

understood, (2) they must not convey an objectionable meaning, and (3) they must convey a definite and accurate idea; that is, they must be truly descriptive and adequate.

The real reason for objecting to *control* and *authority* is that they are no longer descriptive of industry as it actually exists. "When writers on business management speak of 'ultimate authority' and 'supreme control' as two of the functions of administration, I think that expressions are being used which are a survival of former days. These expressions do not seem to me to describe business as conducted nowadays in many plants."

Various protests have been found in management literature against the use of *authority* and *control* indicating a new conception of industrial units as organic entities based on inherent laws rather than arbitrary creations of the mind of some individual. As illustrative we contrast the following definition of *control* with what it means in the mind of the average foreman or workman.

"Control" connotes observance of the law of the situation established by policies which have been adopted.¹²⁵ It is not intended, however, to imply that this is true of all businesses or even a majority of them. For those organizations still using real authority and real control there is no problem of terminology, for the words still truly describe practice. It is only important to change the forms we use when they are not descriptive of the spirit. Neither words nor situations are static. When the word ceases to fit the reality of which it is supposedly descriptive, through a change of either, then a new pairing of form and idea should be made.

The following statements illustrate the feeling that the use of *control* in industry as applied to the activity of human beings is distasteful. "The use of the word 'control' is highly undesirable—unquestionably harmless as we conceive it, it nevertheless suggests restraint and limitation, is repugnant to many people physically and psychologically, and creates avoidable obstacles to the successful working of the control methods . . . " Mr. A.

¹²⁵Bulletin of the Taylor Society, Vol. XI, No. 5, December 1926. "The Illusion of Final Authority" by Mary P. Follett.

¹²⁶Bulletin of the Taylor Society, Vol. XI, No. 4, October 1926. "Top Control" by John H. Williams.

¹²⁷Ibid.

B. Rich says: "'Control' generally means complete analysis of the facts, constantly kept up to date; but we naturally think of our common use of the word *control*. We have no objection to inanimate things being controlled—we do not want an automobile or a locomotive to get out of control—but control of human beings ceased when Mr. Lincoln read the Emancipation Proclamation." " . . . 'control' seems to imply restraint or hindrance."

Control is defined as "the exercise of restraining or directing influence over." (Webster's New International Dictionary) With that as the correct popular understanding it is no wonder that its use may arouse antagonism and resentment in industry where the master and slave relationship no longer holds. Our problem is to find another word, adequate in meaning, simple, yet not implying force or restraint for use when we are speaking of the activities of human beings. There could hardly be objection to the continued use of *control* when referring to machinery and materials.

Control has many synonyms. They can be classified into three groups according to the main idea conveyed. The first group can be called the "keep from or hold back" words, such as check, restrain, curb, hinder, repress. The second group can be named the "ascendancy over" words, as power, authority, domination, sway. The third group might be called the "management" words, which are guide, direct, lead, manage, operate, regulate and conduct. What *control* means to the average person is a mixture of the first two groups. He thinks of being corrected, hindered, or checked by someone having domination over him. The idea of subjection to power is implied. We must, therefore, look to the third group if we are to find a suitable word. These are synonyms of control in the "working with" sense. We may discard almost at once *manage*, *operate* and *lead*. *Manage* and *operate* both imply a handling of detail and have a fairly fixed place in industrial terminology already. A good word has been spoken for the use of operate in Burns' "Industry and Civilization": "The democratic 'operation' of industry is a better phrase than the democratic 'control,' for operation is positive and functional, but control seems to imply restraint or hindrance. This democratic operation implies that the persons at work

¹²⁸Bulletin of the Taylor Society, Vol. XI, No. 4, October 1926. Review of C. Delisle Burns' "Industry and Civilization" by H. C. Metcalf.

in an industrial service shall decide or determine the methods, or some of the methods, by which the service is organized." *Lead* lacks firmness, carrying merely the idea of influencing or inducing. From those left, *conduct*, *direct*, and *guide*, all of which are synonyms, we may select with two factors in mind, (1) shades of meaning given in the dictionary, and (2) interchangeability with *control* in extracts from management literature. *Conduct* "stresses the idea of immediate supervision and personal leadership." *Direct* "emphasizes the notion of authority and implies the issuance of orders or instructions." *Guide* "implies more immediate personal conduct or supervision than direct." *Control* itself "implies restraint exercised upon independent activity." Of the three words, *direct* or *direction* comes nearest the meaning of control without being marred by the popular implication of restraint. It does emphasize somewhat the idea of authority which, if redefined, is really desirable. As to interchangeability, let us take the following quotations, selected at random, and read them, first using control to get the exact meaning, then substituting our candidate words one at a time in each sentence.

"Labor control methods must be adapted to the organization. The size of the plant plus the type of organization will determine largely the kind of labor control."

"In the present situation between coal operators and miners . . . miners and operators are bound together; until that is fully recognized and acted upon, they will not be able to control their lives. Their interests are not the same, but indissolubly united . . ."

"To sum up: our present idea of the state is that it is not something outside ourselves, that it must flow out from ourselves and control our social life. But it must control our life by expressing it."

"This means that the emigration which has come to the United States in recent years is the emigration from countries which, through long ages, have known nothing except tyranny and autocracy, to whom the word 'law' is a mockery, whose speech is fundamentally unlike our own and who come to

¹²⁹Bulletin of the Taylor Society, Vol. IX, No. 6, December 1924. "Planning and Production Control." Report of Committee on Industrial Planning, Boston Chamber of Commerce.

¹³⁰"Creative Experience" by Mary P. Follett.

¹³¹"The New State" by Mary P. Follett.

us with suspicion of every sort of authority or control that government tries to exercise."

"Managers of industry, for instance, who control a situation and create an environment, demand that those who serve them meet the requirements which they have fixed."

"The superintendent and general manager who fail to plan and control in the large and in detail, neutralize the value of efforts on the part of the workers . . ."

Conduct is obviously a misfit, *guide* fairly good but hardly as good as *direct*, which does least to impair the exact meaning of the text. As a final test we turn to a paragraph written by Frederick W. Taylor in which *direct* and *control* are used in close association.

"If, however, either one of the parties has the entire direction, the enterprise will progress consistently and probably harmoniously, even though the wrong one of the two parties may be in control."

"The essence of task management lies in the fact that the control of the speed problem rests entirely with the management; and on the other hand, the true strength of the Towne-Halsey system rests upon the fact that under it the question of speed is settled entirely by the men without interference on the part of management. Thus in both cases, through diametrically opposite causes, there is undivided control, and this is the chief element needed for harmony.

" . . . they are allowed to drift instead of being intelligently directed and controlled."

Direct is easily understood, carries a note of power without being repugnant, and gives a clear and adequate idea of what we want to say. If we wish to think of control as being inherent in the situation, not imposed from without, it may be important to clothe our new ideas in new garments to show that they really are new and different.

The case against *authority* is also based upon the organic, functional concept of industrial units. "When we are speaking and thinking of things in these terms we find that we have not in our relationships the thing that was meant by authority

¹³²Bulletin of the Taylor Society, Vol. V, No. 4, August 1920. "The Industrial Problem" by Ernest M. Hopkins.

¹³³"Creative Impulse in Industry" by Helen Marot.

¹³⁴Bulletin of the Taylor Society, Vol. X, No. 2, April 1925. Editorial on "Salvage."

¹³⁵"Shop Management" by Frederick Winslow Taylor.