

Institute. Each country might choose some representative body or organization to act as a clearing house for all information available on the subject within its own borders. This information should include a list of the institutions engaged in the study of any aspect of scientific management, and a record of the work which has been, or is being, undertaken by them in the various fields. The next step would be to coordinate the results thus obtained and to publish them in a convenient and accessible form from time to time. By these and similar means the different scientific and industrial organizations would become acquainted with the stage of progress reached in their own and other countries, and would thus be enabled to eliminate the waste of time and labor involved in needlessly duplicated research. Finally, the provision of opportunities for students of one country to come into living contact with the social and industrial conditions of another would do much to facilitate the growth of mutual understanding and knowledge, and the advancement of those human sciences on which the welfare of mankind so largely depends.

Conclusion

By ROBERT T. KENT

Superintendent of Prison Industries, New York State

WE HAVE heard a great many nice things about ourselves tonight. I am afraid our guests do not know us as well as we know ourselves. We have on our company manners, and I think we should approach this subject of international cooperation in management congresses with a great deal of humility.

At Prague the note was stressed that cooperation—international cooperation—in the science of management was one of the surest means of preventing war. What we saw there, what we learned there, convinced me at least that that is true. The association of men and women in earnest study of the same problems, seeking to achieve an ideal, seeking to accomplish some good in the world, is bound to remove all distrust and mutual dislike which lead to war. The more we can have of such congresses, characterized by the spirit which was exhibited at Prague, the better off will be the world.

We in America have but little appreciation of the difficulties that are besetting Europe in these reconstruction times. They have asked our help in

approaching their industrial and reconstruction problems. We are ready to give it; we are glad to give it. The only thing is to find out how. Removed three to five thousand miles away with little appreciation of the difficulties being undergone, it is hard for us to decide just how to help. So the Committee on American Participation in International Management Congresses has done a characteristic American thing. It has passed the buck. Just yesterday we had a meeting on the congress to be held in Milan next year, and we said to Mr. Spacek, who is here to help organize that congress, "You tell us what you want help on and then we will find the men who will tell you how to do it."

There is a slight element of humor in this situation. Mr. Spacek, and some of our friends on the other side of the water, seeing that we have done well in a few things, think we do well in many and all things. For instance, they asked us to show them how to run a municipal government. We said we should be very glad to include municipal government in the agenda of the congress but that we should go there to listen and to learn.

Seriously, America wants to help. You have asked a committee made up of representatives of the Taylor Society, of the American Society of Mechanical Engineers, of the Society of Industrial Engineers and other organizations to help you make up the program for this next congress. I want to say to you that we are but the instruments. When you ask those societies for help, you are not asking them as societies, you are asking the engineering profession of the United States, and as representatives of the engineering profession we are willing to draft men from that profession from all over the country to serve your needs.

By HENRY S. DENNISON

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I AM going to have a very interesting personal opportunity for the next few months to get established this Institute which shall serve as a point of incitement as well as a clearing house for European ideas and experience along the broad lines that we are now beginning to describe as scientific management. You have undoubtedly felt tonight something of the tone of readiness with which Europe will welcome the beginning of such an institution.

It has been extremely fortunate and very significant that during the preliminary work that has been going on for the past year everyone, without exception, has shown himself willing to go almost any length to assure unanimity and thorough cooperation in preparing the field for this sort of work. It would have been extremely easy for several movements starting independently to have gone their independent ways. They have, on the contrary, gone out of their way to join and to make one great movement of it. The Institute, we hope, will serve as the center, the office, as it were, where the International Congress will be perhaps nearer the field force. They are locked together by membership on the board, and having clearly defined functions to perform, will, I expect, work permanently, effectively and smoothly together.

The other associations that have already been at work in the field, of which you have heard something tonight, are showing an equal readiness to join hands to fulfill their part of the work and help the Institute to fulfill its part. Of course it is clear that the work of the Institute will not be well done until it has provided for the bringing together of European business men to help European business men.

America's share will be simply at the beginning because we happen to have been through it and to know that it is good. There are ideas and methods in Europe today superior to anything we know. They have not developed the habit of bringing those ideas out into the open, somewhat unblushingly, shall I say, at times, as we have. They have but to make that start of opening out and exchanging their own ideas, those that are now working successfully, and a great deal will be accomplished. We, I hope, will have much to contribute, but we shall do our share when it is finally established, and only a central share at the beginning, as I say, because we have been in it and have developed the institutional forms through which we can exchange that information and have it ready for exchange there.

I suppose that in the heart of every man and woman here one of the dearest hopes is that we

shall be able to do our mite to develop management into a science, to develop the application of that science into a great profession. It would be impossible for a science to develop within the confines of a single country, no matter how great and how big and how varied it might be. The seat of a single national mind is not broad enough to develop a science; driven from within by its own nature, a science must go out to sympathetic minds throughout all the world. It always has. Every great profession (the astronomers' profession is no exception) has gone to the world. No profession knows a national boundary. It is a profoundly significant step that now before it can count itself as established in any way the profession of management should be taking this step which follows in the path of the older professions. It will be enriched immensely thereby. We should go to Europe with no idea of gain, but we cannot go without gain. It will enrich the science of management in the United States immeasurably to do even a small bit to help develop the science of management in Europe. We need the broadening, as we here know, in spite of the flattering words of our friends from across the Atlantic. We need the deepening and the enriching in our practice of management here that we shall get by opening out to the minds of Europe.

It has been noticed by all of you, I have no doubt, that our American business men have stiffened in their determination to carry through in cooperation with employees in scientific methods of management since we have been told by our British cousins how good we are.

It has been, I think, truly said that one of the many steps necessary for the definite establishment of international congresses will be the working together of all nations upon these practical problems of everyday life, the practical problems of business management. I shall be deeply gratified at the chance to help in even a small way. I shall call freely and without hesitation upon anyone and everyone of you for your contributions if I find that they can be made use of there, and I shall do it without the least doubt that you will back us all up.

Third International Management Congress

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