



Figure 12

Machine for Lining Board. Used for making paper boxes after standardization.

ing. Here again we developed a standard of size and shape of the point, and provided for their being inspected at sufficiently frequent intervals and dressed when it was found necessary.

Another source of variability in output and of lost time and effort was due to there being provided no regular or suitable place for the operator's tools. This was overcome by providing a board, conveniently located, having a place to hold

each of the tools so that when wanted the operator could put her hand on them without even looking. This was only one of the things which enabled the production to be more than doubled, with less effort and less annoyance for the operator, and incidentally enabled her to earn considerably more than she had made on piece work under the old conditions of unstandardized tools, lack of inspection, repair and proper storage.

(To be concluded)

New Words for Old¹

An Attempt to Find Shop Usage Substitutes for Such Words as "Control," "Authority," "Science," "Scientific," "Psychology" and "Psychiatry."

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Problem in General—Source and Definition

THE problem considered by this paper is one that in varying degrees has come to the attention of practical executives and writers on management from time to time. It is, briefly, that of suggesting shop substitutes for words which, because of disagreeable connotation or obscure meaning, are undesirable for use in the every-day environment of industry. The purpose of language is not, as someone has said, to conceal thoughts but to express them—to lessen the distance between one individual and another. It is unfortunate that faulty and confusing terminology sometimes drives us farther apart. It is important that we have a terminology which is truly descriptive and which is standard.

This problem has been aptly stated by Mr. Portmore in a letter to Dr. H. S. Person. His paragraph on phraseology reads as follows: "A large percentage of the foremen and subforemen of industry today have had only a common grammar school education. They are always conscious of their lack of education and propose to guard it just as much as possible. To their way of thinking, words such as 'scientific management,' 'philosophy,' 'psychology' and the like belong to the men of higher education who are in a realm in which men of less education

can never expect to dwell; therefore, they look wise, but have not the same understanding of these words that the management engineer has. It would therefore seem quite necessary for the engineers to think out just what phrases and words they should use in exactly the same way as they would proceed to find the best methods concerning an inanimate job that they are about to tackle. Many words by too common usage lose their original meaning. Take for example the word 'authority.' The average working person is reminded of military authority, whereas the word as applied to industry means something entirely different." Another indication that terminology presents difficulties is seen in the statement of Mr. Hugh Frayne,³ "In any approach that you make to workmen be sure to use language that is comprehensible to them. Many of the technical terms that I have listened to, this evening, such for instance as 'psychology' do little more than create confusion in the minds of most workmen. I am sure that any essential idea may be adequately conveyed in a simple, non-technical way, and if it is connected with work in which the average workman is interested it will be quickly comprehended."

The particular words selected for discussion in the following pages are *control*, *authority*, *science*, *scientific*, *psychology* and *psychiatry*.

Method

The method used has varied somewhat with each pair of words under consideration since each presents a slightly different problem. For *control* and *authority* it has been possible to suggest new words and to test their desirability to some extent by substituting them in sentences drawn from management literature. With the other words direct substitution has not seemed feasible either because of indefiniteness or variety of meanings. Qualifying or explanatory phrases are offered for these words. It is impossible to find any one other word or phrase to take the place of *science*, *scientific*, *psychology* or *psychiatry*.

Criteria

The following criteria by which substitutes must be judged have been used, (1) they must be easily

¹*Bulletin of the Taylor Society*, Vol. X, No. 3, June 1925. Discussion of "Scientific Management and Organized Labor Today" by Geoffrey C. Brown.

²The most important sources of material for this paper, as well as the statement of the general problem, were contributed by Mr. T. G. Portmore and Mr. A. B. Rich, both of the Denison Manufacturing Company. Other valuable sources consisted of articles published in the *Bulletin of the Taylor Society* and books by Miss Mary P. Follert. Unfortunately, a comprehensive review of the periodical literature of labor organizations yielded no material bearing on this subject. The illustrative material has been drawn largely from articles of a theoretical nature rather than from the working environment directly. This is not so much due to choice as to necessity, and a sincere effort has been made to avoid the "academic flavor" deplored by Mr. Rich. Quotations are used in the following pages to an unusual degree because it seems more important to indicate how people directly concerned with management feel about terminology than to set forth the opinions of a student who is far removed from the field of activity.

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