

BULLETIN OF THE  
**TAYLOR SOCIETY**  
A SOCIETY TO PROMOTE THE SCIENCE OF  
MANAGEMENT

IT IS POSSIBLE FOR THE APPLICATION OF METHODS LOOKING TOWARDS THE IMPROVEMENT OF MANAGEMENT TO BE GREATLY OVERDONE AND IT IS POSSIBLE FOR THEM TO BE DISASTROUSLY UNDERDONE. THIS LAST HAPPENS ESPECIALLY WHEN THE PROPRIETOR DEVELOPS A NEW DEPARTMENT FOR THE WORK MADE UP OF MEN WHO HAVE GROWN UP IN THE BUSINESS. THESE AMATEURS CATCH AT THE SKIRTS OF SCIENTIFIC MANAGEMENT AND GET ONLY PART OF ITS SPIRIT AND ITS ESSENTIAL METHODS... THE RESULT IS A GROTESQUE SUPERIMPOSING OF NEW THINGS ON OLD AND INADEQUATE FOUNDATIONS... A SORT OF VENEER OF THE NEW ART OF MANAGEMENT... PRE-TAYLOR METHODS DRESSED UP IN NEW AND EXPENSIVE GARMENTS. IF THE PROPRIETOR EMPLOYS AN OUTSIDE PROFESSIONAL INSTALLER HE MAY RUN INTO OPPOSITE DIFFICULTIES. THE PROFESSIONAL WILL USUALLY DO A BETTER JOB BECAUSE HE IS A PROFESSIONAL... BUT THERE ARE INCOMPETENTS IN THE PROFESSION... THE BEST MAY HAVE TOO MANY IRONS IN THE FIRE... SOME ARE DOCTRINAIRE... SOME LACK THE INSTINCT OF ECONOMY. Page 12.

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