

developed social theories and doctrines. These govern his approach to the consideration of every problem. A congress may yield information which is the key to solution of his problems. Therefore it is to him a serious institution and receives his undivided attention. But when he has to participate by a paper or discussion, that which is always on his mind comes to the front; social theories and doctrines dominate his treatment of his theme.

Parenthetically, it should be observed that one factor which emphasized this difference at the Prague Congress was the composition of the delegations. The American delegates were genuinely representative of the American background, were chiefly engineers of executive rather than professional experience—practical and matter-of-fact. The Eastern European delegations, on the other hand, had a very large proportion of engineers of professional experience, highly trained technically, but accustomed to take the social point of view in their thinking. It is reasonable to believe that when Eastern Europe shall have become more highly developed industrially, and particularly has had more experience with large scale enterprise, it will send to such a congress a larger proportion of delegates of executive experience who will approach discussion from much the same point of view as do the Americans.

The characteristic of the Eastern European, remarked in the Prague newspaper editorial above, to think "of humanity, of the nation, of some doctrine," was strongly evident in the discussion of the American papers. Most of the American papers were expository and not argumentative; they assumed, but did not dwell upon, the social benefits of scientific management to workers as well as to the state, owners and managers, and proceeded with explanation of principles, methods, devices, and results. The discussion by the Eastern European delegates, on the other hand, gave only moderate attention to the principles and technique of management expounded, and were concerned principally with the social benefits. World peace, industrial prosperity, improvement of the status of the laboring classes, and individual freedom and initiative were the principal themes in discussion. One of the exceptional discussions was that of one of the Soviet delegates who gave an account, statistically and graphically presented, of the results of scientific management methods on the Russian railroads; his statement was as matter-of-fact as that of any American paper.

It was evident that Eastern Europe is profoundly stirred by the ideal of scientific management. It was equally evident, however, that the reaction to such American literature as has been available there is emotional and related to objectives rather than comprehending of principles and methods and their adaptability. Excellent as is the management in many Czechoslovak plants, there are as yet few efforts to develop scientific management methods. The outstanding example of management approaching the American type is the magnificent Skoda Works at Pilsen, as impressive as any American plant. This plant is now strongly influenced by French interests and is inspired by those interests in the development of its management along scientific management lines. The principal concrete result of scientific management inspiration in Eastern Europe appears to be, not so much an effort to develop scientific management itself in plants, as the establishment of laboratory research in sciences, notably psychology, which are auxiliary to scientific management. The psychological laboratory of the Masaryk Academy in Prague is doing work of the highest grade in fatigue and other psychological research. Psychological tests in connection with employment and assignment have received much attention. But nowhere were there discovered institutions or individuals making a sustained effort to apply the principles or utilize the technique of scientific management. The first concrete results of interest in scientific management in Eastern Europe are concerned with sciences auxiliary to scientific management; with refinements rather than with fundamentals.

Insofar as its immediate results are concerned, therefore, the Prague International Management Congress was inspirational rather than informational in its results. It undoubtedly had the immediate result of intensifying an already great interest in scientific management, of emphasizing the ideal of scientific solution of problems through scientific analysis, and of demonstrating that representatives of widely different nationalities if professionally inspired can drop national differences and meet on common ground—obviously no mean achievement. With respect to its ultimate influence—no one can tell; but there are substantial grounds for confidence that Czechoslovak industry will some day look back to the Prague Congress as an event of the greatest practical importance. In the first place, the practicality and matter-of-fact-ness of the American dele-

gates undoubtedly made an impression. In the second place, the American papers must have carried conviction that any idealistic objectives and results of scientific management are dependent upon comprehension and mastery of a body of management principles and a definite management technique. In the third place, the Congress left in the Masaryk Academy a library of American management books, pamphlets and exhibits which will make possible a comprehensive and intensive study of scientific management principles and technique by Czechoslovak engineers, executives, and technical students. In that library is the basis for the development during the next decade of a genuine Czech management literature concerned with necessary fundamentals as well as desirable refinements.

We believe the Czech managers of the Congress showed a commendable sense in calling the Congress an international congress and yet concentrating general publicity in the countries of Eastern Europe. It was not called a *world* congress; a world congress would have over-taxed the capacity of Prague properly to accommodate the delegates. It was an *international* Congress, for some thirteen nations were represented by delegates. This use of the word *international* had the effect of suggesting the desirability of periodic international management congresses. So responsive were the delegates to this suggestion that at the final session it was voted that the American Engineering Council and the Masaryk Academy should join in organizing an international committee for the planning of future similar congresses. Informal discussion disclosed the general opinion that such congresses should be spaced at intervals of not less than two or three years, and that the next congress in series with this First International Management Congress might reasonably be held in Philadelphia in 1926 at the time of the World Congress of Engineers.

H. S. PERSON

The Managing Director Meets French and English Members

ON the occasion of his trip to Europe this summer, primarily to attend the Prague International Management Congress as Secretary of the Committee on American Participation and as delegate of the Taylor Society, Mr. Person was able to spend a week each in Paris and London. These

visits gave him the privilege of meeting many French and English members of the Society and other distinguished engineers and executives.

The outstanding feature of the week in Paris was a luncheon arranged by M. Charles de Fremerville at the Club des Anciens Elèves de l'Ecole Centrale. At this luncheon were present about a dozen French members of the Taylor Society and other distinguished French engineers, and the following American members or friends of the Taylor Society who were in Paris at that time: Morris L. Cooke and Mrs. Cooke, John R. Freeman, Lillian M. Gilbreth, H. S. Person, Calvin W. Rice, and Edward Winslow Rice.

During the same week two conferences were held with a committee of the Société d'Encouragement pour l'Industrie Nationale at the headquarters of that Society.

The principal matters of discussion at these meetings were the possibility of closer cooperation in the study of scientific management and of the international interchange of information, and in particular better organization of such details as the exchange of publications, international visits of inspection, and so on.

The week in England was utilized in a different manner. August is the conventional vacation month and the English members of the Society were somewhat scattered; therefore it was not practicable to arrange a get-together meeting. Mr. Person's privilege in England, therefore, was to meet a number of the members individually. In London he had conferences with Mr. James F. Whiteford and Mr. W. B. Baxter, and a visit to York gave him the pleasure of being the guest of Mr. and Mrs. Oliver Sheldon, of meeting directors and executives of Rowntree & Company, and of inspecting the Rowntree plant, one of the interesting examples of advanced management methods in England.

The Prague Congress had been a revelation of the extent to which the ideal of scientific management has seized Eastern Europe. The French and English conferences were a revelation of the extent to which the principles of scientific management are being adapted and applied in Western Europe. It is hoped that these personal contacts will inspire closer cooperation between European members through sectional organizations, and will promote organized cooperation between European members and the New York office.