

was located in a part of Paris that had a very bad reputation. I advertised there, and the people who came were very low people. Among them we had three Apaches. Apaches are more than pickpockets, but we call them pickpockets here. There were two old women, one of whom was almost blind, and a Negro girl. By means of scientific principles we could teach all of these people a part of the work we expected from them. Of course the three Apaches left a short time later, but one, I remember, became a very good workman, and later told me I had saved him from prison. The Negro girl was able to take off the bastings of the garments we manufactured, and her physical condition improved. The blind woman was able to fold the finished work and pack it, which she did very carefully and very quickly.

I have given you only a few examples of what has been accomplished by means of the application of American principles. In France and Europe we do not call them scientific principles but American principles, and, in fact, I think that we should not give them any other name. They come to us from you by means of demonstrations. You kindly show us in this country anything that has been a success, and demonstrate to us anything that is efficient. Therefore, we cannot call them anything but American principles. For this we are very grateful and it is a privilege for me to have been among you.

### The Management Movement in Germany

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MR. BUTLER has already given an admirable outline of conditions in Europe and in Germany as far as American scientific management and its application to European industry is concerned. Dr. Spacek has also touched upon some problems which we in Germany, as well as in all other countries, have to solve and which we are trying to solve with the help and cooperation of other nations.

I shall not try to give you an outline of the situation in Germany with regard to the formation of a national and international management movement.

Germany as a large industrial country is at present up against much the same problems in management as are other European countries, or, I think it is quite safe to say, as is the entire industrial

world. We all recognize that we are facing a new industrial era of understanding and goodwill not only in our own country but also among the nations of the whole world.

In the last analysis, the problems to be dealt with and to be solved differ, in my opinion at least, only to a certain degree. Problems of labor, of personnel work, of psychology, of the human element in industry, of production control, and so forth, are problems to be found wherever industrial work is going on.

I am glad to have an opportunity tonight to say that America has in many fields, especially along the lines of scientific or industrial management, given us much inspiration and stimulation. The United States has been an outstanding example to us in Germany of the true spirit of cooperation.

During the last few years a strong and powerful movement has sprung up in Germany based on the belief that better methods of management in all sorts and conditions of life are imperative. I am glad to be able to tell you that the feeling is universal in Germany that, in such a degree as our national management movement grows and enlarges, international cooperation and some means of an international exchange of ideas and experiences must be the instrument whereby the best for mankind is really attained.

The meeting of the IRI at Zurich, the International Accountants' Congress at Amsterdam, as well as the International Standardization Conferences in America this year, which were attended by people from all nations of the world working along these lines, showed ways of progress that in my opinion give hope to the belief that scientific management applied to our own problems will help us to find the One Best Way for true international cooperation in this field.

I think one of the finest examples of international cooperation is to be found in an International Association of Astronomers (I do not know if that name is correct) where all new problems and all research work are divided among the nations cooperating, thus insuring the elimination of all duplication of work and the most efficient solution of new problems.

We, in Germany, can date the first steps towards a more efficient management of our factories and commercial enterprises back to some time before the war, but it is only recently that we can speak of a National Management Movement in Germany,

including our universities, high schools, societies and, of course, our industry. It is only recently that we have been trying to combine all our efforts along these lines to attain one common goal, to find certain standards or formulae of efficiency for reducing all these factors to one common denominator.

In our Reichskuratorium fuer Wirtschaftlichkeit we have the Federal Government plan which is acting as a clearing house in this endeavor. The Society of German Engineers, der Verein deutscher Ingenieure, together with its Management Division, Arbeitsgemeinschaft deutscher Betriebsingenieure, and the German Standardization Committee are devoting much time and energy to the simplification of work and to greater efficiency.

Similar to the Taylor Society or the Society of Industrial Engineers or the American Management Association we have the Organisatoren Verband, a society uniting all persons doing consulting work or interested in this phase of industrial life, and aiming to promote their work and raise professional standards. Although I cannot even try to give you in a few minutes an outline of the management work we are doing at present, I think I should not stop without mentioning the work being done in the Research Laboratories of our Scientific Institutions and in the Technical Universities, as for instance, at Dresden, where Professor Sachsenberg is working along the lines of rhythm in work and elimination of fatigue.

I know that all these and several others are in touch with organizations outside of Germany, exchanging experiences and cooperating to the mutual benefit of both sides.

In concluding, I think I am speaking for the entire management movement in Germany when I say that we are and always have been at all times willing and glad to take part in any true work of international cooperation.

### The Human Factor

By C. H. VAN DER LEEUW, Vice-President IRI  
Rotterdam

I WILL make no attempt to survey conditions as far as scientific management is concerned in Holland. The subject was fully covered by our first speaker, Mr. Butler, as conditions in Holland are very similar to those described by him. Per-

haps the mistakes made in Holland in introducing this system have not been quite so serious and we have, therefore, fewer difficulties to overcome, but the important Taylor principle, that intimate and friendly cooperation between management and men should be maintained, has been very often forgotten. One very gratifying instance, however, of the way in which the idea of scientific management has penetrated in our country is furnished by one of the departments of our municipal government, the Public Works Department, in its work of planning new parts of our fast growing city. They have adopted the method of making a complete survey of the whole existing city, with the assistance of some eighty or ninety Delft students and engineers of the Polytechnical University of Delft. Passenger traffic, traffic of vehicles, location of industries, the warehouses connected with them, and the traffic of these, have all been studied. Plans for the future city quarters have been based on this survey. From what I know of municipal governments, I should say they are not very open to scientific management. It is quite an achievement, therefore, that this idea, coming from your great country, has really attacked the heart of at least one of the members.

The new international organization will, I am quite sure, bring to our country a good many benefits. It will bring inspiration to our managers to want to do, to use that wonderful word of Frank Gilbreth's, things in the One Best Way; it will also provide methods for doing them and help to find still other methods.

I would like to say just a few words from the standpoint of that small international organization with a very long name. I am very glad to state that we have cut that name down to three letters, IRI.<sup>2</sup>

We are delighted with America's cooperation in this new development because in America more than anywhere else, so much stress is laid upon the human factor in scientific management, both from the moral and the practical standpoint. In this country you have succeeded in convincing people that it is not only a matter of feeling to pay attention to the human element but also an economic necessity, and that very often makes a greater appeal to employers.

<sup>2</sup>IRI has been adopted by the International Association for the Study and Improvement of Human Relations and Conditions in Industry as its symbol.