

warded to me here. I am very much pleased to see from your letter and from those which you have sent me that "The Principles of Scientific Management" are likely to be translated into Italian. I should gather from reading the letters that Dr. Francesco Giannini is a reliable man to undertake the translation. I still recall your very great kindness in preventing the translation from falling into improper hands in one of your French magazines lately.

I have written Mr. Giannini a letter as per enclosed copy. . . .

Very sincerely yours,

Fred. W. Taylor

February 26, 1913

Dear Mr. Giannini:—

My friend, Mr. Henri Le Chatelier of Paris, has just forwarded to me a letter written by you in February of this year asking for permission to translate "The Principles of Scientific Management" into Italian. I can assure you that I feel greatly honored to hear that you think the book of sufficient interest to translate it. I am only too glad to have it translated into any language where there is a likelihood of its being read. I have never had any intention of making any money out of this work, and the only request that I wish to make is that in translating it the spirit of the book will not be altered. I speak of this because in one instance a man who translated it into a foreign language attempted to correct several of the principles and important features of the book so as to make them suit his ideas, with the result that the book as translated by him represents only about one half of my ideas. You will readily see that this is hardly fair to an author, but I feel sure that this would be no such happening in your case.

I of course have no authority to authorize you to translate the wonderful preface which was written by Mr. Le Chatelier to the French edition of "The Principles of Scientific Management." Mr. Le Chatelier's preface is a fine treatise in itself, and it has certainly added very greatly to the value of the French book. I would suggest your writing to Mr. Le Chatelier for permission to use his preface, as it is by far the finest introduction which has been written to my book.

I am pleased to say that Y. Hoshino, who has

translated my book into Japanese, also used Mr. Le Chatelier's preface for the Japanese edition.

I am very sorry that I did not know of your interest in this book last year. I was in Rome during the month of March, 1912 and was quite interested in studying the movements of your Italian mechanics and workmen. The result of my studies led me to call on your Mayor, Mr. Nathan, with a view to interest him in the subject of scientific management. I was especially desirous of getting some Italian engineer who was a successful manager, of some industrial establishment and have him come to America so that I could teach him all of the details which have been gradually elaborated in connection with scientific management, and then have him return to Italy properly equipped to introduce our system. It is very difficult, however, to obtain a man of this sort, because it is desirable in addition to being a good manager of workmen that he should have worked in a machine shop himself, and also be able to speak English quite readily, because without these qualifications he would find it extremely hard to learn anything in this country.

I am sending you under separate cover a copy of each of my books, "The Principles of Scientific Management" and "Shop Management." The latter book is very much more used by practical engineers than "The Principles of Scientific Management," although it is not as interesting to the general reader.

Will you be kind enough to let me know as to what progress you make with the translation, and oblige

Yours very truly,

Fred. W. Taylor

November 10, 1913

My dear Mr. Le Chatelier:—

Answering yours of October 26, I am very much interested in what you write me about He seems to have had a training which would tend to qualify him to successfully introduce our system of management. I am particularly interested in the fact that he has had a number of workmen under him, and has actually successfully managed them. The number seems rather small, however, as a complete test of one's ability as a manager.

We are more and more arriving at the conclusion

that the man who has even the finest kind of theoretical education, that is, the trained engineer or scientist, but who has not had actual experience in managing men, and who has not proved by experience that he is capable of managing men, generally does not succeed in learning how to introduce scientific management. In other words, by far the most important part of the engineer's qualifications is that of having *successfully managed workmen*. After he has shown that he possesses this faculty, then the more education the better; but I think I may say that almost every man whom I have tried to educate to introduce scientific management and who has not had the actual experience of being a successful manager of workmen, has failed to succeed in introducing our system of management.

Does Mr. speak English well? You realize that none of our foremen, workmen, or superintendents, practically, speaks French, so that he would learn next to nothing of our system if he does not speak English well.

If he comes over here, also, he should clearly understand that it will be necessary for him to actually work as a workman, with his hands, for a long time. We have definitely concluded that we shall not attempt to train any other men in scientific management who will not go through this part of our course. Nine out of ten men, while they are working in this way in our shop, as a preparation to learning scientific management, firmly believe that they are wasting their time. On the other hand, it is our observation that this actual work is in all cases an absolute necessity for success.

To summarize: if Mr. feels that he has a special *aptitude for managing men*, and understands the nature of workmen, and finds this a congenial occupation, and if he speaks English, then we should be very glad to have him come over here and to train him; and I should be ready to give him what financial assistance is necessary.

Yours very sincerely,

Fred. W. Taylor

April 29, 1913

My dear Mr. Le Chatelier:—

I have never seen the paper or the book, written by Mr. Frazier, whose brutal statement was printed in the French papers as having to do with our

system of management. Our system of management has never been introduced in any Pittsburgh company, and Mr. Frazier states that he was talking to the manager of one of the steel works in Pittsburgh. Therefore this could not have applied to our company. However, it would be utterly impossible that any such remark could apply to any of our companies, because the very first and most important object of our system of management is to look after the welfare of our men, to make all of the workmen in the place our genuine friends; and every independent investigator who has looked into the condition of the men in our various companies has arrived at the same conclusion, namely, that our workmen are truly the friends of their employers, and of the managers who are over them.

It is perfectly evident that this would be utterly impossible if it were the policy of those under scientific management to work them so hard as to injure their health. Our companies are open at all times to visitors, and I have over and over again offered to pay a large sum of money to anyone who would find a single man in any of our companies who was overworked. This offer holds good now.

In answer to your question as to what book has been published in this country which contains a time study of a trade, I would refer you to "Concrete Costs," by Taylor and Thompson, a copy of which book I have already sent you. By looking through this book you will find thousands of items of time study. Mr. Thompson and I were some five or six years in collecting the data, in writing this book, and in verifying the various time items by actually figuring up the time which the book says it ought to take to do a piece of work, and then timing the work itself.

We have the data collected for a similar book on earth work, and also for carpentry, bricklaying, roofing, masonry, lathing and plastering; but it takes far more time to properly describe the use of the time study and to verify all of our data (by actually checking it up against work which is performed under average conditions); so that it will be some years before these books are published.

We also have a very elaborate time study³ made

³The results of these studies were published after Mr. Taylor's death in "Time Study for Rate Setting" by Dwight V. Merrick, New York, The Engineering Magazine Company, 1921.