

had enough. "Another man was fined for having a scratch on his machine and when he protested that he was not responsible for the scratch, was told that he was fined for not reporting it." Commenting on his plan, one of Taylor's old employees remarked, "Say, do you know what that bugger used to do? Why—why, he used to fine himself!"<sup>3</sup>

If at times the author's love for his subject tends to color his opinions somewhat, we can forgive him much, for he is dealing with a colorful character. He has made an individual "live" in a book, and that is no small task.

THE world owes a real debt of gratitude to the author of these volumes for the admirable way in which he has presented the life and work of the late F. W. Taylor. Few men outside of the political arena in this country have been so much discussed as the subject of this biography. Attacked as few men have been by his adversaries and as warmly supported by his adherents, it has been exceedingly difficult for an outsider to form a dispassionate opinion in regard to the real character and personality of the man and his work. There is no question that the author is very sympathetic with his subject, but the book conveys the impression that he has made every effort to be scrupulously fair and unbiased. He has not idealized his man, but has allowed the reader to see that he was distinctly human and had faults like everyone else. Altogether, simply as a biography, it is one of the best which has been prepared in recent years.

The biographer has made very skilful use in both volumes of excerpts from Taylor's letters and manuscripts and in this way has allowed him to speak very largely for himself. This is especially desirable, as Taylor's published material, particularly that dealing with his concept of management, is not easy to understand unless carefully studied, and largely fails to explain the intellectual processes through which he reached his conclusions. He was not altogether successful, for this reason, in "selling" his ideas, and these volumes, drawing extensively as they do on his unpublished material, most of which he never intended for the public eye, supply these deficiencies in some measure.

To anyone who really wishes to understand the

development of modern management, and the part which Taylor played in it, these volumes are essential, for they serve to explain many things which have heretofore not been clear to most people. They are a very real contribution to an adequate comprehension of one of the most important movements and one of the most striking and remarkable personalities in American industrial history. (Paul Atkins in *Journal of Political Economy*, October, 1924.)

THERE has recently been issued from the press of Harper and Brothers a book of extraordinarily wide interest—the life of a man whose inventive genius and whose intensive study into the industrial problems of the day effected a complete change in the shop management of our generation and whose experiments in the art of cutting metals increased the world's output two, if not three-fold.

It had been my privilege to know him well in the period of his early manhood, and the warm friendship of those days never weakened, for to know him once was to share for all time in the simple sincerity of his nature, its sweetness, its loyalty, its ardent enthusiasms.

Of his contributions to science those must speak who understand such things, but into the proud record of his achievements as an indefatigable worker, and a self-disciplined man, it may well be my privilege to direct other readers to the book.

His was a life devoted to the good of others, with a zest, a determination, an intensity of spirit that could brook no failure. Mr. Taylor was practically a reformer and a pioneer in everything he undertook, and as such met with the opposition always aroused by novelty and by the radical changes which new methods bring. But opposition breeds the fighting spirit, and in Fred Taylor it developed a determination to succeed, that was absolutely unconquerable.

Mr. Copley has made of this life an absorbing story. It is not a conventional biography, but like the scenes in a moving drama we follow the continuous development of Taylor's career, the working out of his theories, the record of his successes, the tale of his defeats, the strength and the weakness of his attitude towards his fellow workers, his lifelong fight against an environment of which he was fully a generation in advance. (Alice Bradley, in *Cleveland Topics*, February 9, 1924.)

BULLETIN OF THE

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AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

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APRIL, 1925

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<sup>3</sup>Volume I, pages 168, 172.