Board of Directors

All the officers ex-officio, and

C. Leslie Barnum, American Radiator Company, New York: (1926)

Nathaniel G. Burleigh, Amos Tuck School of Dartmouth College, Hanover, N. H. (1926)

Lillian M. Gilbreth, Gilbreth, Inc., Montclair, N. J. (1927)

H. K. Hathaway, Industrial Association, San Francisco, Cal. (1927)

Past Presidents

James Mapes Dodge, Link-Belt Company, Philadel-, phia (deceased) Harlow S. Person, Amos Tuck School, Hanover, N. H. J. E. Otterson, Western Electric Company, New York. Henry S. Dennison, Dennison Manufacturing Co., Framingham, Mass. Richard A. Feiss, Dennison Manufacturing Co., Fram-

Local Sections and Foreign Branches

Eastern Massachusetts

Secretary-Treasurer: T. A. Smythe, Dennison Manufacturing Co., Framingham, Mass.

Connecticut Valley

Chairman: Edwin A. Krause, The Corporation for Inventory Conversion, Springfield, Mass.

New York Metropolitan

Secretary-Treasurer: B. Eugenia Lies, R. H. Macy & Co., Inc., New York,

Central New York

Secretary-Treasurer: Robert J. Andersen, Bowen Products Corporation, Auburn, N. Y.

New York Southern Tier Counties

Secretary: Edgar D. Sebring, Corona Typewriter Company, Inc., Groton, N., Y.

Philadelphia

Secretary-Treasurer: Victor H. Karabasz, Wharton School, University of Pennsylvania.

Western Pennsylvania

Secretary: A. G. Ashcroft, Pittsburgh Diagnostic and Consultation Clinic.

Cleveland

Secretary-Treasurer: H. F. Mueller, The Printz-Biederman Co.

Chicago

Secretary-Treasurer: Edward D. Byrnes, W. G. Lloyd Company

Japan

Managing Director: Yoiti Ueno, Institute of Industrial Efficiency, Tokyo,

BULLETIN OF THE TAYLOR SOICIETY AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE AND THE ART OF ADMINISTRATION AND OF MANAGEMENT Published by the Taylor Society at Engineering Societies Building 29 West Thirty-Ninth St. New York Copyrighted 1925, by the Taylor Seciety. Published every cother month. Per Year to Members \$2.50; to others \$3.00. ss matter, Dec. 17, 1921, at the Post Office at New York VOL. X DECEMBER, 1925 Contents Comment . . . Imagination in Science . International Congress at Brussels . By M. Charles de Freminville Labor's Ideals Concerning Management By William Green Introductory Remarks by Henry S. Dennison; discussion by John A. Fitch, Fred J. Miller, Royal Meeker, Spencer Miller, Jr., Sanford E. Thompson, Morris L. Cooke, Percy S. Beown Purpòse as a Psychological Factor in Management . . . By Ordway Tead Discussion by Elliott Dunap Smith, N. I. Stone and A. T. Poffenberger Some Recent Applications of Motion Study Study By Joseph A. Piacitelli Discussion by John H. Wellers Reviews Necrology

Special Meeting on

Union-Management Cooperation in the Railway Industry

A Case Presentation of Effort Towards Stabilization

Auditorium, Engineering Societies Building 29 W. Thirty-ninth Street, New York Friday, February 5, 8:15 P.M. Program on page 277

Comment

ROM the point of view of significance to industrial progress, the outstanding event of the year in the public service of the Taylor Society has been unquestionably its provision of a forum at the December meeting for the address of William Green, president of the American Federation of Labor. Considered by itself, that address is a message of industrial statesmanship. Considered in relation to its environment, it is a symbol of the decrease of prejudices of both management and labor sufficient to promote dispassionate joint consideration of what has always been a common problem-better management in American industry."

THE emphasis of delivery in Mr. Green's speech," says Factory, "convinced everyone who heard him that he is deeply in earnest in his desire that organized labor shall do its full share in contributing to sound industrial progress. He spoke, too, as if in no doubt of support behind him. But it was his closing speech, delivered impromptu, which brought full conviction that the occasion was of deepest significance. For there, while repeating the real need that labor still maintain its strong defense, he chose to emphasize again his interest in its more affirmative and constructive field of friendly cooperation."

HE Wall Street Journal interpreted Mr. Green as saying that "labor realizes the success of management means the success of labor, and for that reason is willing to make its contribution to assist management and bring about the right solution of problems dealt with by management." The Iron Trade Review reported that "Cooperation was the keynote of the annual meeting of the Taylor Society . . . nowhere more significantly sounded than in the address by William Green" and that discussors "testified to the significance of the sincere statement he had made and the willingness of management to accept the challenge to cooperation."

N AN appreciative editorial, the New York World said: "Before the Taylor Society last night, President Green, of the American Federation of Labor pointed the way to more helpful. relations between organized labor and management in industry. He not only preached the doctrine of good-will and understanding, but sought to show