

Though it would be easy to prolong a discussion of these difficulties of the normal college graduate two other problems should be mentioned briefly before I close. The first is that involved in the tremendous emotional strain with its resulting personality difficulties caused by expulsion from college or the necessity of quitting under compulsion of various sorts. Occasionally this will make a man and he will go forth determined to show the world that it was not significant. Such a feeling may be a tremendous impulse toward eventual success. More often the emotional upset involved creates a condition which results in a definite feeling of inferiority or the development of a feeling of persecution which may grow into paranoiac tendencies. Dean Mendell of Yale College has taken one step to avoid this latter state in declaring definitely that except for the most serious crimes he never closes the door absolutely against a return. The very thought that a man can return at some later date if he can sufficiently change conditions is frequently enough to prevent the extremely unfavorable reactions. This whole question of the future of college drop-outs would, however, seem to be a subject about which we need to make an intensive investigation as a means of avoiding the creation of large social ills.

The second problem is that of the boy who comes from a limiting social environment, goes to college, does the work but lives home or works so much of the time that he has no time or opportunity for the normal social contacts. Such men frequently come out with personality difficulties of a marked degree. They wish to be recognized as college graduates and to assume social and business positions ordinarily open to such graduates, and yet in their college work they have definitely failed to secure that ease of manner and ability to enter into social discussions and activities which is considered a by-product of a college education. They have been educated out of their former environment, and perhaps their parents and relatives have sacrificed to take them out of it, all to no avail. Such men are doomed either to failure or to a revolt which may make them a definite menace to organized society. The answer to this question is not easy to find. We do not wish to deprive them of opportunity they or their parents may have come to this country to find, and yet something needs to be done. It is literally "education gone wrong." One

of the things which might be done is to be sure that such men are carefully interviewed by a competent person and led to see that classroom study is only one phase of the process; unless they can qualify for other activities and find time for them they might better get their further education in other ways. I must confess, however, that I would not want the job of telling them this any more than I covet the job of telling them the truth after they get out, and this occasionally falls to my lot.

In conclusion I would like to add that it is my firm conviction that the present apparent tendency to consider the college graduate as a person somehow set a little apart from the ordinary crowd may have extremely unfortunate results if it creates any feeling that they ought to or should have special consideration. If instead we could only dwell on the fact that greater opportunities for education should invest them with a greater responsibility for leadership and individual initiative in meeting discouragement and difficulties we should both help them materially and release energies which frequently are dissipated. If our bureau or any other effort to solve these problems is a crutch for the normal or uninjured individual it might better be discontinued. We hope and believe it is not, but that it can be a source of information and a means of tapping the reservoir of common experience in such a way as to allow men to more effectively solve their own problems.

### Scientific Management in Japan

An Address at a Meeting of the Japanese Branch of the Taylor Society, Imperial University Club, Tokyo, February 9, 1929<sup>1</sup>

By HORACE KING HATHAWAY

SEVENTEEN years ago scientific management in Japan had its beginning when Dr. Taylor's "The Principles of Scientific Management" was translated into your language by Mr. Hoshino. I recall the great pleasure and satisfaction that this event afforded Mr. Taylor, a pleasure and satisfac-

<sup>1</sup>Submitted by Miss Hanako Hoshino, Secretary of the Japanese Branch of the Taylor Society. It is reported that Col. Hathaway's sojourn of several months in Japan, incidental to a trip around the world, was a period of continuous lectures, consultations and festivities, so great is Japan's interest in scientific management and so winning is the Hathaway personality.

tion in which all of those associated with him shared. This translation must have made a great impression, for within a year Japanese students, industrialists and educators began to appear at Mr. Taylor's house to discuss the subject and to call upon me at the Tabor Manufacturing Company to see the practical application of the principles and methods of which they had read or which they had heard described.

At this point I want to pay a tribute to my dear friend and associate, that great engineer, Mr. Wilfred Lewis, president of the Tabor Manufacturing Company, whose interest and unswerving faith in Taylor's work made it possible to first work out, develop and refine much of the technique and mechanism essential to the successful application of the principles of scientific management, and then to afford those who were interested an opportunity to see and study this demonstration.

The Tabor installation was the first complete, well-rounded and co-ordinated application of Taylor's plan of management and notwithstanding defects, perhaps visible only to ourselves, was for many years regarded as a model. Not only did we have there a steady flow of casual visitors who spent a few hours or a day, but we had men from almost every civilized country who spent months and even years in studying the Taylor principles and practices.

Had Mr. Lewis contributed nothing more to the cause of scientific management than to permit his company to be used as a laboratory, demonstration and school, the industrial world would owe him a great debt.

In 1912 as a result of interest aroused by my lectures at New York University, there came to the Tabor plant two young Japanese students who spent the greater part of their summer vacation working and studying in the shop and planning department. These two men were Mr. H. T. Goto and Mr. S. Omori. Mr. Goto later returned to Tabor for further study. I greatly regret that I have since lost track of these young men.

Among those who followed them, spending varying periods of time, were such men as Mr. Shigeo Kato, Professor Y. Kunimatsu, an outstanding exponent of scientific management in Japan, who honored me beyond my deserts in dedicating to me his recently published book on scientific management; Professor R. Yoshida, of Waseda Uni-

versity; Mr. Jokichi Watanabe; Mr. J. Hashimoto, a promising young man who not only worked in the shop and planning department but played on the Tabor baseball team as well; a young member of the Mitsui family who, if I remember correctly, was studying mining engineering; and many others including men prominent in governmental, industrial and educational work.

This interest in scientific management was not limited to those who visited the United States, as is evidenced by correspondence with such men as Professor T. Miyajima of Waseda University and Mr. K. Abe, a graduate of Stevens Institute—the same school of engineering from which Mr. Taylor was graduated.

The scientific management movement is indebted in many ways to Mr. Taro Isshiki, who while living in America became a friend of Mr. Taylor, and who, until the war terminated its activities, was the member in Japan of an international group known as the "Taylor Co-operators," formed after Mr. Taylor's untimely death for the purpose of carrying on so far as possible the work that Mr. Taylor did after he reached the point in his career when, as he expressed it, he "could no longer afford to work for money." The work of the Taylor Co-operators has passed on to the Taylor Society, whose activities here are so ably conducted by Mr. Ueno—the "Dr. Person of Japan"—to whom I am most grateful for making my visit so interesting and enjoyable.

In passing I should like to say that while this is my first visit to your country I did not feel in coming here that I was going to a foreign land but merely to another part of my own that I had not yet seen. This feeling has grown and been justified by the courtesy, the spirit of fellowship and kindness that I have universally experienced among Japanese people. From the moment I embarked on a Japanese ship I was made to feel at home.

To me as to all others who share and are influenced by the spirit of unselfishness that was so characteristic of Mr. Taylor, it is most gratifying that the interest in scientific management has survived through the demoralization caused by the World War and the great disaster of 1923. The seed planted during the period between 1911 and the war did not fall on barren ground.

At present and perhaps for some time to come, because of a surplus of labor, limited markets and