

ideas, of scientific management. Mr. Gilbreth further said that it was essential that there should be some central body which should be an authority on all questions of management, and one to which any person or corporation could turn for advice on any perplexing question relating to management. Such a society would be in a position to act as an expert to the government in the reorganization of any governmental department or bureau, such as the proposed reorganization of the post office. Such a society would unify the methods of investigating systems of management, and all correlated questions. It would prevent useless and wasteful duplication of effort on the part of investigators, and would prevent the direction of investigations along incorrect lines, due to an imperfect understanding of all the considerations involved. Such a society would, by being the natural custodian, preserve the records and work of its members, which records, now in the hands of widely scattered individuals are in danger of becoming lost to the world. The science of management would be able to advance much faster than it is now doing, if it were backed by a dignified society formed of men of unquestioned ability, and the backing of such a society would give its members a standing that would be impossible of achievement by means of individual effort. Such a society would give publicity to the science of management which could not be hoped for were it to depend on the efforts of those interested acting singly."

The five men there grouped together got in touch with others—men like our friend Kendall, James M. Dodge, Charles Day, William Lyall, Henry R. Towne, those who had plants that were operating under the Taylor System, and those who were operating in those plants.

The result was what has come to be known as the Keen's Chop House Dinners. Once a month a group of from thirty to forty men—some of them traveled from Boston; some from even greater distance—would meet around the dinner table and discuss questions of management. These were not long, drawn-out, dragged-out discussions. Our friend Barth was there—good old Barth, with his rough exterior that concealed as kind a heart as ever beat! Woe betide the man who expressed an opinion that deviated a hair's breadth from the truth as Barth saw it! Barth would get up and say, "You don't know a damned thing about it. Now I will give you hell!"—and he would!

Jimmie Dodge was there, our first president—wise, witty Jimmie Dodge, who held the Society on an even

keel, put us through the troublous days, and prepared us to take advantage of the front-page publicity when Brandeis sprung on the railroads the \$300,000,000 a year!

Those were troublous days, but they were happy days. We would meet together. One member would bring up a problem that was perplexing him, and all hands would turn to in its solution. We began to gather data together, to collect time studies and to follow out the scheme that was laid down in these minutes that I read to you.

And then—but let me go back. The Society was formed partly because in the American Society of Mechanical Engineers, of which we were all members, loyal members, they would not give to the Taylor principles the publicity that we thought they deserved. We were very rigid in our requirements for membership. We were a club, a fraternity, as it were, and election to that select group of, as Mr. Dodge said, "those that God loved" had to be by unanimous vote. It was really a society of distinction. It was a mark of honor to be invited to the Keen's Chop House dinners. So jealous were we of our standing that nobody would be admitted unless he could at least qualify for membership in the American Society of Mechanical Engineers. To avoid offending that august body that we hoped to educate—and we did—we elected as our first president of this body a past president of their society, Mr. Dodge.

Then it became apparent; after Mr. Brandeis had proved to the world that scientific management was something worth while, that we should enlarge the Society, and in 1911, twenty years ago, the formal organization was effected. From then on you know its history. It is recorded in the minutes and in the printed BULLETIN.

Let me give you an idea of what scientific management meant in those days a quarter of a century ago. Mr. Dodge expressed it better than any words of mine could do. He said, "This is not a movement; it is a religion." And let me tell you, my friends, that no group of crusaders ever battled for their cause with greater energy, greater faith, than the men in this movement in those early days battled for scientific management. You younger men have no conception of the sacrifices that the older men have made—of time, of money, of energy, some of health, and some have even laid down their lives.

Mr. Dodge said, "Taylor in this movement is comparable to the Almighty. There are a few apostles,

Gantt and Barth and some others. There are a number of disciples, such as myself, and you, and you, and you. The rest are all members of the church." That was the spirit that actuated us.

I shall now try to button up this rambling discourse into a concrete thought or two that you may take home and think about. I will fling you a challenge: Is the Society today living up to the ideals that were set by that group of men, many of whom have gone on, as embodied in these early minutes, "to promulgate the principles laid down by Mr. Taylor, to gather, codify and preserve all data on the subject of scientific management, to act as a clearing house for ideas, to secure the co-operation of all men capable of undertaking the work of scientific management?"

If you answer that question in the negative, then let me ask you another: Is the work you are doing or the plans you are following better than the plans that were laid down then?

That is a question for you men who have picked up the work where the older men laid it down to answer. I do not presume to answer for you. But let me say this: Twenty years ago no one of that little group of twenty or thirty men who met at Keen's Chop House had any idea that scientific management would reach

the point that it has reached today. The best we hoped for was that perhaps in fifty years, perhaps in the lifetime of some of the youngest of us, the principles might begin to find ready acceptance. Not one of us dreamed that in less than a quarter of a century the principles of scientific management would be so woven into the fabric of our industrial life that they would be accepted as a commonplace, that plants would be operating under the principles of scientific management without knowing it, plants perhaps that had never heard of Taylor.

When a movement reaches that phase the time for propaganda is passed. It is a time for action.

Now let me tell one more incident from our good friend, Barth, and then I am through. At one of the meetings in the old Keen's Chop House days there was a discussion going on. We finally arrived at a conclusion and decided that something should be written, and the question arose as to who should write it. Barth, who had been silent all that time, suddenly jumped up and said, "While you fellows are writing about it, and talking about it, I am doing it." And Barth was right. The man who does things is the man who gets farther and accomplishes more than the man who talks about them.

The Development of the Policy of the Taylor Society

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IT HAS been my point of view that the policy of the Taylor Society had been determined, years before, the organization of the Society, by the activities of Mr. Taylor, even though he himself had nothing to do with its organization and rarely participated in its activities. When Frank Gilbreth made the momentous suggestion just brought to our attention by Bob Kent—"There must be some outfit that will perpetuate Fred Taylor's work"—he implied much more than perhaps he at the time realized. "Fred Taylor's work" meant doing what Taylor himself was doing; further development and refinement of the technique; analysis and reformulation of principles in the light of later experience; and not least, bringing the full force of scientific management to bear on the solution of problems which are ever disturbing industry and are making the conditions of livelihood, for which alone industry exists, more and more difficult. Fred

Taylor was as much concerned about any one of these aspects of scientific management as about the others.

It will be worth our while briefly to recall the career of that great man from the point of view of what his work meant to him. Back in the eighties when the management movement first made its impact on him, and in the nineties when he first made his impact on it, his primary interest was technique. His problem then was to explain to fellow engineer-executives the practical aspects of what later came to be called scientific management, and to convince them of its great value in the management of shops. Even then, however, although his emphasis was on technique, he did not overlook its spiritual and social values, for in "A Piece Rate System" and "Shop Management" he talked about high wages, sympathetic understanding between management and workers, and their significance for industrial prosperity. By 1900 the social