

got under the Taylor system. But it is clear also to anyone who reads between the lines in Copley's vivid account of this incident that, combined with that money making motive, were the motives of workmanship and self-respect. Mr. Barth tells me of another case where non-monetary motives were uppermost.

"While I was with the Link-Belt Co., a 'drill press hand' who had left for some trifling grievance, came back, giving me as his reason that the drill-press he had been given to run was so undersped that the fastest speed was not half enough, and that, having learned what constituted proper speeds, he could not stand it, day after day, to run so slow. Similarly a 'boring mill hand' who left because he had been transferred to the night gang, came back, giving as a reason that he could not stand hanging around the tool room for an hour or so to get a boring cutter made for every special job, after he had worked in a place where the cutter was always delivered to him beforehand. These are, I think, good early examples of the character building effect of scientific management."

#### Team Work

Taylor's dream was of harmonious team work between capital and labor.

That indeed was the object of most of his luncheons and dinners—to bring workmen and other men together, and so fill in the social chasm that usually exists between such men. [Vol. II, page 437.]

The appeal to class consciousness and to class interests and the stirring up of class hatreds and class warfare was to him a thing accursed. [Vol. II, page 423.]

His ideals were the democratic ideals of Abraham Lincoln. He practiced and preached the simple conventional virtues. His biographer records the fact that he found in Taylor's youth "no problems of indiscretion" to embarrass him.

Many of Taylor's followers and admirers were also conspicuous altruists, including Barth, Cooke, and Brandeis, now of the Supreme Court, formerly "the people's lawyer."

#### Taylor's Swearing

His only vice was one of which he was proud—a virtue rather than a vice—to him at least—and that was swearing. He made swearing a fine art, believing, apparently, with army officers, that it was an important means of discipline. To that extent his system always remained a "military" one.

Psychologically, swearing is justified as an outlet for the emotion of anger. But in the ideal psychology no outlet is necessary since the emotion itself is absent. It is a sad commentary on the pent-up feelings

among foremen and men that swearing is so common in industry. Were Taylor living and still studying his favorite problem of labor contentment he would surely be immensely impressed by the observation of "Golden Rule Nash" that under his regime swearing fends automatically to disappear simply because the inner feelings of resentment and irritation disappear with the observance of the golden rule.

#### Taylor Too Serious

Taylor took life seriously—very seriously indeed. Even his sports came to be regarded as a duty. He wrote:

"For me, however, I find it many times exceedingly irksome to give up the intellectual work in which I am at the time very greatly interested, and go out onto a dreary golf links to spend two or three hours chasing after a golf ball. For me this medicine is frequently as bad as to go to the dentist; and yet when I once get out on the links and begin my exercise in the open air, somehow I lose my disgust and begin to cheer up and profit by the complete physical and mental change. Personally, I feel as if I need a guardian a good deal of the time, to lay out my day's work for me and keep me from doing too much of the nerve-racking kind." [Vol. I, page 454.]

Again we read:

"With . . . onerous golf duties, my time has been more than full." [Vol. II, page 391.]

He experimented with the best golf strokes and developed unheard of methods, which, judged by tradition, were far from "good form."

It is said that the emotion aroused in a stranger by Taylor's stance and stroke at driving was as nothing compared to the emotion that followed when this same stance resulted, as it often did, in a 250-yard drive. [Vol. II, page 220.]

#### Taylor Personally

At home, however, Taylor really cast aside his business cares and even avoided talking shop with his family.

He not only invariably shielded his wife from worry, but acted in every relation on the principle that it was for him to share his joys abundantly while he bore his troubles alone. [Vol. I, page 389.]

When once, in Maine, he tested a saddle horse for his wife—

He rode the horse, not only in the side-saddle his wife was to use, but in the skirt borrowed from her. It is easy to imagine the awe with which the natives viewed this action by the city man; but, Lord bless you! appearances never concerned Fred Taylor. [Vol. I, page 374.]

When the war came its horror nearly crushed him. His life work had been constructive, *par excellence*, while war was destructive *par excellence*. He wrote friends:

"This war is inconceivably horrible. I am completely upset and unnerved by it, and can think of nothing else. . . ."

"To me the whole thing is absolutely unthinkable. I lie awake at night worrying over it. . . ." [Vol. II, page 443.]

Like so many reformers he came to feel the weight of the whole universe on his shoulders. He could not bear to see things go wrong.

COPLEY'S life of the "Father of Scientific Management" has been in preparation almost from the time of Frederick W. Taylor's death in 1915, a period of nearly 9 years. It is now in our hands as one of the vital books of the immediate present.

The author set out to write the biography of a great man. This he has done and done well, but he has also done much more. He has answered for us affirmatively, the question—Was Taylor, the man, as great as his work?

Further, the book is the story of the origin, development, and nature of scientific management and the Taylor System, and incidentally a portrayal and interpretation of an upheaving American industrial epoch, 1880-1895.

As an intensely human story of life in industry it will be read and reread, as an exposition of management in its historical setting it will be referred to and used again and again. Nothing but good can be said of the general treatment adopted by the author. Candor and impartiality are prominent characteristics, for both the weakness and strength of the man are portrayed. The selection and grouping of material have produced an interesting narrative. This

Seemingly his philosophy had one grave defect. Throughout his life he was inclined to take too much upon himself, to assume and to feel too great a responsibility. He did not leave enough up to God. [Vol. II, page 438.]

#### Taylor's Fame

Frederick W. Taylor has made a unique place for himself in history as one who bridged the gap between science and industry, between theory and practice. The world owes him at least undying fame for his accomplishment in replacing guesswork by science and thereby adding immensely to the wealth and welfare of all mankind. Some day even labor may canonize him as a patron saint.

has been possible for the subject was a man who was earnest, vehement, and combative, who lived amid struggles and controversies, many with dramatic settings equal to the plots of virile fiction. The gift of interpretation has been freely used. Not only are events narrated but their meaning and significance are inquired into. All in all it is an outstanding example of research and authorship.

Because of the immensity of the task of reviewing the life of a man who did a prodigious amount of work, it is not surprising that some few incidents and statements seem out of proportion or even presented in an erroneous setting. It may even be felt that they throw the real excellence of the biography into higher relief.

As the last word is read and the book closed possibly the most lasting impression is that of the stupendous task attacked by Frederick W. Taylor. In magnitude and complexity the organization and management of industry can only be likened to the organization and administration of government. The latter has had centuries of development and improvement; Taylor elevated the former to a science in the brief space of 30 years. (L. P. Alford in *Management and Administration*, March, 1924.)