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December, 1922

BULLETIN OF THE TAYLOR SOCIETY

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## BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE AND THE  
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## COMMENT

FOR the purpose of permanent record the program of the Fall meeting is printed on another page. From the point of view of attendance, considering industrial conditions, the meeting was reasonably satisfactory; from the point of view of the program, according to voluntary comments which have come from many who were present, the meeting was unusually satisfactory. There were by count about 140 persons at each of the six public sessions, and, according to the registration, some 350 different persons at all of the sessions. This means of course that each guest attended, among a variety of sessions, those which he believed would be of particular interest to himself.

THE unusual interest and value of the program was the result undoubtedly of the fact that most of the papers presented actual "cases" of management, and that the two sessions which did not present cases, dealt with subjects of current interest and great importance. Some of these papers are printed in this issue; others will appear in succeeding issues. The following telephonic communication (from a guest who had never before attended a Taylor Society meeting) is typical of many comments: "I want to congratulate the Taylor Society on that meeting last week, and to thank you for sending me an invitation. I went to hear one paper which I thought would interest me, and it interested me so much that I came back to hear others. There were no frills and the meeting was packed full of things of real value. I liked the atmosphere of serious purpose. I got ideas to help me on policy and many suggestions on methods of detail management." We like such communications.

WE have said above that, considering industrial conditions, the attendance was reasonably satisfactory. Industrial conditions have not improved to the extent that members—individuals and firms—do not consider seriously the expense involved in travel and spending one or two days at a New York hotel. But from another point of view the attendance was not satisfactory; the more serious the industrial conditions, the greater is the value of that which the Taylor Society has to offer at its meetings. It is a curious aspect of human nature that when business is booming and a search for new ideas and better methods is not so imperative, individuals and firms are liberal in the expense of attendance at such meetings; and again, when conditions are so bad that bankruptcy seems inevitable, a firm will send representatives to such meetings, with the idea perhaps that somewhere something can be snatched out of the air to save the situation; but that between these two extremes, when conditions are neither so good that such opportunities might safely be neglected, nor so bad that new ideas and methods can be of no avail—in fact at the very time when they can be of the greatest use—there is conspicuous conservatism in the matter of this kind of expense. Attention is called to the address by Mr. Person in this issue. If that address has any point, it is this: that industrial conditions are improving, but not to the extent and in the manner which makes management an easy problem during the next decade; and that, if executives are going to meet the critical managerial problems of two, five and