse, Friday evening Oct. 13.

The Central New York Section is a testimony to the vision, energy and salesmanship of Percy S. Brown, of the Corona Typewriter Company. His problem was to take a territory in which there were but two or three members and secure enough new members to make the nucleus of a working section. A preliminary meeting was held at Syracuse on July 28. Three members of the Society (including the Managing Director from New York City) and about twenty non-members were present. A second meeting was held on August 11. The result is a section of some twenty members, most of whom have joined the Society since the meeting of July 28. The territory covered by the section is an area represented by a radius of about 100 miles from Syracuse as a center. It is the intention later to contract the area as Eastern, Western and Southern New

York sections are organized. The constitution of the Central New York Section follows:

BY-LAWS OF THE CENTRAL NEW YORK SECTION OF THE TAYLOR SOCIETY

Name and Object

1. The name of the Society shall be the Central New York Section of the Taylor Society.
2. The objects of this Section are the same as those of the Taylor Society of which the Central New York Section is a part, which are primarily as follows:
To secure an understanding and intelligent direction of the principles governing organized effort, for the accomplishment of industrial and other social purposes for the mutual benefit of:

- A. The Community
- B. Labor
- C. The Manager
- D. The Employer

Membership

1. Membership in the Central New York Section is limited to members of the Taylor Society in good standing as covered in Articles C-3 to C-9, inclusive, of the Taylor Society Constitution.
2. All members of the Taylor Society or representatives of sustaining member firms whose business lies within the territory covered by the Section are eligible to active membership in the Section.
3. Membership in the Section is consummated on the payment of the prescribed annual dues.

Dues

1. In addition to the regular dues paid to the Taylor Society there shall be Section dues of five dollars per individual member per annum, payable in advance.
2. Any member in arrears for dues for a longer period than twelve months may, at the discretion of the Executive Committee, be deprived of the right to vote or hold office and may be dropped from the roll of the Section.

Government and Officers

1. The regular officers shall comprise a Chairman, Vice-Chairman and Secretary-Treasurer. They shall continue in office until their successors are elected.
2. The officers shall be elected at the annual meeting by the voting membership for a term of one year.
3. It shall be the duty of the Chairman to appoint all Committees other than the Executive Committee.
4. The duties of the officers shall be those usually pertaining to their respective offices.
5. There shall be an Executive Committee composed of three members elected at the annual meeting, the retiring Chairman and all of the officers.
6. The Executive Committee shall be the administrative body of the Section. A majority of the members shall constitute a quorum at all Committee meetings.
7. At the first annual meeting four members shall be elected to the Executive Committee for a period of one year. Thereafter three members shall be elected each year.
8. Vacancies in any elective office shall be filled by the Executive Committee for the unexpired term.
9. All elections shall be by ballot and letter ballots shall be construed as conforming with all requirements.

Meetings

1. Meetings shall be held not less than six times and as many more times a year as the Executive Committee may deem advisable and at such time and place as they may select. Annual meetings shall be held in the month of October.
2. Inasmuch as the Taylor Society is educational in its nature, regular meetings shall be open to non-members upon invitation of members, it being the duty of the members to notify the Secretary not less than four days in advance as to the number they have invited, unless it is known that the meeting is to be an open one where a number of guests can be accommodated.

Publications

1. All papers read before the Central New York Section shall become the property of that Section unless publication rights are waived by the Section.
2. All papers read at the meeting of the Section shall be submitted to the Managing Director of the Taylor Society for publication in the Society Bulletin and, if publication is not desired, such papers shall be returned to the Section and published by the Section if desired, or returned to the author, the Section and Society waiving all publication rights.
3. The Secretary of the Section shall report briefly in writing to the Managing Director of the Taylor Society after each meeting, attaching to his report of the meeting the papers which may have been presented, and the discussion (if recorded).

Amendments

1. Amendments to these By-Laws may be made by submitting such amendments in writing at any regular meeting. Amendments shall then be submitted to the members by mail and not less than thirty days later may be voted on at a regular meeting. A majority vote in favor of the amendment will insure its adoption.

THE WORK OF THE TAYLOR SOCIETY

BEFORE the next number of the BULLETIN is printed the Society will have begun a new fiscal year. It is therefore time for members to appraise performance, consider plans for the future, and be ready for the business sessions of the annual meeting—November 23.

At that meeting will be rendered the customary annual reports of the various officers; but before the meeting members will have received an advance report, including plans for the future, now being prepared by the President on behalf of the Directors.

Operations during the past year have been not less difficult for the Taylor Society than for other professional societies. The peak of the depression for professional societies seems to have lagged behind the peak of the industrial depression some six or eight months; therefore the heaviest burden of the depression on professional societies has been during the current year. It has taken the form in practically all societies of reduced cash income and the consequent curtailment of planned operations. But the peak of the depression has been passed and the problem is now primarily one of plans for a larger work in the future.

The need of such work as is done by the Taylor Society is greater than at any time before or since the war, and the opportunity and obligation for larger service is at least proportionately greater.

In case the reader fails adequately to appreciate the greater need of such work, he is requested to read and ponder over the brief article on p. 206 entitled "A Syllabus for Thoughtful Executives."

The work of the Taylor Society is of two kinds: educational and service to members.

Educational Work

The results of educational effort are intangible and impossible of measurement except over long periods and then only in a broad way. Therefore no statistics can be compiled of the results of eleven years of such effort. But the Society feels certain that it has accomplished considerable of an educational nature relating to administration and management, and that the rate of accomplishment has increased during recent years.

The facilities of its educational effort are the national society meetings, the BULLETIN, local section meetings and the central office. The purpose is, through these facilities, to inspire the habit of *sound thinking* concerning problems of administration and management and the habit of *scientific approach* to the solution of every problem of management.

Meetings have been planned to afford consideration of problems of *current interest* and *fundamental importance* to industry. The programs have sought to avoid consideration on the one hand of petty details, devices and stunts, and on the other hand of ideals so vague as not to have any bearing on current policies and plans. Some sessions have been less valuable than others, but there has been voluntary testimony that many both major and minor executives have left these meetings with new inspiration and new ideas of value—of practical value because translatable into definite plans and action.

The BULLETINS have put on permanent record, for careful study, the most valuable papers of these meetings, and certain other papers of importance. On another page is a note containing foreign appraisal of the BULLETIN. Coincident with this writing, the manager of the New York office of a large English company came to the Taylor Society office with a letter from the London head office of his company, instructing him to "get in touch with the Taylor Society" and enter a subscription to the BULLETIN for an executive in the interior of India.

The local-section meetings, when more developed, are intended to have a local, intensive educational influence comparable to the more general influence of the national meetings.

From its office the Society is a center of educational influence through interviews with callers and through correspondence. The membership may not realize what a number of persons call at the office in the course of a week seeking information concerning the broad aspects of one or another administrative or managerial subject. Many letters of inquiry are received and answered; on another page of this issue is an editorial, "Producers