

have in industry is that foremen feel that their only future for advancement is for the manager to die or quit, so that he can some day become a manager. He is, he thinks not permanently in his position, and for that point of view industry, and we who are managers in industry, have been responsible. We are wrong.

A man who goes into law, a man who goes into engineering, a man who goes into the practice of medicine is a professional man expecting to find his advancement from the point of view of the service that he can give through his profession to the public. Until we who are managers recognize foremanship as distinguished from managership as a profession, and until we put it on a professional plane regardless of whether it is functionalized or not there are all kinds of doctors and there are all kinds of lawyers, corporations, criminal and other kinds; so, regardless of the type, until we put foremanship on a professional plane the progress of industry will be retarded. Young men and women must be taught by our business schools of the great field there is for this profession of foremanship—that keystone in an organization—because a manager may plan and the workers may do, but the foreman has got to get things done according to the policy and plans of the management. That man responsible for the immediate development of the worker, according to those plans, is not only the keystone situation, but belongs to a profession that is undeveloped and must be put on the proper status.

So I am glad that we have had our attention called to the fact that the foreman is one of our problems and that his development must be assured in order that management may not only manage, but may execute, in its endeavors to make industry what it should be.

MR. HENRY S. DENNISON¹: I wish to suggest a point of view we have found helpful in trying to convince foremen that there are better ways of handling workmen than the old methods.

The analogy between the workman and the customer is very interesting and can be drawn rather closely. We are about equally dependent upon them; they hold much the same relation to the business. One can get along without any one customer, of course, and manage to replace him. One doesn't truckle to the custo-

¹Dennison Manufacturing Co., Framingham, Mass.

mer, but nevertheless one is careful to consider his point of view.

I invite you to carry out the analogy, I wrote an article about it once, but it appeared in a religious publication and you have probably none of you seen it. It will pay to put the foreman in the place of a salesman, to make him feel a similar responsibility, to make him feel (and precedent to that the president and other administrators must feel) that internal good will is just as important as external good will, on which so much energy is spent; and further that the foreman is the custodian, the guardian of the workers' good will, just as the salesman is the guardian of the customers' good will.

WHAT the scientific method is has been fully described. What the facts of business are which should be analyzed have been suggested, and the ways indicated in which complex data may be summarized. Having caught the spirit of fact analysis, and understanding what it implies, it is the indispensable function of an executive to apply it to his problems. Moreover, it is essential for employers' organizations, business clubs, and managers' associations, to study scientific method in relation to business problems and to install machinery whereby the experiences of all may be put at the service of each.

When businesses have done this, either individually or cooperatively, industry will be seen in a new light. The principles and rules for guidance then will not be formulated out of prejudice nor arrived at in an occult or rule-of-thumb manner, but will be established on the basis of facts scientifically analyzed and properly interpreted. They will not be accepted blindly, but with discrimination, and the conditions will be established for making business scientific. Fact analysis will become the rule, and industry will prosper as a result of its application. The standards of fact analysis are severe, its methods are exact, but the results worth while. Business must be conducted on a scientific basis.

There are, therefore, in summary, two phases to scientific method, as applied to business or other phenomena: first, scientific observation, and second, logical inference. In the application of these standards, a science of business is to be developed. (Secrist, *Statistics in Business*, pp. 129 and 130.)

BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE AND THE
ART OF ADMINISTRATION AND OF MANAGEMENT

PART II

OF

PROCEEDINGS

OF THE

MEETING OF THE TAYLOR SOCIETY

HELD AT

NEW YORK

DEC. 5 and 6, 1919

Engineering Societies Building
29 W. Thirty-Ninth St.
New York

APRIL, 1920

