

August 21, 1912

My dear Mr. Le Chatelier:—

A few days ago I had a most agreeable and satisfactory visit from Mr. Marcel Michelin.

I was unable to go with Mr. Michelin to show him various of our companies running under scientific management myself. I arranged, however, to send Mr. H. K. Hathaway, one of the young men in this country who makes it his profession to systematize manufacturing companies, and I am sure he will show Mr. Michelin quite as much as I could.

I was greatly pleased with Mr. Michelin, and glad to hear that his uncle was interested in the principles of scientific management.

Yours very sincerely,

Fred. W. Taylor

September 6, 1912

My dear Mr. Le Chatelier:—

I have just received a letter from Mr. Y. Hoshino, stating that he has translated my work on "The Principles of Scientific Management" into Japanese.

At the same time I sent him my book, I sent him your preface, which you wrote for the French edition, and suggested that he use that preface to the Japanese work, inasmuch as I look upon the writing of your preface as perhaps of even more importance than the main body of the book.

He has just written me that he has adopted the translation of your preface for the Japanese edition. I assume of course that this will meet with your approval.

Yours very sincerely,

Fred. W. Taylor

September 17, 1912

My dear Mr. Le Chatelier:—

In answer to your letter of September 3, Mr. Marcel Michelin left here for France a few days ago. It was very fortunate that my friend Mr. H. K. Hathaway, who is one of the young men engaged in introducing scientific management in this country, was able to give the time to show Mr. Michelin several of our companies working under scientific management.

Under Mr. Hathaway's guidance, I am sure that

Mr. Michelin has been able to get a very correct idea of the application of these principles, and also to learn the magnitude of the task, and I hope that he has realized the large financial return which results from the undertaking. I shall be very greatly interested to hear to what decision the Michelin company finally arrive.

It is a disappointment to me to hear that the young engineer whom you had in mind to send over to this country to learn the principles of scientific management, with a view to introducing them in a variety of French manufacturing companies, has entered the employ of the Michelin Company. I should of course be much more interested in training a man who would devote his time to spreading the doctrine at large, throughout the country, rather than devoting himself to one or two companies alone.

However, it will give me pleasure to help any competent man whatever who comes to this country from France, even though he may belong to a single French firm. It is impossible with the best of intentions for anyone to hold these principles secret through a long period of time. They are bound to leak out, and every additional company in France which uses them will be sure to spread our management, in time, into further companies. It will give me very great pleasure to see Colonel Gage, who you say is about to be sent to America by General About.

In case I am not personally able to go with Colonel Gage, I shall take great pleasure in trying to induce Mr. Hathaway, or some other of my friends, to accompany him as he did Mr. Michelin.

It is a matter of great interest to me to hear that M. Vanzetti, of Milan, is interested in the principles of scientific management. I shall hope to have the pleasure of corresponding with him later.

Please let me thank you again most cordially for your very kind interest and help in this matter.

Very sincerely yours,

Fred. W. Taylor

October 9, 1912

My dear Mr. Le Chatelier:—

Thank you for your interesting letter of September 22, in which you send me a copy of *La Metallurgia Italiana*, containing a translation of your introduction to my paper on "The Principles

October, 1912

New Haven, Conn., September 18, 1912.

Dear Mr. Taylor:—

I am in receipt of your letter of the sixteenth instant and I am very glad to learn of the change of sentiment at the Watertown Arsenal. I feel confident that when your system is thoroughly understood workmen themselves will rise up and demand it. The feeling against it among the walking delegates and labor representatives in power at Washington is certainly very strong. Mr. Redfield was of the opinion that if we made a report in anywise favorable to the immediate adoption of scientific management in government establishments that a stringent law would be passed forbidding it. He thought the time was not yet ripe for such action and proposed a compromise report, which we made. I doubt, however, if our report was entirely satisfactory to anybody, not even ourselves. It would undoubtedly have off extreme legislation on the subject, however.

Very sincerely yours,

John Q. Tilson

October 22, 1912

My dear Mr. Le Chatelier:—

Your letter of October 10 has just been received here, enclosing a letter written to you by the Director of the Institut du Mois Scientifique et Industriel, together with your reply to him.

I have not the slightest doubt that your judgment is correct in this matter, and I thank you very much for the trouble that you take in handling all the correspondence relating to the publication of the book.

I have just received a letter from a young man in Paris, Henri Simson, who asks to translate "The Principles of Scientific Management" into Lettish, and it seems to me that anyone who is willing to do a work of this sort, for so small a country ought to have the privilege of doing so.

Yours sincerely,

Fred. W. Taylor

Villa Margherita,
Charleston, S. C., February 26, 1913

My dear Mr. Le Chatelier:—

Your kind letter of February 12 has been for-

of Scientific Management." I am very greatly pleased that this is being translated into Italian.

I agree with you that it would be highly desirable for the École Polytechnique to send over an Italian engineer to study the application of our principles in this country.

I am very much pleased to be able to state that the trouble which originally caused the investigation by the congressional committee of scientific management has entirely disappeared, since the workmen of the Watertown Arsenal, after trying our system of management, have become enthusiastic over it, and ceased all opposition.

I am enclosing you herewith a copy of part of a letter received by me a short while ago from Mr. T. G. Roberts, one of our naval officers, who investigated the conditions at the Watertown Arsenal on his own account, and afterwards was good enough to write me this letter. I am also sending you a copy of a letter recently received from Mr. John Q. Tilson, who was the third man selected as judge or umpire on the committee on scientific management. In this letter you will see that Mr. Tilson comments on the causes for writing the committee's report, which was presented to Congress. As he says, this report suited no one, but it accomplished the object for which it was primarily intended, namely, to prevent any legislation being adopted which was adverse to scientific management.

Very sincerely yours,

Fred. W. Taylor

Quotation from a letter of Naval Constructor T. G. Roberts, in regard to his visit to the Watertown Arsenal:

"I stopped over again at Watertown on my way home from Maine and had a very pleasant day with Colonel Wheeler, who told me that the output had been increased by something like 2.6 times what it was before the application of the premium, which he says has been done since the congressional investigation. He also told me that if the investigation were held now instead of then, he believes it would be found that the opposition on the part of the men had practically disappeared, and that all evidences concerning Watertown would be altogether favorable."

Copy of a letter from the Honorable John Q. Tilson in reply to a letter enclosing the above quotation: