

problem, and discussion of it inspirational in its nature; a great deal can be accomplished at one meeting which emphasizes that problem. On the other hand, the problem of operating conditions, while in part a problem of the spirit and of the mind, is also in large part a problem of details, of experiments and investigations and of the comparison of results. And opportunity for the presentation and comparison of the results must be adequate, if the Society is to contribute to industry the results of the experiments and investigations of its members and guests.

GREETINGS TO M. LE CHATELIER

It was the privilege of the Society to recognize the pioneer work of M. Henri le Chatelier on behalf of scientific management in France and to extend to him its greetings, by motion of Morris L. Cooke, as follows:

"Mr. Chairman: While sitting here this evening I have recalled a conversation I had with Mr. Taylor sometime in the Fall of 1911. I had just returned from a trip abroad and was recounting to him some of the experiences I had had with our scientific management friends in Germany. And I remember distinctly that Mr. Taylor said to me that when it came to the development of scientific management in foreign countries, his ambition lay in the direction of having it begin first in France.

"Those of us who have had the rare privilege of talking with our guest, M. de Freminville, during his visit to this country, have been impressed by his description, more than is possible through the written or printed word, of the tremendous progress which has been made in the development of scientific management in France during the eight years which have intervened since that conversation with Mr. Taylor.

"To M. Henri le Chatelier, an honorary member of this Society, we owe unbounded admiration for the disinterested way in which he—at first practically alone, and led to it by scientific recognition of evident truth, and devotion to what he believed the best interests of his country—started in to awaken France to the importance of scientific management. It was because of his fidelity and standing as a scientist, because of the admiration which his compatriots have for him, that he drew to the cause such friends as M. de Freminville.

"That in those eight years a small group of men should have accomplished what they have accomplished is remarkable; and I imagine it will not be

long before we are made aware of what a significant part the work of that group of men played in the outcome of the late war.

"It seems to me appropriate that tonight the Taylor Society should request M. de Freminville to convey its greetings to M. le Chatelier, and I move you, therefore, that our distinguished guest of this evening be requested to convey to M. le Chatelier our sincerest admiration and unbounded thanks, and assurances that, if at any time this Society or its affiliates can be of service to him or to his country in this work of the further development of scientific management, we are at his command."

The motion was carried unanimously by rising vote, and M. de Freminville arose and responded:

"It is with great pleasure that I shall deliver this message to M. le Chatelier, and you may be sure it will be a great pleasure for him to receive the message, and I know he will send you his best thanks as soon as I have carried the message to him."

THE SOCIETY

THE annual business meeting of the Society, Friday evening, December 5, 1919, was called to order by the Managing Director who in the course of his remarks said:

"This is in many respects a significant meeting of the Society. I believe it was in this building, in a smaller adjacent room, that some ten years ago a group of half a dozen men met together and organized the Society to Promote the Science of Management, which, after Mr. Taylor's death and in his memory, changed its name to the Taylor Society. It is interesting that, by coincidence and not intention, this first meeting of, so to speak, the refounded Society, should be held in a room adjacent to that in which was held the meeting at which some ten years ago the Society was founded.

"It is also interesting and significant that we have with us, for the first time in our history, distinguished foreign guests, and especially significant that two of them are representatives of labor from England and Sweden respectively. It was only a few years ago that the attitude of labor was not one of sympathy with inquiry into the nature and the spirit of scientific management; today we witness most sympathetic inquiry. I imagine we were all to blame, and that the changed attitude marks development in breadth of view and humanness on both sides. A little later I shall have something to say of and to our distinguished guests.

"I suppose that logically this annual meeting should begin with a report of your executive servant, the Managing Director. However, we are just at the point in the development of the renewed activities of the Society at which great achievements cannot be reported, except the achievement of having established the machinery for serious and effective work. By the machinery, I mean, of course, an executive, a central office, and certain standing committees. Possibly a year from now there may be a real report from myself, but tonight the reports must be those of committees, and their reports will be in the nature of statements of plans and progress rather than of performance.

"The establishment of committees I consider the one important achievement of your officers, for from them will come not only constructive work but counsel. For the first time the Society has operating departments as well as an overhead.

"For the benefit of those who are new to the Society and have never before had the privilege of attending a business meeting—of being intimately at home with the members—I wish to say that the Society was established some ten years ago; that up to the war it remained a rather small, close-knit body of very active individuals, earnest in the promotion of scientific management, principles and technique, in which they believed as in a religion. The Society did not grow rapidly; it did not try or care to. It was much like a church; a group of people inspired by an idealism and not a commercial motive.

"During the war its activities were almost completely suspended. It was found inconvenient to even hold meetings, for all the officers and half the members were absorbed directly into the war machine, and an additional number were equally absorbed into war service because of the increased intensity of production in their plants.

"With the armistice people began to take stock of the results of the war. Because of the consciousness that new problems had come to industrial society, it was believed by the members that great opportunities were presented to this Society. Greater productive effort to repair waste; the re-establishment of harmonious industrial relations—these were the obvious problems; and here existed a Society in command of the technique essential to greater production and inspired by the desire to promote sound and harmonious industrial relations; above all, free of any taint of commercial motive and inspired by the desire for service as by a religion. It seemed to be the duty of this So-

ciety to make its influence more effective and to that end to interest in its work more persons who appreciate the nature of the industrial problem. So, as you all know, a new constitution was adopted last Spring, an executive office was established, a dignified campaign for increase of membership was undertaken, and effort to offer worth-while service was begun. I say "begun"; a year from now I hope to report achievements.

"I should like to say in concluding, that service on your behalf in the Society's office has been more than an inspiration; it has been a revelation. The interest in scientific management the world over is astounding. There has been a constant stream of inquiring persons, coming to my office, just as in earlier days such a stream used to flow into Boxley. Inquirers want to know about good management; what it is; how it may be developed; where it may be seen; what ideals are essential to it. They have come not only from the many parts of the United States, but from England, France, Sweden, Norway, Switzerland and Czechoslovakia; and this great volume of personal calls has been supplemented by inquiring letters from these and other countries of Europe. We do not advertise; how they have learned about us I do not know; nevertheless they come. It is an inspiration to know that there is realization of the need of science in industrial effort, and that its use must be governed, not by the commercial motive merely, but primarily by the idealism of social service, such as is represented by this Society."

After the announcement of the election of officers the Chairman called on the new President, Mr. Henry S. Dennison, who responded:

"Mr. Chairman, Ladies and Gentlemen: This Society obviously needs no lessons in efficiency in taking advantage of absentees. I could never do justice to the strong-arm work of one Mr. Bruce, Chairman of the Nominating Committee. While I was in the Maine woods, recuperating from the President's industrial conference and out of touch with mail, I was nominated to be your President, and to my surprise, elected. You may not need lessons in efficiency in putting through your plans, but I wonder whether you may not need lessons in forming sound judgments.

"The honor is a source of great gratification to me. I do have a feeling of insecurity with respect to the proper performance of my duties; but I appreciate the honor. Seriously aroused to the opportunity, I might say, indeed, that I promise to give to the work every