

as this particular case is concerned, would be final.

But, Mr. Chairman, you must remember that if any injustice is done to a workman under this system he always has the recourse of leaving, and he has further the much more powerful remedy of sitting down and soldiering just as he did under the old system, and he will still get the same wages if he soldiers. He gets the full wages that he is employed for, even when he soldiers. So that if an injustice is done to him it comes to a question of whether the workman has the power to force an unjust management to do what is right, or if he fails in this, to virtually return to the old system of management with all its antagonisms and sad conditions.

The Chairman. But if the workman leaves, quits his employment, would he not be placed to a greater disadvantage by virtue of his quitting his employment than the employer would be by virtue of the workman quitting?

Mr. Taylor. That depends entirely on—

The Chairman. It would, as a general rule, be true, would it not? There might be special cases where it would not be true, but would not that, as a general rule, be true?

Mr. Taylor. I think it is almost impossible to generalize on that. My experience is that, for instance, in the machinery business, employers are always looking for good men. It has been so all my life. They are always looking for good men, and one of the most humane employers under the old system of management, a man who stands very high and who is looked up to as a very humane man, told me with the greatest sadness that during the last three or four years about 40 per cent of his men had left him every year. Forty per cent each year had left him and new men came. Now, that could not happen under scientific management. Our men are too prosperous, too happy and contented for that.

The Chairman. Would you not permit them to leave?

Mr. Taylor. They do not want to leave. Permit them? Of course they are permitted. This is a free country. But they are so well off, and so well treated, that they do not want to

leave. It is not a question of permitting; it is altogether a voluntary matter.

The Chairman. When your scientific management has gathered together its information, its formulas, and formulated its rules and regulations, systematized its work, etc., giving its direction to the workman, and the workman fails to obey these formulas that are laid down for him, is there any method in scientific management to discipline the workman?

Mr. Taylor. There certainly is, Mr. Chairman; and any system of whatever nature under which there is no such thing as discipline is, I think I can say, pretty nearly worthless. Under scientific management the discipline is at the very minimum, but out of kindness to the workman, out of personal kindness to him, in my judgment, it is the duty of those who are in the management to use all the arts of persuasion first to get the workman to conform to the rules, and after that has been done, then to gradually increase the severity of the language until, practically, before you are thru, the powers of the English language have been exhausted in an effort to make the man do what he ought to do. And if that fails, then in the interest of the workman some more severe type of discipline should be resorted to.

The Chairman. Having gathered together all your information and built up your formulas and introduced your scientific management, if the management violates its formulas, what method is there in scientific management to discipline the management for its violation of its principles?

Mr. Taylor. I am very glad that you asked that question. Just the moment that any of our men in the planning room does not attend to his end of the business, just the moment one of the teachers or one of the functional foremen does not attend to his duties, or do whatever he ought to do in the way of serving the workmen—I say serving advisedly, because if there is anything that is characteristic of scientific management it is the fact that the men who were formerly called bosses under the old type of management, under scientific management become the servants of the workmen. It is their duty to wait on the workmen and help them in all kinds of ways, and just let a boss fall down

in any one thing and not do his duty, and a howl goes right straight up. The workman comes to the planning room and raises a great big howl because the foreman has not done his duty. I tell you that those in the management are disciplined quite as severely as the workmen are. Scientific management is a true democracy.

The Chairman. Suppose that it is the man higher up that violates these formulas? As I understand your testimony before this committee no scientific management can exist until there has been an entire change of mind on the part of the management as well as on the part of the workmen?

Mr. Taylor. Yes, sir.

The Chairman. And that this change must take place in the point of view, in the mind of the employer and the employee.

Mr. Taylor. Yes, sir.

The Chairman. And that the condition of "Do unto others as you would have them do unto you" must exist, and that spirit must exist. Suppose having that as a part of your formula, as part of your rules, that the workman is dependent upon the generous spirit on the part of the employer to say that he is treated well, suppose that the head of the house, the man higher up, violates that formula, what power is there in scientific management to discipline him for that violation?

Mr. Taylor. The losing of the men who are under him, their quitting, and going to some other place where they are treated better.

The Chairman. There is no scale of language set to the strongest scale of language that can be used for him, is there?

Mr. Taylor. I recall a particular instance in which one of the men who is here in this room was systematizing a company, and in which the president of that company, who was at the same time one-half owner of the company, refused in small matters to get into line and do his share of the duties, and I remember distinctly the volley of oaths that were thrown at the president of that company by the man who was systematizing the company for him, and he wound up by saying, "Um, um, um, if you do not do your share now and get right into line, we will get right out of this place and

leave you where you are." And he got right into line.

The Chairman. Is it part of scientific management that the workman shall cuss the man higher up when the man higher up violates his own formulas?

Mr. Taylor. It is part of the democratic feeling that exists between all hands that under scientific management they should talk to each other very freely and very frankly. And I think it is safe to say, that if I, for instance, were to swear at one of these fellows here (pointing to some of the workmen who were present at the hearing) he would swear right back at me without the slightest hesitation. I do not think there would be any difference between us if I happened to be a little higher up and he were a little lower down. I have not seen any great distinction between the two when it comes to swearing.

Mr. Redfield. Does not scientific management take the third commandment into account?

Mr. Taylor. I am sorry to say it does not take it into account as it ought to. I was brought up wrong—

The Chairman. In your direct testimony, Mr. Taylor, you referred to baseball playing as being an ideal type of scientific management, the manner in which the players were handled and the manner in which they responded to the management being pointed out as an indication of what scientific management can do. Are you aware of the fact that in baseball playing, in the professional baseball playing that you have reference to, the players are bought and sold like cattle on the market?

Mr. Taylor. I have heard of that fact, and I have often wondered why it was. I do not know. I am not intimately acquainted with that phase of the management of baseball to be able to say whether this is fair and just. I rather suppose, although I do not know, however, that no sale can be made without the consent of the player, that it is a mutual affair, and I rather imagine that the player always insists upon getting his share of the booty. But that I do not know; I am entirely unacquainted with it. My friend Mr. Reagan (points to Mr. Reagan, who is present) who is the ex-manager of a baseball