

It seems to me that the secret of the centralization of administrative authority really rests on the point of view one takes as to whether he is to exercise a material control of methods and mechanisms, or a spiritual control through ideas and ideals; and the larger the organization, it seems to me, the more are we forced to rely on and use the latter.

All this does not seem to me at all inconsistent with the establishment of uniform methods, such as for the securing of records of performance, etc., but the problem we are considering is one of centralized authority and control. It seems to me that an attempt to exercise control by any particular form of organization evolved in the mind of any one man, no matter how able, is doomed to fail. On the other hand, control—through leadership and the stimulation of the best in every individual to come out and express itself and make its contribution to the whole result—is bound to be increasingly successful.

Sincerely yours,

THE entire membership of the Society will approve the action of the New York members in organizing a local section. Sections were sure to come as soon as the membership of the Society had increased so that there would be resident in some one locality enough members to make a section possible.

The movement for a New York local section originated in a perfectly natural way, with the younger members of the Society resident in that district. They had come to feel that the regular meetings of the Society do not—cannot—give them all they want. The younger men wish to ground themselves thoroughly in fundamentals of technique, and the regular meetings of the Society cannot constantly repeat fundamentals—especially of technique. The local section, organized and managed by the younger members, can be made to give them whatever they want.

The younger members do not want to go it alone. What they want the older members must help them to get. A great deal of what they want must come from the older, more experienced members. Therefore there is a responsibility upon the older members resident in a district where there has been organized a local section, which cannot be ignored. And the older members will find that the contact with much-alive young men will carry its own reward.

The program arranged by the New York Section for 1920-1921 is as follows. Meetings are to be held the third or the fourth Thursday of each month. They begin with a dinner at 6 P. M., which is followed by a talk and discussion.

Sept. 16 Fundamental Principles of Scientific Management.

John H. Williams, New York.

Oct. 21 Establishment and Maintenance of Standards.

H. K. Hathaway, Philadelphia.

- Nov. 18 Job Analysis (including Time Study).  
Wm. O. Lichtner, Boston.
- Dec. 16 Central Planning and Control.  
Frank M. Gilbreth, Montclair, N. J.
- Jan. 20 Informal Social Meeting.
- Feb. 17 Routing, Balance of Work, Order of Work.  
Carl G. Barth, Philadelphia.
- Mar. 17 Records of Progress.  
Sanford E. Thompson, Boston.
- April 21 Functional Organization and Management.  
Henry Wood Shelton, Philadelphia.
- May 19 Opportunities of Administrative Policy under Scientific Management.  
Henry P. Kendall, Boston.
- June 16 Personal Relations under Scientific Management.  
Henry S. Dennison, Framingham, Mass.

THE following should interest readers of the BULLETIN; it is a *bona fide* circular communication received from a manufacturing company by a member of the Society.

Dec. 18, 1919.

Dear Sir:

\$50.00 will be paid to the party submitting to us the best workable system of factory production, routing inspection and cost accounting. The basis upon which the reward will be made is as follows:

The report should be typewritten on one side of paper only.

The system complete, as outlined by party writing the paper must have been in satisfactory operation in the factory in which he is associated for, at least one year.

Sufficient forms should accompany the article to make it plain.

Brevity combined with clearness will be one of the things considered in making the reward.

Party making the award is conversant with all present systems, therefore the article can be sufficiently brief to convey the thought to the writer.

The article should state the actual number of employees required to handle the different departments of production, inspection, routing and cost accounting, based on 1,000 employees or any multiple thereof of shop workmen, and must be based on *actual factory practice*.

Paper should state carefully and completely the nature of production that is successfully handled under the system outlined at the present time.

All papers should be in our hands by January 1, 1920, as the contest closes on that date.

The name and address of the party receiving the reward will be sent to all parties submitting papers.

The object in asking for these papers is for us to decide what system we will adopt in our factory.

Yours very truly,

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

ROCHESTER, N. Y.

MAY 6, 7 and 8, 1920

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

AUGUST, 1920

VOL. V, No. 4

