

aspects of scientific management had come to occupy so large a place in his interest that he decided he could no longer afford to work for money. From then on he devoted time and much of his means—and with Mrs. Taylor's co-operation much of his home and home life—to promotion of scientific management as a constructive social force. This particular emphasis increased during the latter years of his life. He never neglected the technical aspects; in fact, at the time of his death he had planned and was financing a great research which should make basic production standards available to all industry. Mr. Kent was, I believe, one of those participating in this research. But his public addresses were more and more concerned with the flexibility and broad applicability of scientific management as a technique, and with scientific management as a social force.

Therefore, when I suggest that specifications of the continuing policy of the Taylor Society had been written on the records even before the Society was organized, I refer to this record of Frederick Taylor's interests and activities, and imply that the Society assumed the task of seizing the torch which fell from his hands and carrying on without loss of momentum, or diminution of purpose.

The emphasis at any particular moment in the work of the Society has been determined chiefly by the nature of the industrial problem of the moment. It has always, of course, been an emphasis on basic technique; always an emphasis on philosophy and principles; but also, at any moment, an emphasis on technique, philosophy and principles in terms of the dominant problems of the moment. A little thought will make it evident that the application of scientific management to merchandising can be explained only in terms of previously developed production technique; to general administration only in terms of previously developed production and sales technique; and to collective management of industry only in terms of all the technique of private industry. This explanation may be verified by examination of a file of our BULLETINS, consecutive since 1914, which is the record not only of the work of the Taylor Society but also of progress toward enlightened and effective management in American industry.

There have been five distinguishable aspects of dominant interest and emphasis in the work of the Society. Before the War American industry was on a sellers' market and the emphasis in the work of the Society was on production technique, and the prin-

ciples as expressed therein, for on a sellers' market production to meet what appears to be insatiable demand is the major problem of industry. It was during this period and in the production field of management that the basic technique of scientific management was worked out and the fundamental principles formulated.

At the same time, however, what is identified as the personnel problem or the problem of industrial relations was coming more and more to engage industrial attention. The Society accordingly increased its effort to bring to the public knowledge of the significance of scientific management as a substantial basis for sound industrial relations. In the BULLETIN may be found the record of a noteworthy, pioneering, progressive attitude toward this aspect of the management problem. For pioneer articles on workers' consent, workers' participation, the functional co-operative status of workers in management, and so on, consult the BULLETIN from 1915 on.

One aftermath of the War was our plunge into a buyers' market. On this buyers' market two other phases of management came to the fore as critical problems of management; one the problem of merchandising and the other that of general administration. The Taylor Society promptly assumed the responsibility of interpreting and expounding scientific management in its applications to merchandising and general administration.

As one evidence of this foresight and promptness we earned a gold star in the form of this quotation from the report on sales management of the President's Committee on Recent Economic Changes: "A widespread interest in marketing methods cannot be said to have come with the turn of prices (in 1920), although at that time there was plenty of talk about the difficulty of getting sales. As early as October, 1920, however, articles suggesting a more scientific viewpoint on marketing appeared in the Taylor Society BULLETIN." With respect to general administration the prompt action of the Society was evidenced by its expositions of flexible budgeting even before management literature generally had got around to any noteworthy attention to more elementary and less effective forms of budgeting.

With the development of merchandising research, more intensive sales methods, and general administrative control during the past decade, the costs of indirect labor, the problem of office organization and management came to be a matter of increasing con-

cern. Worthy representatives of scientific-management engineering gave their attention to this particular problem and have recorded noteworthy constructive achievements.

We are able to observe in this record of Taylor Society activities a widening and ascending spiral of influence of scientific management: at the workplace, in the shop, in the factory, in industrial relations, merchandising, general administration and office management. There is, however, more to the story.

In the report of the President's Committee on Recent Economic Changes, published in the summer of 1929, it was declared that the outstanding economic problem of the United States was the maintenance of economic balance. It may be the Committee sensed the blow that was to come a few months later. The Taylor Society responded by making economic balance a major subject of consideration at its December meeting of that year. Every program since then has penetrated more deeply into this problem of balance, of stabilization—for two reasons. First, what is the use of developing refinements of economy in production, merchandising and general administrative management of the individual plant if these are to be neutralized by an unstable environment? Scientific management not only seeks to establish stability, but its greatest gains come when it is surrounded by stability. Second, if stabilization is the outstanding industrial problem, then scientific management has an especial responsibility, for whatever stabilization is achieved in industry as a whole will be achieved in one way and one way only—by application of the adapted technique of scientific management to industry collectively. As our good French friend and fellow-member, M. de Freninville, has said, scientific management means the establishment of a reign of law, a government, in the individual enterprise. Stabilization of industry generally means a reign of law, a government for collective industry. It is our responsibility

to bring to this problem of industrial stabilization all of the great contribution that scientific management has to offer. It is a responsibility that cannot be evaded. Evasion of such responsibilities means atrophy and eventually death; acceptance of them means strength and growth.

This extension of our interest, this assumption of ever greater responsibilities, means harder work for the small staff in our central office; for when it assumes a new responsibility it does not relinquish others already assumed. The earlier interests merge into and become part of any new, larger interest.

Scientific management in the individual plant demands scientific management in the environment; that is one reason why scientific-management plants have been so generous to students and visitors! But also a scientific management of the environment, of collective industry, demands scientific management in its constituent parts—in every plant and in every unit of every plant. Therefore, our interest must be maintained all along the line. And we should realize, as a guarantee of that, that scientific management in any sector of the line can be developed and maintained only by constant reference to all other sectors.

I am confident that if Frederick Taylor were living today he would be putting all his energy into this problem of general stabilization, for it was he who said, "The rights of the people (consumers generally) are greater than those of either employer or employe. I desire the greatest possible benefit to the people who work and consume, and I regard dividends only as an incident . . . under the existing industrial system a condition precedent to the continuance of the plant." Otherwise his career would not retain its consistency. It is doing that very thing, along with many other things we do, that enables us to express the objective specified by Frank Gilbreth when he said, "There must be some outfit that will perpetuate Fred Taylor's work."

A Foreign Guest's Appraisal

By HANS MARS

Head of the Management Section, National Labor Council, Vienna, Austria

I ESTEEM it a great privilege to be called upon to address an audience like this. Being a European and intimately connected with the labor movement of Central Europe, I suppose you will naturally want to hear from me what attitude European countries,

Central Europe in particular and the labor movement in these countries, take toward scientific management today.

I should like first to speak simply as a European. We Europeans think that we are in the midst of what