

My point is simply that these features are not enough. We want not only men who can do what they are told to do, but men who can do things we would never think of ourselves. We want men who have enough interest, and education, and experience, and boldness to make positive contributions to the intelligence and vigor of the work.

It is said that the methods of scientific management do not inhibit initiative, that men are encouraged to find better ways of doing a job, and so forth. I am not disposed at all to question that statement. I am inclined to admit that, especially in the case of the able and aggressive, scientific management ought to offer better opportunities than could be found elsewhere for rising to positions of responsibility. But the question remains as to whether the matter of drawing out the ability of workmen is anywhere given the attention that it will have to be given in the future.

It would seem to me that in the past many causes have conspired to limit the sphere in which the average individual could do creative work. Most small children are full of life, and enterprise, and the spirit of investigation. But once the sterner conditions of life begin to close in on the individual, the probability is that these qualities will be almost crushed out; so that the adult is normally timid, obedient, unenterprising, unthinking. The crushing of initiative starts ordinarily with parental discipline. It is carried on further by the lifeless methods of study formerly in vogue in the schools, by the rigid authority that has been exercised in industry—under the old system much more than under scientific management—, by social custom, by the law, and by the lack of opportunity. Only a comparatively few escape this crushing process,—some centuries ago very few indeed, to-day a somewhat larger number. People who have had the benefits of real freedom, of leisure, travel, education, of responsibility, of authority usually retain the ability to handle new situations in their own way. It would seem to me that industry could find no greater opportunity, and life could have no greater end, than to extend and make universal this last type of life and work.

I am sorry if, in trying to make clear the sort of freedom that I should like to see prevail in industry and everywhere else, I left the impression that scientific management is trying to block such a movement. Many people have that impression; for it is a notion that easily rises in the mind of anyone who has started to read upon the subject. But I have not had it; for I have long felt that scientific management

did not deprive workmen of any important freedom that they had had before.

I only wish that the men who have done so much to introduce methods of management appropriate to existing conditions, might carry over their enthusiasm and penetration and apply them again under the new conditions.

The system of restraint has everywhere passed its period of greatest usefulness. When it has become common for men to work less because of pressure and more because of interest, less according to blind obedience and more according to their own judgment, just what will be the formula for management?

Many of the features now used can be carried over bodily; but they will not tell the whole story.

This is as far as it seems necessary to go in supplementing the matter which has been already presented in the paper. Some other points which I made were attacked rather vigorously, and I wish I felt free to talk frankly about them; but I am afraid further discussion would do more harm than good.

As I started to say at the outset, the paper was written for a different audience than the Taylor Society; but as it happened to take up some points that I felt needed checking up, I sent it to a member of the society for his criticism. Out of that grew a request to have the paper printed, and put on this program for discussion. I feel that it has been a most unusual and undeserved good fortune to have had this opportunity to get the views and criticism of so many persons. Their criticisms, without exception, have seemed sincere; and all of them have been helpful to me.

Though each party to the discussion has probably gone away feeling that the other side has reasoned in queer ways, I think it should be acknowledged that the Taylor Society is at bottom cosmopolitan in the hospitality that it extends. I have noticed, for instance, that it has repeatedly gone half way or more in an attempt to meet the universities; and, in general, the men who compose the society have gone far in giving out the results of their work, and in inviting the public's cooperation.

It seems to me that this is a highly patriotic attitude to take, and one that is rather unusual. Though this mingling with persons from other callings may have caused a certain friction along the way, I believe that it is a far safer policy to pursue in the end. The movement thereby makes friends, and creates understanding. And the men in the movement, like all other men, gain by the contact.

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## SPRING MEETING

The spring meeting of the Society will be held in Syracuse at the Hotel Onondaga, Friday and Saturday, May 18 and 19. A summary of the program follows:

*Friday, May 18th*

8.00 P. M. Papers describing certain management mechanisms which will be seen in use in the Franklin Automobile plant on the visit Saturday morning. These include:

- "Routing."
- "Schedules and Control," including Operation of Control Board.
- "Despatching," involving Pneumatic Tubes and Material Transportation.
- "Employment Work."

*Saturday, May 19th.*

9.30 A. M. Visit to plant of Franklin Automobile Company.

12.30 P. M. Luncheon, Hotel Onondaga.  
2.00 P. M. "Wage Rating."  
By George D. Babcock, Production Manager, Franklin Automobile Co., Syracuse, N. Y.  
6.30 P. M. Dinner, Hotel Onondaga.  
8.00 P. M. "Who is Boss in Your Shop?"  
By Morris L. Cooke, Consulting Engineer, Philadelphia, Pa.

Headquarters for this meeting will be at Hotel Onondaga, East Jefferson and Warren Sts., Syracuse, N. Y. Rooms should be reserved not later than May 11th.

All of the sessions will as usual be open to guests, including ladies. Members are requested to send to the secretary, as soon as possible, the names of guests who should be invited. Additional information as to local arrangements may be obtained from the chairman of the local committee, Mr. George D. Babcock, Franklin Automobile Co., Syracuse, N. Y.