miring world to take the same attitude, and who are disappointed and bitter when any criticism is offered of their creations. To such an attitude I would say, that the best forging is the product of the hammer and the anvil; that opposition is the most valuable contribution possible. Many times it is the "priceless ingredient," as our advertising friend says.

Now the measure of a staff man's effectiveness is, in the long run, the results that he accomplishes, and his accomplishment is never a fact until it has taken the place of the old tradition, and become, in a sense, a new tradition. The quickest way to accomplish this is through the co-operation of the line man. This co-operation is most readily obtained from the line man when he has contributed to those changes, and received credit for them. Such changes will have his hearty consent and approval.

Perhaps I can illustrate what I mean by a specific instance. A staff man, endeavoring to get the complete and hearty co-operation of the foreman, presented his analysis of the situation in all its details. He left a number of suggestions for the improvement of things unmentioned in his outline, with the hope that the foreman would suggest them, and thus round out the complete program. The foreman lived up to these expectations, and, as a consequence, felt that he was (as in fact he *was*, in large measure) the author of the suggested changes. I point out specifically that in a case of this kind, the staff man has every opportunity to make a complete and finished proposal for future methods. The foreman is frequently too busy to spare more than an occasional period of study of the results obtained by the staff man's analysis. The foreman, therefore, has only a limited opportunity to show his real abilities in finding a solution of a given problem. The suggested attitude of the staff man in a case of this kind shows a consideration of these facts, and provides in a decent way for participation of the foreman in the result to be obtained.

Some of the characteristics that a staff man must cultivate in addition to his knowledge of his specialty, therefore, are:

Humility. I never understood the beatitude—"Blessed are the meek, for they shall inherit the earth"—until I met a man whose humility was only equalled by his responsibilities of wealth and power.

No one whose knowledge amounts to anything fails to realize how extremely limited is the greatest possible human knowledge, and it sometimes seems that the greater the arrogance and pride, the less the justification for it.

Helpfulness. This attitude of mind is more rare than you would believe. Every change in existing practice is difficult for the foreman, and calls for extra effort and attention until new habits are formed. If you should try to change one little habit like putting your right arm into your coat first, instead of your left arm (provided your left arm is your habit) you would realize how hard it is—and you are not able to work directly on others as you are upon yourself. A foreman can only work through persuasion of some sort or another, as you do yourself, and many of your new schemes seem as senseless and unnecessary to the folks he has to persuade to adopt them, as would a change of right hand first or left hand first.

It is extremely important that all of the staff man's contacts be made in a spirit of helpfulness. One cannot be helpful unless he understands what will be helpful; that is, he must have a sympathetic understanding of the needs of each situation if he is going to be helpful.

Patience. The bulk of my recommendations refer to dealings with human nature, and patience is the greatest possible virtue in this field. In fact, it is more than a virtue; it is a necessity.

Honesty. There are many temptations to exaggerate the benefits to be obtained from a new method or policy—and the expense or dissatisfaction caused by the old traditions. Skepticism for a new plan is to be converted into enthusiasm for a new plan, and it is only human nature for the staff man, temporarily a salesman, to stress the importance of his wares. He should remember that if he is successful, he is going to have more wares to sell, and his reputation for conservative statements is one that must be carefully preserved. If a staff man cannot be honest and free from exaggeration in every respect in all his dealings, he is hopeless. We cannot see any future for him in work of this nature and should strongly advise both for his own and industry's good, that he seek another field of activity.

Thus, the "Personnel Problems of a Staff Man in Industry" may be summed up in the following few words: He must discover ways and means of making himself humble, helpful, patient, and unconditionally honest. Upon the solution of these four problems his capacity to accomplish actual and enduring results depends, and all of them are equally important.

Our Latest Activities

By MORRIS LLEWELLYN COOKE

I. Permanent Scientific Management Exhibit

THE Taylor Society has recently inaugurated a movement destined to bring together in one place a complete collection of exhibits of every kind having a bearing on the development of scientific management. No decision has yet been reached as to the ultimate location of this collection, but every effort is being made so to arrange the material as to make it of the greatest possible service to students of the subject whether tyros or graduate managers. We call it a "library" (with some museum features) devoted to the mechanisms associated with scientific management. It will ultimately include current furniture, forms, instructions, time study data, routines, photographs, etc., as well as those which may have become obsolete in whole or in part, if they have some significance in the historical development of scientific management as at present practiced.

Before the Great War—when we were all propagandists—there was widespread interest in the mechanisms of scientific management. Even those who looked askance at the underlying philosophy saw virtue in procedures and devices resulting from the distinguished labors of such men as Taylor, Babcock, Barth, Crozier, Dodge, Gantt, Gilbreth, Hathaway, Kendall, Lewis, Thompson—not to mention fifty others. Now that the philosophical basis for scientific management is so generally accepted there is a tendency to ignore details of practice so painstakingly built up during the past forty years, and still ninety per cent appropriate for every day industrial use and vitally essential to the successful application of the principles.

The establishment this year at Geneva of an international institute devoted to the promotion of scientific management sanctioned by, and to an extent supported by, the International Labor Office (League of Nations) constitutes the highest obtainable testimonial as to the present day importance of this movement. While scientific management thus obtains its opportunity for maximum usefulness, upon those of us associated with the movement there is placed a renewed responsibility to pass on the torch undimmed. The establishment of a depository for mechanisms and data associated with the development of scientific management is one answer to this call.

In advance of this public notice and general appeal a good many different donations of photographs, printed matter and even furniture have been received bearing on the installations at a dozen different plants. Quarters have been taken at 3604 Walnut Street, Philadelphia, where Mr. J. W. Carter, formerly of the Tabor Manufacturing Co. and now teaching Scientific Management at the Wharton School, University of Pennsylvania, will have charge of assembling, classifying and indexing the material and putting it in such shape that it can be readily consulted by technicians, industrialists and students generally.

Donations are now requested of scrap books, papers, files, classifications, forms, photographs, slides, furniture, time study and other functional exhibits. Send by express if possible to J. W. Carter, care of Miss M. C. Chain, 3604 Walnut Street, Philadelphia. We should get preliminary advice concerning any shipment with bill of lading for a freight shipment.

Those who have been associated with the development of scientific management in one or more plants are likely to have accumulated material which no longer has day-to-day usefulness. We are providing for such things a place where they can be assembled with other exhibits of a like character and where they will always be available. All materials received will be assorted by plants and cross-indexed as to functions. Individual collections of such things may have little or no significance. But when all these things are brought together in one place, classified and indexed, they will constitute a unit of very significant educational and historical value.

A second stage in our program will be the assembly of material describing in detail present day practice in plants having been subjected to scientific management influences. The effort is being made to reproduce the essentials of a scientific management planning room with the attendant exhibits through which the management controls are carried into the shop.

The co-operation of members of the Society is requested in making the enterprise a complete and significant success. It is felt that we have here an opportunity for a unique service and everyone's co-operation is needed.