

penditure of over \$300,000,000 in warehouses and other storage facilities.

It was absolutely necessary during Mr. Taylor's lifetime for him to battle in and out of season not only for the maintenance of broad principles but quite as much for the scrupulous observance of details, some of them seemingly quite unimportant. By means of a fine mind, broad sympathies, a wide range of knowledge, a willingness to spend and be spent, a never-suspended unwillingness to compromise, and by other means, he built up an integrated philosophy of work adequately expressed at many places by appropriate mechanisms. In the face of opposition from a thousand quarters he made his demonstration. The world accepted his thesis as much as it ever accepts the work of innovators. And then the Great War came and we saw all that Mr. Taylor had stood for in produc-

tion proved out on a gigantic scale. Opposition to Scientific Management rightly conceived is no longer heard in responsible quarters.

So I end with the plea for tolerance for those who want to move slowly in this general direction. We must have more patience with our friends who have the responsibility for leading labor. They are well advised to question our philosophy—to weigh it from every angle. Perhaps even more patience will be needed in winning the business man burdened as he is with the insistent demand for immediate as contrasted with future profits. We must more and more stress the broad principles and expect to see these voiced in a variety of mechanisms with which we are not familiar. The day of propaganda for Scientific Management is past. The realization of Taylor's great vision has just begun.

ORGANIZATIONS have their photographs taken through the preparation of organization charts. These set down on paper the structure of the organization, by indicating positions or departments, and then showing the lines of supervision between them, as well as frequently definitely stating under each position or department the responsibilities attaching thereto. As shall be seen, organization charts, like other photographs, are not wholly satisfactory, inasmuch as many little details and inter-relationships of live, operating organizations cannot be properly pictured on a chart. But the most satisfactory way of studying modern organization development is through the utilization of a typical organization chart. In studying such a chart it is well to remember that the titles given individuals or departments in various enterprises vary with the whims of the organizer, even though the duties performed be essentially similar. Therefore, it is well always to make sure that seeming great differences between two organizations are not merely differences between the titles of the individuals or departments in question. (R. H. Lansburgh, *Industrial Management*, p. 72).

IF MANAGEMENT is to stand for this new motive, the manager of the future must be of a new fibre. Technique, disciplinary power, accuracy and reliability in work will no longer be his primary qualifications. The first requisite must be the gregarious instinct, the instinct for cooperating with other men, attracting them to him, welding them together. He must be less of a technician and more of a "captain"; less a "boss" and more of a leader. Being loyal-hearted he will inspire loyalty. Being intimate with his men he will gain friendship. By appreciating subordinates he will enlist their support. By being a captain he will form a team. He cannot be passive; there is no half-way between hostility and cooperation. He cannot hide what he is. The factory is a compact corporate consciousness, which resents deception or concealed motives. Indeed, the more scientific the factory organization, the greater is the opportunity for management to spread its example and disseminate its spirit, and the greater, too, the opportunity for the workers to detect dishonest motives and paltry ideals. (Oliver Sheldon, *The Philosophy of Management*, p. 196.)

Scientific Management and Personnel Work¹

Why a Scientific Management Plant Offers the Proper Environment for the Highest Type of Personnel Work

By MARY BARNETT GILSON

Superintendent of Employment and Service, The Joseph & Feiss Company, Cleveland

Eight years ago at a meeting of the Taylor Society held in memory of Frederick W. Taylor, Mr. Richard Feiss delivered a paper on "Human Relationship as a Basis of Scientific Management." I have been impressed in reviewing the progress of the intervening years with the fact that though our practices have naturally been modified, the policies and the principles which underly our methods are the same now as they were when Mr. Feiss's paper was written. Certainly this is proof of the basic soundness of Taylor's fundamental philosophy and of its enduring qualities.

TO ONE who has lived through years of controversy concerning Frederick Taylor and his theories of labor management, it is most gratifying to see how the sane, sturdy principles which he so unflinchingly upheld are at last seeping through all circles and shades of opinion as the fundamental bases of sound industrial health. Within a short period of time I have heard a noted labor leader and a well-known social worker who is usually conceded to be a sentimentalist on industrial subjects, pay enthusiastic tribute to the man who courageously fought his way through the thick cobwebs of tradition concerning labor relations to a field of light.

It is both amusing and annoying to observe how many of the controversialists on the subject of Taylor's attitude toward workers have blithely and glibly condemned him without going directly to his works to discover firsthand what was his underlying philosophy. During a red letter evening I recently spent with the most inspirational teacher of my college days, Vida Scudder, she exclaimed, when we mentioned the unpleasant publicity some of her statements sometimes attracted, "Oh, my dear, it is an unfortunate thing to have too great facility of expression when one feels

¹Paper presented at a meeting of the Taylor Society, New York, January 25, 1924. A reprint of Mr. Feiss' paper, a companion paper referred to in the text, will appear in an early issue.

warmly on a subject, for newspaper reporters find it all too tempting to quote the more picturesque phrases out of their context." This, I believe, is what superficial minds have done in relation to Frederick Taylor. They have not taken the time and effort to dig into his writings and follow his philosophy through from start to finish. They have merely seized upon picturesque phrases which, dissociated from his basic philosophy, mean nothing. More than once I have hurled my lance at an industrial theorist who has vaporized concerning the "horrible reducing of men to automatons which Taylor advocated" and who has afterward acknowledged he had never read any of Taylor's writings.

It was Taylor himself who on many occasions warned his hearers not to confuse the essence and philosophy of scientific management with its methods. Yet there are still many human beings with an average endowment of brains who insist upon doing this very thing. Mechanism and methods were to Frederick Taylor of great importance but in the last analysis they were merely the logical and inevitable expression of underlying principles. The employer, however, who deals in lofty phrases such as "the right spirit," "the golden rule," "a generous heart" and other verbal opiates and then does not insure justice to workers by slowly and surely establishing machinery for this purpose, was just as much anathema to Taylor as the employer who installed time study and other mechanisms of scientific management without accompanying them with the "true philosophy of management" and without "a complete revolution in the mental attitude and habits of all those engaged in the management, as well as of the workmen."² Taylor unswervingly hewed to the line in insisting upon spirit and technique walking hand in hand, if building for the future and not merely for the present was to be the aim of industrial management.

²*Principles of Scientific Management*, pages 130-131.