

Engineers in which for years he took an active part. He served on various committees and filled the office of Vice President for two years.

During the years that he was with William Sellers and Company, Wilfred Lewis and Fred W. Taylor formed a friendship that was to be terminated only by death. It was this friendship that led to Lewis' seeking Taylor's aid and counsel when he left William Sellers and Company. In 1900 he acquired a controlling interest in the Tabor Manufacturing Company which he had the satisfaction of seeing grow from a puny, pioneering business on the verge of failure to a thriving concern owning and operating a modern plant. When he took it over most of the products were manufactured by small contractors; today all operations are performed within the plant which is many times the size of the old company.

The achievements of Wilfred Lewis are not, however, to be measured by a financial yardstick. His commercial success might have been greater had his professional and business ideals not been of so high an order. To him making money was of relatively minor importance. In this he was sometimes rather a trial to his associates, especially when he wanted to hold up an important shipment in order to improve some detail of design that appeared to everyone else, including the customer, quite satisfactory. Or he might develop some feature of a molding machine to a higher degree of perfection and want to supply it free of charge to all users of that machine. That he was open to reason in such matters is evident, however, from the fact that the company succeeded.

While they appreciate his attainments as an engineer, few people realize how much the industrial world owes Wilfred Lewis for his contribution to the advancement and popularization of scientific management. Through his interest, his generosity and his abiding faith in Taylor, the Tabor Manufacturing Company became a laboratory in which elements of the Taylor System of management were developed and perfected until it became a complete, well-articulated and smooth-operating machine governing all functions of the business. It was responsible for co-ordinating administration, sales, design and operation in all its details. For many years this organization served as a model installation which visitors were free to study at any time and for as long as they wished.

This privilege was enjoyed by engineers, students, executives, teachers, army and navy officers, from all parts of our own and from every other civilized country in the world. Trained men were graduated from the Tabor Manufacturing Company's own force into higher positions in other companies to assist them in the application of the Taylor System. The practices of the Tabor Manufacturing Company were presented as an illustration and object lesson in the famous "Rate Hearings," when Louis D. Brandeis, representing the Eastern Shippers, proposed that by adopting the principles and methods of scientific management the railroads of the country might save "a million dollars a day." And it was the broad-mindedness and sense of social duty, of Wilfred Lewis that made all this possible.

An idea of his varied social tastes and interests may be had from scanning his non-professional connections. He was a member of the Historical Society of Pennsylvania, of the Art Club of Philadelphia, of the Merion Cricket Club—a Republican and a member of the Unitarian Church.

In 1895 Mr. Lewis married Miss Emily Shaw Sargent of New York. They had three children—a daughter, Emily, and two sons, Wilfred Sargent and Leicester. The charming hospitality of the Lewis home will long remain a pleasant memory to those of us who knew it.

As a business associate and employer Mr. Lewis was first of all a friend. He was kindly to the point of overindulgence. When he could bring himself to reprimand anyone it was obvious that it hurt him as much as the recipient.

During the war he gave valuable technical service as a member of the War Industries Board.

Mr. Lewis was a founder member of the Taylor Society and at all times interested in its work. We lose a staunch supporter in his going.

### European Appraisals of "Recent Economic Changes"

#### A Composite View

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WHEN I was asked to comment on "Recent Economic Changes," I immediately wrote to the members of the Governing Body of the International Management Institute, to whom the actual report of the Hoover Committee

had already been circulated, to ask them if they would assist me in forming an opinion. Unfortunately insufficient time was available for more than a few replies to be received. These comments must, therefore, be regarded as the joint work of these men and myself, though as I have not had an opportunity of consulting them in detail, I must take full responsibility for any opinions which are expressed.

It is sometimes imagined by Europeans that because the word "rationalization" was first used in Germany and has not obtained any widespread popularity in the United States, it represents a group of ideas which are largely European in origin. This is only partially true. The portion of the rationalization concept which is concerned with the cartelization and trustification of industries has not hitherto appealed to America, owing to her long tradition of legislation directed against business combination. But it must be recognized immediately that it is not the form of organization which is adopted for any purpose which is of importance, but the character of that purpose. Whether an industry achieves a common policy based on a scientific study of facts by means of complete unification of the independent business units, or by other means, is of far less importance than the fact that it does achieve a common policy.

The first interest, therefore, of the report of the President's Conference Committee to Europeans is the fact that it shows, without the shadow of a doubt, that America has been engaged in rationalizing her industry, in the full sense of that term, more rapidly and more completely than almost any other nation. Moreover the views of her leading statesmen, and business leaders as revealed by the actual report of the President's Conference Committee show that they are entirely in sympathy with the ideas which inspired those in other countries who are working for rationalization. To quote one arresting bit from the report: "Research and study, the orderly classification of knowledge joined to increasing skill, well may make complete control of the economic problem a possibility. The problems are many and difficult but the degree of progress in recent years inspires us with high hopes." Those who have been working for rationalization in Europe are sometimes accused of being theorists. Here we have the mature conclusions of a group of the most responsible intellectual leaders of the greatest business nation in the world, con-

clusions based on a wealth of national statistics such as have never previously been brought together. They express precisely the underlying thought which inspired the rationalization resolutions of the World Economic Conference of 1927—"Complete social control of the economic processes as an end; the use of the intellectual methods and standards of science as a means; these are the basic conceptions of rationalization."

This, then, is the primary value of this survey to Europe, that it demonstrates beyond any possibility of argument, that those who have been the architects of American prosperity have themselves worked in the very spirit which the adherents of rationalization are trying to introduce into the economy of the European countries. Of the general value of such a survey to the government and industry of any country as an aid to the determination of public and business policies, there can be no question.

It is impossible for anyone who reads the statistics contained in this survey objectively to doubt for a moment that, whatever the special circumstances in American economic conditions, there are elements in her business life, of initiative, of appreciation of scientific method, of bold experiment in new forms of collaboration between government and industry, which have undoubtedly contributed vitally to her rising level of material well-being.

It is noticeable in the case of nearly all the statistics given in the survey that there was a very marked change in the period immediately following the business depression of 1921-22. Before that date earnings and prices had tended to move on parallel courses almost throughout the period for which exact statistics are available. After that date they tended to move apart. Special conditions which many European observers attributed to America operated both before and after that period. Why this sudden change, this astonishing recovery from one of the sharpest economic crises which has occurred in American history? Obviously there was a new factor. And the only new factor which was introduced at that stage into the economic life of the American people was the campaign for more scientific management practices, for standardization, for simplification, for better and quicker statistics, which dated from Mr. Hoover's appointment to the Department of Commerce and the publication of his famous survey on "Waste in Industry."