

to discuss for the first time problems of economics and new ways, based on economics and engineering, for creating better relations between nations. The official report speaks only of the co-operation of the Bureau of Labor, the International Institute for Agriculture and the International Chamber of Commerce. The engineering societies and corporations have not co-operated, and therefore so far they have had little influence on the development of world politics.

The report recommends that governments,² public institutions, trade organizations and public opinion, as the case may be, should encourage producers to promote the investigation of the best methods and results of rationalization, scientific management and standardization, not neglecting the smaller undertakings and giving special attention to measures calculated to promote social welfare. That means the co-operation of producers, employers and workers, farmers, traders, financiers, economists and consumers. It seems to me that the co-operation of engineers and organizers all over the world would also be very important to the success of such a program and is therefore greatly to be desired.

The Conference unanimously recognized the benefits of rationalization and of scientific management and asserted the urgent need of greater, more far-reaching and better co-ordinated efforts in this field.

In view of the importance of this question of rationalization the Conference considered it desirable that the Economic Organization of the League should keep in touch with the institutions specially concerned with this subject and should include a record of its development in its reports on industrial conditions.

In particular it considered:

1. The question of rationalization in its various aspects and connections.
2. International industrial agreements.
3. The collection and exchange of information with regard to industrial conditions.

The resolutions of the World Conference desired that all countries promote in every way investigation and comparison of the most adequate methods and most practical processes of rationalisation and of scientific management and the economic, and

²See Official Report, International Economic Conference, League of Nations, 1927.

social results that would be obtained by following these methods.

Following the suggestion of Secretary Hoover, America began to work a long time ago for the elimination of waste in industry, simplified practice, etc. I am glad to say that Czechoslovakia, in accordance with the resolution made at the World Economic Conference, is going to hold a special national conference for which Dr. Emil Zimmler, the President of the Masaryk Academy, has prepared the memorandum and program. The Conference will be organized by the Czechoslovak Advisory Economic Committee in the Department of Commerce.

It seems that at present the rather narrow professional aspect of scientific management is being stressed to the detriment of its universal non-professional social significance. As evidence of this there is the professional instruction in various branches of scientific management as imparted primarily in professional, technical and business schools, rather than a general education in the principles and social values of scientific management, the understanding of which by certain groups would give an undreamed of impetus to the cause of scientific management. These groups are: (1) workmen, taking this term in its broadest sense; (2) women and (3) young students.

If these groups are to be reached properly the necessity of a popular booklet on scientific management (varying in its contents to fit the group to be reached and stressing the practical achievements of scientific management, such as betterment of conditions, greater leisure, enhanced social values and greater possibilities for education, becomes evident.

Further necessary steps are:

1. Preliminary conferences with responsible representatives of the labor organizations, to ascertain their viewpoints and secure their co-operation.
2. Preliminary conferences with women's organizations—the Federation of Women's Clubs, etc.
3. Preliminary conferences with the Wickenden Committee, the Carnegie Endowment for the Advancement of Teaching, the National Education Association, etc.

The co-operation of the bodies just mentioned would make possible a real campaign of education including: (1) regular scientific management films,

- (2) standard lectures (for workers, colleges, etc.)
- (3) radio lectures, (4) the exchange of professors and (5) the establishment of a sound financial basis for the campaign.

The campaign as sketched would undoubtedly be worthy of the best efforts of the best men.

II. By M. L. FLEDDÉRUS

Honorary Secretary, I R I, The Hague, Holland

It is indeed a great and exceptional pleasure to me, to find myself among you these days, not only as a guest but also as one of your members.

I believe that the man or woman who is seething with thoughts is in the same predicament as the one who has none—both feel unable to express themselves. Also some people are inclined to speak too soon and others to speak too late. Of the latter category, I believe, only a minority lives in the United States.

In the first place I would like to convey my heartfelt thanks to officers and members of the Taylor Society present here tonight for what they have made possible and accessible to me in my capacity as Honorary Secretary of the I R I during my comparatively short stay in the United States. Owing to their kindness I take with me a world of impressions and valuable information. This does not mean that all the questions which were dwelling in my mind on coming over have been solved. Many of these questions will travel back with me to Europe again, but maybe this time their position is upside down.

Secondly, I would like to dwell for a moment on the aims of the Taylor Society as these have been recently expressed in your monthly periodical. When reading these for the first time and when thinking them over together with the general secretary of our I R I association, they affected us somewhat as a beautiful surprise—something unexpected which gives great pleasure. And I hardly dare repeat what she said to me, namely: "You know, Miss Fleddérus, these aims are so fine, they could almost be ours." Now I do not want to say that I know exactly the extent to which the objects of the Taylor Society are being understood in Europe, but, taking my own reaction as an example, I believe that the often confused

¹International Association for the Study and Improvement of Human Relations and Conditions in Industry.

interpretation of the name Taylor, and what it is supposed to stand for, will very likely be responsible for non-directing the attention to the Taylor Society of many high-minded persons, to whom the objects of the Taylor Society would not only greatly appeal, but who would feel themselves upheld and stimulated by sharing as members in a joint effort.

Thirdly, I should perhaps try to formulate before you some of the thoughts which have come to me during these past weeks in which I have seen a little of what Dr. Person has taught me to call a "well tailored" plant and something of extreme mass production, the Ford works. When analyzing the approach to industry of the Taylor Society and of the I R I, I am inclined to think that they form two much needed halves of a whole. In the introduction to the I R I Baveno report I mentioned the three essentials in production as: Men, Methods and Machinery. Frederick Taylor approached man through the alley of machinery and methods, thus approaching man as a worker. The approach of the I R I is the other way around, beginning with man purely as a human being and following him into machinery and methods. The common meeting ground here obviously is the application of methods.

With regard to the extensive research which is being done nowadays in the field of the application of methods, I have come to think that, under our present economic system its findings will—from a human point of view—more often teach us not what things to do, but what things *not* to do. This in no way lessens the great value of scientific research, for only if we have gone the whole round can we speak with knowledge and conviction.

In all scientific research, however, there is perhaps a subtle danger to be realized. The powerful human mind may easily undertake it for its own intellectual satisfaction. There are instances where I ask myself whether we are not turning quite simple things into a complicated science. Another fact to face, I think, is, that while aiming for solutions, we can often not hope—from a human point of view—to reach more than compromises.

And sometimes I wonder whether or not, if we were to follow the simple gospel of human kindness, many things would take care of themselves.

About the Ford works, this example of extreme