part of the trouble was due to the fact that they were not earning so much as workers in adjacent departments, that they were nagged by the foreman who did not understand how to handle help, and that they were working at a disadvantage in the arrangement of their work places. The first step was to fit up their places so they could work to the best advantage. A time-study then showed that by working according to instructions they could easily do 50 per cent more work. To insure the work being well done, one of the best girls was selected as an inspector and given charge of their work, the foreman having nothing to do with them. A few of the girls were tried on the extra work—working under the constant instruction of the time-study man and being paid an additional amount.

All the girls who were physically fitted for this kind of work tried the extra amount, which they did easily. The result of the extra pay, freedom from the nagging of the foreman, and easier working conditions, immediately stopped the difficulty in keeping workers in this department. One or two of these workers, according to the report of the factory nurse, have gained weight since this change was made.

After this had been in effect for a while, the constant request of one girl that she be allowed to undertake one-third more work, or double the original amount, was granted with the approval of the factory nurse, who watched her closely. This was a task not set by time-study, but one which the girl herself thought she could undertake. She found, however, that it was too much and gave it up voluntarily, but she is still doing 50 per cent more work that she was originally. She is a girl well fitted for the kind of work and for her a larger task could be given, but tasks are set with the idea of the average worker who is first selected for the particular kind of work. It must be considered that the effect of task and bonus work under the proper conditions tends to greater industry, better discipline, a happier disposition and greater interest in work on the part of the workers. Greater regularity, greater accuracy and neatness must and do have an influence on health and character.

Management. It is probable that the point of view of heads of departments and those responsible for the management becomes quite as much changed as that of the workers. When mistakes are made the responsibility is fixed and the management cannot dodge the fact. A manager also realizes as never before the value that must be placed on analysis. As Mr. Taylor once said: "Thought under *Scientific Management* is 75 per cent analysis and 25 per cent common sense."

When a seemingly difficult operation has been analyzed to its last detail, it is not so difficult to reconstruct it on the proper lines. There is, too, an added interest to the management in the feeling that it is working on a plan, the underlying principles of which are already determined, and the details of which are to be developed in accordance with those principles more and more finely as years go by.

It has been my pleasure to have employed a number of young college men. Before they start to work, while they are in the only impressionable period that exists after they leave college—that is, when they first come under the eye of the manager—I tell them that had I known or realized the comprehensive plan of work under which I am working now, an equivalent of three years of the hardest work I have ever done could have been saved. The hard work would not have been saved, but I should have been saved three years because I should have been working on a plan rather than groping around in the dark and formulating plans many of which have had to be abandoned.

Probably many of you will say, "That sounds all right, but is not fitted for my business." I was very much interested to talk with a man who is the editor of one of the most progressive magazines, who told me today that he had been using some of the apparatus which he had seen in use under *Scientific Management*. His work is editing. Editors have always said that their work is not subject to *Scientific Management* because their work does not deal with systems,—their work deals with brains. I was much pleased to have him tell me that he has constructed a bulletin board in his office with which he is planning his editorial work, so that already he has done four months work in one month and is up here for a two weeks vacation, or somewhere for a two weeks vacation, because he has that time which he never had had before under the old working conditions. Besides this saving in his own time, he has reduced the amount of money invested in a mass of paid articles, and now buys such only as are required for a given edition.

Beneath all this there is a good deal of philosophy. It seems to me that this is the best solution of a fair compensation for labor because it puts a premium on the efficiency of both employees and employer, and the success of *Scientific Management* depends upon this close cooperation of employer and employee. Along some such line it seems to me will sooner or later be worked out the great problems of labor and capital.

COMMITTEE ON MANAGEMENT WEEK

BY agreement of the cooperating societies a joint Committee on Management Week has been organized with headquarters at Cleveland. This committee will organize and supervise all activities of Management Week.

The Committee consists of five members:

Mr. V. P. Geffine, National Association of Cost Accountants.

Mr. J. F. Price, Society of Industrial Engineers.

Mr. Keppele Hall, Taylor Society.

Mr. D. W. K. Peacock, American Management Association.

Mr. John Younger, The American Society of Mechanical Engineers.

This committee has mapped the United States into seventeen territories and has assigned regional directors to each.

The duty of these regional directors is to stimulate interest in Management Week in their territory, to foster meetings, and to see that good programs and good speakers are arranged for. It is their duty to act as a clearing house between the territory they represent and the national committee here in Cleveland. This scheme worked out very well last year and is being considerably increased in scope this year.

Territory No. 1—Buffalo, including Erie, Pa., on the west and Albany, N. Y., on the east. Mr. W. W. Kincaid, President of The Spirella Co., Inc., Niagara Falls, N. Y., and President of the American Management Association, is assigned as regional director.

