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My dear Joe:

You asked me the other day whether "they" had "thrown out" of Naumkeag co-operative research with all that it implies. You have of course only re-phrased a question which through the ages has come tremblingly to the lips of those dreaming of a better day for the race and concurrently found blatant expression through those who cringe before the changes by which humanity struggles toward its far-off goal.

Especially in times like these it is important that men of good-will think straight about such events as have taken place in recent weeks at Naumkeag. If in the projection of such fundamental changes in industry as were then proposed errors were made we should seek to detect them and even to blazen them forth so that those who take the inevitable next step in the same direction may profit thereby. But the chagrin we necessarily feel at the re-discovery that we are individually a bit like ships tossed on a not-to-be-controlled sea of human emotions should be kept subordinate to a sense of triumph in that the experiment has been conceived and then continued to the point where its worth-whileness was demonstrated. Personally I feel little but pride in having been permitted to see at close range this adventure of the human spirit and to know something of the elan of the men and women who made it possible. I was still in short trousers when I wrote and re-wrote "Truth crushed to the earth will rise again". Later in life I was constantly hearing that Taylor had been "thrown out" at Midvale, at Johnstown, at Simons, at Appleton, at Bethlehem, at Link-Belt, at Tabor, at Watertown, at Forbes, at Harvard, at University of Pennsylvania, in France, in Belgium, in the tobacco fields of Java and the mines of Mozambique. You know the outcome better than I. In the triumph of the ideas which Taylor espoused time has already softened the realization of the failures that at all points accompany progress.

If the current world-wide depression has taught us anything it is that industrial autoeracy is both inefficient and inconsistent with political liberty and democracy. The problem attacked at Naumkeag was so fundamental as to confront alike Fascism in Italy, Communism in Russia, Industrial landlordism in England and the relatively democratic industrialism of America. I believe that in these days of re-adjustment it is actually more important to develop the lessons of the glorious "failures" in cooperation such as those at Cleveland and Naumkeag than it is to spend much time on the "triumphs" of the psychology of power as exemplified by almost any large and successful (see current stock market quotations) industrial enterprise.

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