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November, 1915

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PERSONAL RELATIONSHIP AS A BASIS OF SCIENTIFIC MANAGEMENT¹

By RICHARD A. FEISS²

1. Given two establishments in the same industry, in the same locality, build for them the same buildings, equip them with the same machinery and establish for them similar methods of handling equipment and materials—yet, in the course of a short time, there will be a difference in both the quantity and the quality of their output. This difference in result will be caused by the difference between the two in the quality of their personnel. For this reason alone the question of personnel must ultimately be considered the real problem of management.

2. If one of the above plants were headed by a management of the ordinary or traditional type and the other by a management which fully realized the importance of personnel and had developed an active philosophy tending toward the solution of the personal problem, the difference in practical results would be so great as to be unbelievable by the uninformed. In fact this difference alone would often spell failure in the one case and success in the other.

3. The managers of both plants would see the shortsightedness of letting buildings and other equipment run down for lack of upkeep and repair. Both would see the value of and put into practice means for running the machinery at the most efficient speeds and bringing into use the best tools and the best method of handling material. It would be taken for granted by both that anything that goes to the improvement and upkeep of these things would be a necessary expenditure or a wise investment. The ordinary management, however, would not think of applying the same laws of upkeep and improvement to the personal equipment.

4. The ordinary or unscientific manager believes that factory management consists of the handling of orders, materials, and machinery, and that the men in the plant are

a mere adjunct to these things—a necessary evil. When this type of manager is confronted with the fact that his organization is less efficient than another he will lay the blame on his employees and say, "I haven't the same kind of people that the other fellow has." In making this statement he will be absolutely correct, but he does not realize that the fellow with the other point of view has developed a particular kind of people as an essential part of the responsibility of management.

5. The old type of management would at the best consider expenditures for the development of personnel as an unnecessary outlay forced upon it by unintelligent public opinion, or would consider it a politic expenditure which would bring a certain amount of cheap advertising at the expense of fair wages. The enlightened, or scientific type of management would consider expenditures of this kind not only wise, but also an investment bringing proportionately larger and more permanent returns than all other kinds. Full value of all expenditures or investments for upkeep and improvement of a plant can be realized only when sufficient investment of both time and money has been made for the purpose of improvement and upkeep of the personal side. In fact the management which has the correct viewpoint will find that the mechanical and material side of the organization will be better developed as a necessary incident to personal development than it would be where this point of view is reversed. This is well illustrated in the Clothcraft Shops of The Joseph & Feiss Company, where this philosophy has been the basis of its development of Scientific Management.

6. Only actual comparison of the mechanical and other developments in this establishment with those in the next best establishment in the men's clothing industry would suffice to prove this point. The industry generally is not in a very advanced state. The usual type of management is at the best only beginning to realize the existence of the personal side. As a result, machinery and equipment are almost universally limited to a few undeveloped or semi-developed types, regardless of whether or not they are most suitable for the purpose in the hands of the individual operator. In practically all these factories you will find only a few types of machines, and these set up and equipped as they come from the manufacturers and running at haphazard speeds. Shears and all other tools are any which the employee chooses to furnish for himself.

7. In the Clothcraft Shops, working from the personal point of view, tools are not only developed and prescribed with regard to their suitability for the purpose of individual accomplishment, but all tools are furnished and maintained by the management. Fully fifty per cent of the different types of machines in use at the Clothcraft Shops are not, as far as is known, used in any other establishment in the industry, and practically every machine in use has been developed so as to be specially adapted for its particular purpose in the hands of the individual who uses it. In like manner the proper handling of materials and the installation of other methods developed under Scientific Management have been introduced in this establishment as necessary steps in the development of the highest efficiency of the individual.

8. We believe the point of view outlined above to be of the essence of Scientific Management. Scientific Management aims directly at increasing the quality and quantity of the output of an organization by increasing the quality and quantity of the output of the individual worker. While Scientific Management in its application must necessarily go deeply into the question of improved machinery and equipment, and while this in itself makes for greater

¹ A paper read before the Society to Promote the Science of Management, Philadelphia, Pa., October 23, 1915.

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