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COMMENT

AN executive of a progressive and well-known Eng-
 lish firm recently wrote us: "Speaking for my-
 self, and I believe in doing so, I speak also for the ad-
 ministrative staff of this business, I have always found
 the *Bulletin of the Taylor Society* quite the most in-
 structive and progressive literature that comes to us
 from America." Our first reaction was a glow of
 satisfaction; our second a blush that the praise has
 really not been earned; our third a resolve to increase
 the effort to deserve such good opinions. Whatever may
 be said of the *Bulletin* may also be said of the meetings
 of which they are a report, and we hope may some day
 be said of the advisory service of this office.

THE Taylor Society is what it is, and other similar
 societies are what they are; each has its particular
 part of a general mission to perform. There are some
 who believe that the various management societies
 should be consolidated, and that ultimate outcome is
 never absent from the minds of those responsible for
 directing the affairs of these organizations; but the time
 for that has not come. The management movement is
 too young; there has not yet been enough investigation
 of and serious thinking about management; there is no
 common judgment concerning the social purpose and
 responsibility of industry, and the policies and methods
 to accomplish that purpose, sufficient to draw all ex-
 ecutives, engineers and investigators together into one
 homogeneous group. The individuals who are re-
 sponsible for industrial operations present a great
 variety of temperaments, prejudices, opinions, judg-
 ments and ideals; they constitute sub-groups of the
 general group which respond to different leaderships
 and different definitions of purpose. Just as out of the
 friendly clash of groups of diverse political opinions
 there emerges political government in a political democ-
 racy, so out of a similar friendly clash of industrial
 opinions there emerges an industrial government—con-
 trolling ideals and an accepted technique—in industrial
 democracy.

DURING the ten years of its existence the Taylor
 Society has consistently endeavored to perform
 one simple task: to serve, so to speak, as a scouting
 unit for the army of industrial executives. It has at-
 tempted to spy out the administrative and managerial
 problems ahead, ascertain their nature and measure
 their power of resistance, and then suggest to the offi-
 cers of the industrial army what strategy, tactics, de-
 tail methods and equipment should be employed to
 master those problems. It has at times recommended
 measures and methods which have been criticised as
 being ahead of the times, as did the man by whose name
 the Society feels it an honor to be known. But its
 appeal has been deliberately to the intelligence of ex-
 ecutives; to the forward-looking and open-minded.
 Nothing it has recommended has been ahead of the
 times for such leaders. It has been natural, of course,
 that such a specialized service should not appeal to a
 large number, but the names on its roster stand for
 positive achievement in the development of better
 managerial methods; and while that service has not
 been so spectacular as to command abundant resources,
 the Society is rich in the privilege of realizing that