

Spring Meeting of the Taylor Society
Cambridge, Massachusetts
April 24, 25, 26, 1924

THE Spring meeting of the Taylor Society has been arranged in cooperation with The New England Section of the Taylor Society, under the auspices of Harvard University Graduate School of Business Administration, The College of Business Administration of Boston University and Massachusetts Institute of Technology.

The Thursday session will be held at Harvard University; the Friday sessions at Massachusetts Institute of Technology, and the Saturday morning session at Boston University College of Business Administration. Dinners for members and guests attending the meeting will be held Thursday at Harvard Union and Friday at Walker Memorial Building, Massachusetts Institute of Technology.

The program follows:

Thursday, April 24, 7:30 P. M.

Presiding: Charles R. Gow, President, Associated Industries of Massachusetts.

Paper: Who Can Hire Management?

By Henry S. Dennison, President, Dennison Manufacturing Company, Framingham, Mass.

At a recent meeting of the New England Section of the Taylor Society Mr. Dennison gave an informal talk which made a profound impression. At the request of many of those who heard him he has consented to open the Cambridge meeting with a more comprehensive address along the same lines.

Discussion:

Led by W. L. Gray, First National Bank, Boston; Reginald Washburn, The Washburn Co., Worcester, Mass.; Carleton F. Brown, Corona Type-writer Co., Groton, N. Y.; Francis B. Purdie, R. G. Dun & Co., Albany, N. Y.

Friday, April 25, 10:00 A. M.

Presiding: Howard Coonley, President Boston Chamber of Commerce.

Paper: Scientific Management and the Workers.

By W. O. Lichter, The Thompson and Lichtner Company, Boston, Mass.

Mr. Lichtner will present some general conclusions concerning the attitude of workers toward scientific management derived from a professional experience which has included the cooperation of organized workers in engineering work.

Discussion:

Led by C. L. Baine, Boot and Shoe Workers Union, Boston; John Calder, Lexington, Mass.

Friday, April 25, 2:00 P. M.

Presiding: Fred Cullen, President Johnson Educator Food Co., Cambridge.

Paper: Master Planning Control of Sales and Production.

By Joseph H. Barber, Staff Assistant to the President, Walworth Manufacturing Company, Boston, Mass.

The first application of scientific management principles was to production. During recent years the application of the principles has been extended to include selling and general control. The Walworth Manufacturing Company is one of the pioneers in the development of precise general control—master planning which coordinates sales, finance and production.

Discussion:

Led by E. E. Brooks, Dennison Manufacturing Co., Framingham, Mass.

Friday, April 25, 7:30 P. M.

Presiding: Richard A. Feiss, President Taylor Society.

Paper: Industrial Psychology—A Layman Asks Some Questions.

By H. S. Person, Managing Director, Taylor Society, New York.

At the recent meeting of the Taylor Society—New York, January, 1924—the members of the Society manifested an intense interest in industrial psychology, and by vote requested that papers on that subject be presented in future meetings. The executive officer of the Society ventures to present, preliminary to a series of papers by psychological experts, a paper which aims to formulate some of the queries of practical executives.

Discussion:

Led by Professor Edwin M. Chamberlain, Boston University; Horace B. Cheney, Cheney Brothers, South Manchester, Conn.; Lillian M. Gilbreth, Montclair, N. J.; Johnson O'Connor, General Electric Co., Lynn, Mass.; and Professor Daniel Starch, Harvard University.

Saturday, April 26, 10:00 A. M.

Presiding: Walter Humphries, Secretary National Association of Wool Manufacturers, Boston.

Paper: Significant Savings in Textile Mill Operations.

By Norman T. Thomas, Superintendent of Jackson Mills of Nashua Manufacturing Co., Nashua, N. H.

The textile industry of New England is confronted by many major problems, not the least of which is a developing severe inter-regional competition. It is therefore especially timely to inquire, by inference from a case presentation, to what extent "the management of precision" may offer a partial solution of the problem of competition.

Discussion:

Led by Carl Bigelow, Cooley & Marvin Co., Boston, and E. H. McKitterick, Lockwood Greene & Co., Boston.

A Decade's Development in Management¹

Trends and Results of Scientific Management

By HENRY P. KENDALL²

IT HAS been suggested that I consider this evening the difference between unsystematized, systematized and scientific management, reviewing from the point of view of ten years later, so to speak, the subject-matter of an earlier address.³ Something worth while might be gained by reconsideration of that subject, for even in these days there are consultants and practitioners—ostensibly of scientific management—who confuse systematized and scientific management; but I have reconsidered that address and prefer to let it stand as it is. The distinction there drawn still holds good, even for the scientific management of today, which is both more extensive and more intensive in its application.

The point of view of the earlier address was that of production management, while tonight I shall consider principally other fields of the application of scientific management. But let there be no misunderstanding; scientific production management is no less important than it was ten years ago—it is more important. Consideration of developments during the past decade calls for emphasis upon the new phases, but that does not mean that one considers the earlier phase of development of less importance either absolutely or relatively. If we have learned that scientific management in the shop requires also its application, for instance, in sales and personnel management, we have also learned that scientific management in sales, personnel or any other phase of management is conditioned on even more scientific management in the shop. Do not

assume that Taylor was unaware of this; he stuck to his last, but he was aware of the necessity of other lasts. I recall that a small group of us were once querying him at Rockland, Maine, and one of us asked him why he had not turned his attention to personnel, sales and other aspects of business. He said he felt his life would be too short to attempt demonstration of the application of his point of view to those fields; that the most and best he could do was to make a thorough demonstration in the field of production management; that others on the basis of that demonstration could carry the demonstration into other fields of management.

I do not propose to consider tonight the tendency of scientific management during the past decade to extend laterally—to other plants and to other industries than those of its earlier application—its quantitative development. I am more interested in its development vertically, qualitatively—to more phases of management. Business has been becoming more complicated and exacting, has demanded more intelligence and clear, straight thinking, and has required more of the scientific approach to its problems in every phase of management.

Business has become conscious of a swinging through a cycle. A tremendous pressure on production came immediately before the war, and was intensified during the war and in the secondary inflation that followed. Then came a drop in business—the near-depression which for many industries was a real depression—which put a test on the principles of scientific management. Both the rise and the fall of demand and of production applied very unusual tests to this form of management: how could it provide control in a time of expansion and—much more important—what would be the effect of the larger overhead in scientific management when it came to curtailing, to trying to show black ink figures on 65 and 60 and 55 per cent of normal production?

We are faced today with anywhere from 15 to 30 per cent more productive capacity than we can

¹An address before the Taylor Society, New York, January 24, 1924.

²Boston, Mass. President Lewis Manufacturing Co., Wateree Mills, Addison Mills, Walpole Trust Co., Slatersville Finishing Co.; Treasurer Plimpton Press; Director Eastern Manufacturing Co., Reed-Prentice Co. (From *Who's Who*, 1922-23).

³"Addresses and Discussions at the Conference on Scientific Management," 1911, published by The Amos Tuck School, Dartmouth College, pp. 112-141; reprinted in Thompson's "Scientific Management," pp. 103-131, and *Bulletin of the Taylor Society*, Vol. VIII, No. 5, October, 1923.