

## THE MANAGEMENT MOVEMENT<sup>1</sup>

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COINCIDENTLY with the rise in interest in management matters among the general industrial community there has been developing what may best be termed "the management movement." This movement, which involves personalities, has been progressing together with industry and yet separately from it, actuating industry almost from without. Although attention to operating methods has outlined for us broadly a true era in industry, yet by considering this management movement separately it will be best possibly to trace definitely various stages and paths in the changes that have been going on. Before discussing management methods, with the few thoughts already presented on what management really is and its broad historical background in mind, a discussion of this management movement will aid definitely in clarifying issues, and possibly to some extent in eliminating doubts.

2. The management movement would have come about within a period of perhaps a quarter-century. Of that we can be certain. It had a firm foundation of necessity, and what that foundation was we have already ascertained. However, the exact form of the movement and its starting place was, as is not unusual, determined by the life work of a great man, who, seeing around him the need for the development of management, even as probably many other men saw it, was not content merely to sit and look on, but began the intensive study of corrective measures, which finally led to the development of the science of management, of which he is recognized as the founder.

3. Whatever branch line the management expert may be working in at the present time, or whatever methods he may use in his particular development of the science, the true expert, who has studied the history of the movement, as well as the detail of method, will always gladly say that his work is but the development of the foundations laid between 1880 and 1890 by Frederick

<sup>1</sup> Outline No. 3 of the syllabus used in the course in management, Wharton School, University of Pennsylvania. Copyright by Richard H. Lansburgh.

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W. Taylor. Taylor was the man with the vision, the father of modern scientific industrial management, not only in the United States, but throughout the world. There never has lived a man whose individual work so largely influenced the operation of so many plants in so many and diversified industries as did the work of Frederick W. Taylor. His first work was small in itself and finally largely voided by opposing factions in the organization. His influence, though not dormant, was both consciously and unconsciously disregarded for twenty years, and yet his influence in developing management methods has been greater than that of any other single man.

4. Dr Taylor was himself strongly influenced when still comparatively young, by knowledge of the work of Mr. Henry R. Towne, President of the Yale & Towne Manufacturing Company, who began the application of new management methods as early as 1870 in the plant of that company. It was probably the example of Mr. Towne that caused Dr. Taylor to direct his efforts to the organized study of management as a science and as a profession. But, although Towne may have been the pioneer, Taylor was the great leader of the movement. At the time of Dr. Taylor's death, Mr. Towne himself referred to him as "one of the world's discoverers and creative leaders," and as "the creator of a new science."

5. In 1882, after transferring from the offices to the shops of the Midvale Steel Company, in Philadelphia, Taylor was promoted to machine shop foreman in the Midvale plant. During his previous experience as a workman, Taylor had been constantly impressed by the failure of many of his fellow-workers to produce more than a third of a good day's work. Wages had been on a piece-work basis, and the men were afraid to let the management know how much work they could really do, for fear that the rates would be cut. When Taylor became foreman, he was determined to work out some system of management by which the interests of the management and the men might be made as nearly as possible the same.

6. The constant thought in the mind of Mr. Taylor in those days was that the difficulty at the root of the whole matter was lack of knowledge of what actually should constitute a day's work. How could the man be held accountable for his full duty when the management had no idea of the man's capacity? It was on this thought as a foundation that most of his writings, researches and influence over other men were erected. He found that management did not really manage. It would be necessary to entirely change its attitude towards its responsibilities in this direction before it could be expected that the workman would change his attitude with relation to his work. Taylor felt that the management was asking the worker to do its own work as well as his own. Taylor's efforts to secure information at Midvale, concerning ways in which management might really manage, enabled him to develop what he termed the "duties of management" that guided him and many others along newer industrial paths. These duties were changed in phraseology by Taylor from time to time, but their substance was as follows:<sup>3</sup>

7. First: The development of a science for each element of a man's work, thereby replacing old rule-of-thumb method.

Second: The selection of the best worker for each particular task and then training, teaching and developing the workman; in place of the former practice of allowing the worker to select his own task and train himself as best he could.

Third: The development of hearty cooperation between the management and the men in the carrying on of the activities in accordance with the principles of the developed science.

Fourth: The division of the work in almost equal shares between the management and the workers, each department taking over the work for which it is the better fitted; instead of the former condition in which most of the work and the greater part of the responsibility were thrown on the men.

8. Taylor remained at Midvale until 1890. While there he carried on also early experiments in the development of high-speed steel. His discovery of this product, together with Mr. Maunsel White, ranks as an achievement equal to the founding of the modern management movement. The work which he did on high-speed steels was in fact an outgrowth of his attempts to find the right way to do jobs. When Taylor left Midvale it was largely due to factional differences

<sup>3</sup> Principles of Scientific Management, F. W. Taylor, Harper & Bros. Pp. 36 (1919 edition).

within the organization and this fact naturally led to the undoing of much that he had accomplished. Nevertheless even today many of the practices in the machine shops of this plant can be traced directly back to the time that Taylor was first working with management methods there.

9. For several years Taylor did not have an opportunity to carry on, upon a large scale, the work that he had begun at Midvale. Though engaged in a number of undertakings in which he aimed to improve management methods, several of which, by the way, were largely concerned with improvements in cost accounting, there was no one great work carried on in one plant.

10. At the Bethlehem Steel Company, beginning in 1898, for three years, with the assistance of a large and competent force of assistants, he reorganized the management and methods of two of the larger machine shops and the foundry, and at the same time completed the development of his metal-cutting experiments. It was at Bethlehem that interesting studies of pig-iron handling and shoveling were made which since have become classic in the field of management. One of the more important of the wage-payment systems was also developed during this time. Taylor's early experimental work in management can be said to have been on the same sound scientific basis as his metal-cutting experiments, and any task which he attacked was handled by him in the same manner. This fact accounts for the fundamental nature of his conclusions. As an evidence of the type of work he carried on, Taylor once stated in connection with his metal-cutting experiments that he and his associates had made nearly fifty thousand recorded experiments and many others of which no record was kept. In studying the laws of metal-cutting there were cut up under his direction more than 800,000 pounds of iron and steel. His experiments in management were conducted on the same scale.

11. After Taylor had been at the Bethlehem Steel Company for about three years there was a change in the directorate and executive management of the company. The group who came in were unfamiliar with, and apparently antagonistic to, the methods pursued by Taylor and his staff. Taylor and his associates left. This withdrawal was followed by changes in methods by the new management, and since it so closely followed the upheaval at Midvale it cast a shadow on Taylor's work which it took some years to live down. This very largely accounts for the slow development of his ideas during the immediately succeeding years.