Territory No. 2—State of Ohio, is assigned again this year to Colonel Keppele Hall.

Territory No. 3—New England Territory outside of Boston includes principally Western Massachusetts, Connecticut, Vermont, Maine, and New Hampshire. Mr. Henry S. Dennison, member of many societies is assigned as regional director and Mr. L. M. Lamb of the Greenfield Tap and Die Corporation is suggested as one of the committee.

Territory No. 4—Boston vicinity, and Rhode Island, is again assigned to Sanford E. Thompson, who made such a success of the Boston meetings last year. It is suggested that F. Richmond Fletcher of Scovill, Wellington & Co. of Boston will act with him on the committee.

Territory No. 5—New York City and New Jersey. Irving A. Berndt is assigned as regional director with Mr. J. M. Jordan, President of the National Association of Cost Accountants, to assist him.

Territory No. 6—Philadelphia and Harrisburg, and points south to Carolina. Mr. Elisha Lee of the Pennsylvania Railroad is being approached to act as regional director and John Scanlon of the Hess Bright Manufacturing Co. is suggested to act on his committee as representative of the National Association of Cost Accountants.

Territory No. 7—Pittsburgh District and West Virginia. K. F. Treschow, Secretary of the Western Pennsylvania Engineering Societies, is assigned as regional director. Mr. C. G. Jensen of the A. M. Byers Co. is suggested as one of his committeemen.

Territory No. 8—Illinois and Wisconsin, with Chicago as headquarters. Professor Hugo Diemer is again assigned as director for Chicago.

Territory No. 9—Indiana and Kentucky. T. Neill Wynne of the Indianapolis Light and Heat Co. has been assigned as regional director.

Territory No. 10—Alabama and the states touching it. This territory has Mr. J. W. Moore of Birmingham as its regional director.

Territory No. 11—Oklahoma, Texas, Arkansas, and Louisiana. This is practically the oil field region of the country and Tulsa is having a petrolum exposition during Management Week, at which Mr. J. E. Stillwell is arranging to have papers delivered on management subjects. Mr. H. P. Porter of Tulsa is assigned as regional director with Ralph O. Van Thurn of the Cosden Company assisting him on the committee.

Territory No. 12—Colorado, Wyoming, Utah, Idaho, and Montana. A. H. Lichty, Vice-President of the Colorado Fuel and Iron Co., of Denver, is assigned as regional director.

Territory No. 13—Minnesota, the Dakotas, Nebraska, and Iowa. Mr. Dean Flowers, President of the St. Paul Engineering Society, is assigned as regional director with Mr. F. H. Tuttle of the N. A. C. A. and the Photo Plating Co. of Minneapolis assisting him on the committee.

Territory No. 14—California and Nevada. Mr. Robert Sibley of The American Society of Mechanical Engineers is assigned as regional director with Mr. C. A. D'Arcy of the Zellerbach Paper Co. of San Francisco assisting him.

Territory No. 15—Oregon and Washington. This territory is showing a great deal of enthusiasm under the direction of Ira Dye of Seattle, who has been assigned as regional director.

Territory No. 16—Detroit, Michigan. The Society of Industrial Engineers, Detroit Chapter, has taken the initiative and is arranging a two-day program. It is suggested that the S. I. E. chairman act as regional director for the State of Michigan. Mr. J. J. Martindale is their Chairman and it is suggested that F. H. Dodge, Vice-President of the Burroughs Adding Machine Co., and Sidney C. Guthrie of the Jansen Mfg. Co. should act on his committee.

Territory No. 17—Missouri and Kansas. Mr. Brockway, President of the Kansas Engineering Society, is assigned as regional director.

Every member should plan to attend the Management Week meeting in his locality—on some evening during the week of October 22 to 27, as determined by his local committee.

Not many notices giving detailed plans for the 1923 Management Week have yet reached the office of the Taylor Society. One of the most interesting among those which have been received is the Columbus, O., program. Under the auspices of the College of Commerce and Journalism of Ohio State University a three-day conference is to be held in Columbus on October 24, 25 and 26. Round table sections of the conference have been organized for consideration of Industrial Costs, Production Control in Industry, Materal Control, Problems of Market Analysis, Foreign Trade and Coal Storage. We have yet to learn of any local organization which has found in Management Week such an opportunity for service to the community as is evidenced in the programs of the Columbus group.

THINKING is a natural thing, just as natural as breathing or nutrition. This means that one does not learn to think any more than he learns to breathe or to assimilate food. No one can learn to live, he can only learn to live *well*. The thing is true of thinking. You do not learn to think; what you learn to do is to *improve* your thinking.—McClure: *How to Think in Business*, p. 6.