

more economically on 5000 lots where a succeeding department may need 10,000 lots. Our preliminary experiments show that considerable interest is aroused among operators in the departments in which such charts are posted. It is submitted more as the nucleus of an idea than anything else, as only preliminary work has been done upon it. It is our belief, however, that it may be developed into a useful board for subordinate production control and scheduling.

I have no chart to describe an order board, which has been extremely useful, but it is so simple that it is easily described. This is a board of the same size as the others used in my office which I have divided into twelve sections for the twelve months. On the side it is separated in hundreds from 100 to 10,000. In each section I have a yellow string for domestic orders, blue for foreign orders, red for total orders, and green for machines final inspected. Each day I post cumulatively the information as to orders received and machines completed. On this chart I am able to post orders received for shipment, not only during the current month, but for succeeding months, so I have a graph that gives me some information as to future business. As each month is completed, I can see at a glance the difference between orders and production and the relation of foreign orders to domestic orders for a number of months and can get some idea of the business ahead. By entering each month's cumulative figures on the chart, I have a permanent record at the end of the year that can be transferred to my pen drawn graph book and can be readily compared with next year's string board graph.

Other Applications of String Boards

In this paper I have described factory applications of the string board, because it was on such that we have made our preliminary experiments. We are now preparing to extend the use of the boards for securing information in connection with employment, sales, etc. It is obvious at a glance that periodical records of attendance, number of men and women on pay roll and

data of a similar nature can be used advantageously in the Personnel Department. It is also clear that valuable information can be posted on sales attainments by individuals, groups, states or divisions against quotas, past sales, or some other controlling factor. It is also possible to gather information of sales by classifications by the use of different colored strings. The application of these boards to sales, employment, etc., is purely a matter for individual consideration and development. What might be useful to one firm would be of no interest to another, but we feel that the board has considerable flexibility for data of this nature. We are now working on boards to be used in scheduling work in our tool designing and tool making departments, but are not prepared to report on their usefulness at the present time.

In presenting this paper I do not wish to convey the impression that we feel that we have struck on anything particularly revolutionary or even that it is something new. I have questioned a great many people regarding it and have met no one to whom the string board graph was anything but a new idea. This does not mean that it is a new idea, but merely indicates that it is not used widely enough so as to become recognized as one of the mechanism of modern industry.

The boards are quite inexpensive and can be made by any carpenter while the charts or strips can be easily made by anyone. During the few months that we have been operating our boards, we have had casual visitors examine the boards with great interest and in every instance they have stated that they know of many places where they could be used to advantage. These men represented quite varied industries, such as drill manufacturers, adding machine manufacturers, electric railways, steam railways, manufacturers of desks, filing cabinets, etc., steel mills, and many other lines of industry. In fact, the demand for information about the boards inspired the writing of this paper, which it is hoped may prove both of interest and value.

ONE does not maintain, let alone enhance, the value of his investment in self as executive or engineer by keeping within the narrow circle of his own achievements, and never going out to observe the achievements in methods, principles and ideals of those who are cooperating and competing with him.

WHAT IS THE TAYLOR SOCIETY?

By H. S. PERSON¹

I. GENERAL

1. The Taylor Society is an organization of executives, management engineers and others interested in ascertaining and promoting those administrative policies and methods of management necessary to meet changing industrial conditions, directly for the mutual benefit of its members and indirectly for the public welfare.

2. It is a cooperative endeavor to advance the habit of sound thinking (instead of snap judgments) concerning administrative and managerial problems, and the habit of solving specific managerial problems by the methods of science (instead of by casual imitation).

3. Its methods of promoting these ends are at present—

a. National meetings—usually three each year—at which are presented papers, committee reports and discussions of managerial problems of current interest and fundamental importance.

b. Meetings of local sections—monthly or bi-monthly—at which are presented papers, committee reports and discussions of interest and fundamental importance locally.

c. A bi-monthly Bulletin in which is put on permanent record for careful consideration the most important papers, reports and discussions of the meetings, and other special contributions.

d. A consultation and information service at its office in New York, where members may present their problems, secure information, be put in touch with other sources of information, receive introductions to firms which have solved similar problems, and secure such other assistance as is practicable at an organized center of information.

As the resources of the Society are increased this service to members will be expanded.

4. In its effort to make available for members the best things in administration and management, the Society searches for those things which are fundamentally sound and practicable, and attempts to avoid undue consideration on the one hand of petty details

and devices and on the other hand of speculative theories which have only a remote bearing on current problems.

5. The Taylor Society is broad in its interests and seeks the proved best ideas and methods wherever found and from whatever source. Originally called "The Society to Promote the Science of Management," it changed its name after the death of Frederick W. Taylor to "The Taylor Society," as a tribute to the memory of the man who first awakened a general interest in management as a science and contributed most of sound principles and generally useful methods. But membership does not require that one be a "Taylor man" or represent a "Taylor plant." It means only that one is interested in management as a science, desires to promote investigation in that field, and is open-minded and appreciative of great contributions to the development of better management.

II. EDUCATIONAL WORK

6. The Society has become accustomed to look upon the work represented by meetings, the Bulletin, conferences and inquiries at the New York office, and answers to written inquiries, as educational work. A meeting, a number of the Bulletin, a conference, or a letter in response to an inquiry, which does not lead the listener or reader to a new practicable idea is considered a failure.

7. Major executives become so busy with the multitude of large problems pertaining to their operations that they do not find time to keep abreast of new developments in administration and management. Yet they realize that they should do so, for they must inspire and direct those who are responsible for the details of operations. These major executives need a stimulus, and a practical aid, to keep themselves informed. These the Taylor Society attempts to provide in meetings, a Bulletin, conferences at convenient times, and correspondence. The Society aims to give them, with a minimum of effort on their part, an answer to the question, "What are the latest worth-while developments in administration and management?"

¹ Managing Director, Taylor Society.