

was noted recently by Miss Mary Van Kleeck, of the Russell Sage Foundation, in the following words:

My experience began with what is called the human element in industry, and I saw it first outside the shop in the community. In the lives of wage-earners, particularly women in industry, I saw the effects of long hours of work, unemployment and low wages. In the search for remedies I was led back into the causes of these conditions in the shop itself, and nowhere did I find so many questions in process of being answered as in the Taylor Society. Not the final answer but the process of discovering the answers was for me the big contribution of this group. My interest in the Taylor Society is not directed toward challenging the technical engineer to give attention to problems of human relations. I am not worried about that, because if he is a good engineer he cannot fail to contribute to human relations. I am concerned rather with the other end of the story. I am eager to have those people who see in the community the present disastrous results of industrial organization realize how the art of management in the shop can fundamentally change those social conditions in the community. The Taylor Society can thus interpret management to the group who are seeking to construct a better community.

Engineering Point of View

This faithfulness to ancestry has imposed upon the Taylor Society certain restrictions which it has recognized and accepted. In the first place, insistence upon the engineering point of view and method of attack upon problems has permitted only modest growth in membership, for executives whose background is that of frontier conditions—American industry is just emerging from frontier conditions—come slowly to appreciate the engineering point of view and methods. Yet it is interesting that the membership of the Society is today made up chiefly of executives who have not had engineering training and have not been concerned with what are generally regarded as engineering responsibilities. That means, of course, that the mental attitude identified by the term engineering is independent of particular training, and it means also that an increasing number of American executives are developing the habit of approaching their problems in an engineering fashion.

That the engineering point of view and technique should gradually appeal to an increasing number of manufacturing executives was to be expected. But it is somewhat surprising to find that its march has been so rapid as to excite the interest even of executives of merchandising enterprises. The organization under the inspired leadership of A. L. Filene, the Boston merchant, of such an enterprise as the Retail Research Association a dozen years ago was a ven-

ture in organizing for an engineering attack on problems of retail management. And recently E. A. Filene, the other of the two sons of Wm. Filene's Sons Company, has in his book, *The Way Out*, specifically declared the necessity of the engineering method in solving our industrial problems. I cannot refrain from quoting the following:

American business has reached its last frontier. . . . As society develops the pioneer must be succeeded by the engineer. . . . The business men of tomorrow must have the engineer-mind. We would better turn our energies to the urgent job of substituting the engineer-mind for the pioneer-mind in the American business of the future.

That is exactly what the forebears of the Taylor Society saw, and what the Taylor Society has made it a mission to persuade American industry to see.

Definite Philosophy

Again this faithfulness to ancestry has imposed limitations in growth for the reason that the engineering point of view demands the acceptance of a definite philosophy and technique of management. One cannot have the engineering mind and fail to systematize his thought and methods. Therefore the Taylor Society has accepted, in a liberal way, the only philosophy of management which research has yet enabled industry to formulate—the Taylor philosophy. It is either that or no unifying system of thought—no one has formulated an alternative. Therefore, although subscription to the Taylor philosophy is not a condition of membership, the very fact of the Society's acceptance of a governing system of thought in its investigations of management problems, and in its appraisal of management experiments, is a deterrent to rapid and spectacular increase of membership. Some executives do not desire to accept consciously, however tentatively, any system of thinking; and particularly some do not desire to be identified with the Taylor philosophy because of failure to perceive its essential nature and separate that from incidents of controversy during the early days of its formulation. The Taylor Society recognizes all of this, accepts the consequences of temporary restrictions, and goes seriously on its way, for it is "bullish" on the value of the engineering point of view and its ultimate acceptance by American industry, and on the spiritual and intellectual strength which comes from guidance by a definite system of thinking which contains within itself the principles of adaptability to changing conditions and the requirements of new information.

Methods—Possible

The characteristics of the Taylor Society which have been described naturally influence its organization and methods of work, and cause them to be different from the organization and methods of other societies having a similar and equally worthy purpose. The operations of a management society may be distinguished in the large by the manner in which it combines and emphasizes certain possible elemental operations. The most important of these elemental operations are as follows:

A. Investigation

1. Genuinely scientific research through a staff of paid experts.
2. Group organizations of the membership for comparison of experiences.
3. Discovery, discussion and appraisal of the results of significant research and experiments by specialized research organizations and progressive industrial enterprises.

B. Service to Members

1. Meetings
 - a. Carefully organized programs featuring selected advanced ideas and practices.
 - b. Carefully organized programs featuring general participation of members and comparison of their experiences.
2. Publications
 - a. Containing selected and edited material derived from meetings of the type B1a and similar material from other sources.
 - b. Containing articles reflecting records of general membership experience derived from meetings of the type B1b.
3. Advisory and Information Service
 - a. Information related to particular problems rendered to members in response to inquiries by correspondence and personal interview.
4. Miscellaneous Service

Such as assistance in securing particular types of personnel for member's organizations, introductions for those on tours of inspection, etc.

C. Public Service

1. Promotion of and participation in programs of a public nature, involving management problems, undertaken for the public welfare.

It is obvious that to perform all these operations adequately would require large resources and a considerable executive staff, and no management society finds itself in that happy position. So the problem of organization and methods consists of choosing and emphasizing elemental operations such as those enumerated above.

Methods—Adopted

Because of its moderate size and limited resources the Taylor Society has had to choose carefully. The choosing has been influenced also, obviously, by the society's origin, antecedents and point of view.

In general it has chosen to apply its limited resources to the fields of investigation and service to members rather than to the commercial phase of increase of membership with corresponding neglect of the investigation and service activities.

With respect to investigation it has recognized the impossibility of expensive genuine research through a staff of its own. It has emphasized, in the work of the national society, the discovery, discussion and appraisal of the researches of specialized research organizations, and the experiments of progressive enterprises. On the other hand the investigation involved in comparison of experiences of members is emphasized in the work of constituent regional sections.

This is reflected in the programs of meetings and in the BULLETIN OF THE TAYLOR SOCIETY. The meetings of the national society feature the presentation and discussion of new and progressive ideas and practices, whether by members or non-members, and the *Bulletin* features articles of a similar nature. The more frequent meetings of a regional section, on the other hand, emphasize the consideration of problems, practices and experiences common to the membership of the particular section.

The advisory and information service is an experiment and time will be required for members to learn to use it and for the society to learn how to render the service. But it is growing slowly; members of all classes—old and young, engineers and executives—are utilizing the executive staff of the society as a center of information bearing on their problems. As the fund of information which members may tap increases in quality and quantity—and the very nature of the operations of the central office of the society causes it to increase—members will more and more utilize such facilities of the society.