

als of the unbalanced enthusiast. For if there is any one enemy to this Society it is that type of person. Business health, like physical health, must be all-around health, and not partial. Enormous biceps and flat feet, great lung capacity and defective teeth, etc., do not constitute a man who can be depended upon in a race, and it is unfortunately the fact that many of our most striking examples of Scientific Management are comparable with such a figure.

I would like to quote you a sentence or two from William James, that seem to be suggestive:

"The ideal of every science is that of a closed and completed system of truth. The charm of most sciences to their more passive disciples consists in their appearing, in fact, to wear just this ideal form. Each one of our various 'ologies' seems to offer a definite head of classification for every possible phenomenon of the sort which it professes to cover; and so far from free is most men's fancy, that, when a consistent and organized scheme of this sort has once been comprehended and assimilated, a different scheme is unimaginable. No alternative, whether to whole or parts, can any longer be conceived as possible. Phenomena unclassifiable within the system are therefore paradoxical absurdities, and must be held untrue. When moreover, as so often happens, the reports of them are vague and indirect; when they come as mere marvels and oddities rather than as things of serious moment, one neglects or denies them with the best of scientific consciences. Only the born geniuses let themselves be worried and fascinated by these outstanding exceptions, and get no peace till they are brought within the fold. Your Galileos, Galvanis, Fresnels, Purkinjes, and Darwins are always getting confounded and troubled by insignificant things. Anyone will renovate his science who will steadily look after the irregular phenomena. And when the science is renewed, its new formulas have often more of the voice of the exceptions in them than of what were supposed to be the rules"

"To no one type of mind is it given to discern the totality of truth. Something escapes the best of us—not accidentally, but systematically, because we have a twist."

If I have any ideal in my own mind of what Scientific Management should be, it is that it should be more nearly comparable with the science of

medicine than with any other I can think of. This science utilizes a great variety of knowledge. It depends upon physiology or biology for its knowledge of health and disease, and it is even acknowledged lately that psychology was of the utmost value to the old country doctor, and in some rare cases it is coming into its own again as a tool of great value. So with Scientific Management we use various sciences for the knowledge of human nature, mechanics, economics, chemistry, metallurgy, etc., but in the utilization of these various sciences for a definite purpose—and it is a purpose which constantly measures and weighs the results attained or to be attained—I am convinced that in a multitude of cases we lose sight of the purpose; we forget to weigh and measure our progress in the light of our purpose; we fail to develop a balanced organization. Perhaps our production is managed in the most approved manner, but if we have no merchandising policies worthy of the name, or a selling organization incompetent to distribute our product, we are not a help to the theory of Scientific Management, but a hindrance. We need to put some emphasis on this idea of the comparison that exists between management and medicine, and the importance of a sense of values as the prime requisite for the managers. Perhaps the proper description of what I have in my mind is that we need a philosophy.

I have heard a great deal about the ideals of American industry; that the greatest amount of production was obtained from the man happy in his work, contented, loyal, high-paid, well-trained, not ruled by fear, but by his own understanding of the purposes in which he assisted, but I don't think we should forget that this ideal individual is somewhat like the economic man—he doesn't exist, and he never has existed. As the farmer said, "There ain't no such animal," and it is not going too far to say that hardly any organization engaged in the art of management is making any serious attempt to develop any such individual. It is something like Christianity. We are none of us Christians, and I am not certain whether we ever could be or would be for any length of time, and yet we feel that it is an ideal which is proper to hold up to humanity. Only we have not as yet put sufficient emphasis on our Scientific Management ideals. We have talked a great deal about the mathematics (if I may so refer to the measure-

ments of labor, of materials, etc.) but we have failed to define clearly what the final human result should be of our management activities. These two things seem to merge out of this welter of conversation I am sending you—the importance of balance, of a sense of values, of all-round development instead of partial or one-sided development; and the necessity of having some ideal of management in regard to the development of human beings—the influence which it wishes to exert upon human beings—the kind of humans or "robots" it wishes to see the world composed of. These two things are deserving of some thought or attention from the Society and its friends.

Address of Morris Llewellyn Cooke

President of the Taylor Society

At the Final Session of the Third
International Management Congress

THE closing session of the Rome Congress was especially impressive and colorful. On the platform sat Mussolini and the other speakers, Government ministers and leaders of Italian industry. On the floor was an audience of some 2,000—army and navy officers, the diplomatic corps, delegates and others. Brief addresses were delivered by Senator Dr. Luigi Luiggi, in Italian; Francesco Mauro, President of the International Committee on Scientific Management Congresses, in French; Dr. Paul Devinat, Director of the International Management Institute, in French; Morris Llewellyn Cooke, President of the Taylor Society, in English, and the principal address was by Mussolini, Capo del Governo, who used in turn French, German, English and Italian. All of these addresses will be available eventually in the official proceedings; in the meantime we give our members the address by Mr. Cooke.

Your Excellency—Ladies and Gentlemen:

As the president of the Society founded to perpetuate the work of Frederick W. Taylor—and to extend it—there falls to my lot the happy privilege of thanking you for the great service to the cause of Scientific Management rendered by the broadly conceived and ably executed Third International Management Congress now coming to this most auspicious conclusion. Coupled with this expression of our sense of the complete success and great importance of this gathering of course there goes our thanks for your touching hospitality. And I have in mind both the bounti-

ful planning of those high in the administration of the Congress as well as the uniform thoughtfulness and patience of assistants in caring for our smaller needs. And surely it is appropriate for me to acknowledge at this time the whole-hearted support this Congress has evidently had from your Excellency and the Government. I know I need ask no permission from those hailing from countries other than my own in impressing on you our appreciation of all these factors—an appreciation as deep as it will be abiding.

And now, speaking as an American and for our American delegation, I would not have told you of a matter which lies nearest my heart did I not express to this Congress the satisfaction and elation we feel in the high place in this movement which in your generosity you accord to our great countryman Taylor. He lives even though he did give his life for our cause.

Of course we in America view with the keenest satisfaction the widening interest throughout the world in organization as such—especially in the organization of work. As we have vastly more to learn than we have to give we value opportunities for the widening of acquaintance and for the free exchange of ideas through papers and otherwise as have been afforded by this Congress.

The idea of a science of management and administration is not a new one. But the realization on this idea in any comprehensive national sense with us is quite a new development. But during the last few years we have begun to score up large national dividends as shown especially in the paper presented by Mr. Wilfred Lewis. In fact the yield is one which appears to progress geometrically. This but bears out a favorite theory of Taylor to the effect that the largest gains from Scientific Management might be expected in those areas already well managed.

This international movement for the promotion of Scientific Management grew out of a desire to afford the technical men of the old world and of the new not only a common objective—a common social purpose—but to provide them with a common technique for its accomplishment. Aligned with this enterprise in my own country are such agencies as: the American Society of Mechanical Engineers, the Society of Industrial Engineers, the National Association of Cost Accountants, the Taylor Society and the American Management Association with a combined membership of tens of thousands of technically trained men. You know better than I the strength of the co-operating agencies on this side of the Atlantic. Before such an alliance even the intricate problems of industry must eventually find their solution.

You have been hosts to hundreds of men and women from many lands each eager to broaden his or her knowledge as to the theories and practices and devices which make for more effective action in the workshop, in the home, in the field and wherever else work is to be performed. But the large attendance at the sessions of the Congress of your own people, the high character of the contributions which you have made to our discussions make it clear that this movement is one which has seriously gripped the imagination of the Italian people.