

~~My~~ experiences with Scientific Management

Finally a man pays who makes a contribution to the orderly & scientific knowledge of the world. I lay down with proof ~~new~~ ^{or at least} principles never before stated - a host of imitators - claimants - and popularizers.

Darwin & the theory of evolution - the very full of evolutionists - expounding & claiming they knew it all the time.

The man who after years of search came gave us the science of management is suffering for his contribution, & the air is full of people who know it all the time! - Not so bad as the hat - who insist on talking about it - & expounding & teaching it.

I am one of these - only I disclaim that I insisted on coming here - I only did it because I was asked.

Disclaim any knowledge of system -
 could stand on examination
 Mr T. need never fear I shall join
 the army of experts -

Why then did I presume to ac-
 cept the imitation - Simply because
 I have been having some experience
 or making some operation in the
 making of the system I write I
 dare not - hope they will mean
 anything to those who really know
 I apply the science - they may
 imitate some of these who have not
 had the opportunity to see the
 things.

My attention called when I
 was president of the American
 in Am. Industry. Waddy Hiram
 telling us he had given too much
 liberty - education hope to

3
common men - "Too many men ruling"
one railroad president -

Lack of faith in common man

Contempt for

Revolution to old world conditions &

ideas in later

meeting the conditions by old world

meeting:- the machinery which

the ~~old~~ regime of autocracy has

designed to keep ~~back~~ ~~off~~ the laboring

man going to quiet - pensioning -

insurance - ways fixed by labor -

measure ~~concerning~~ ~~to~~ ~~what~~ ~~2~~ necessary

under ⁱⁿ ~~present~~ ^{he} ~~situational~~ ~~and~~ ~~labor~~

found themselves - Prevent situa-

tion - need for this old world

machinery -

Sci. Mag. appealed to me at -

are as looking towards the

developed - dignified & opened the

way to men.

4
my advocacy of the principle mel-
lity possible of some of my best
& most valued friends. over
Lett - Another system of exploiting

Lett - So eloquent & firm was my
that I concluded to see for myself
to see how it worked - what it did
to men & women.

1st System of speeding - ^{Tabor Co. Taylor} Dur - 2 mil-
tion at start - I met it - today.
Dur - prof "Speed vs" - Increase

product - could mean nothing but
drive. I explained the work - I
tried to explain that it was the
system - the planning the working
the incentive. I illustrated but I

didn't think I convinced him -
The method of fixing the speed &
fuel - appeared to him - but
in always been paid to weight
weight out -

Paym - 10 - after much
great speech

speech obtained a
speed not of much account

John -

piece sale - even in need -

speech - no price of it -

my eyes showed -

Barbara - some aspect

under the judgment as

head on speed - it is -

made in more important

speech - the speech was

the discussing subject of

the speech - there is much

one of great importance
of the day a lot of
speeches about the
Bill the Congress -
some changes in the
Bill the Congress -

speech - it is
speech - it is
speech - it is
speech - it is
speech - it is
speech - it is
speech - it is
speech - it is
speech - it is
speech - it is

cd/2
Penny 2 more not price with
supers - See Miller - p 4

See N. P. Alifas - p 14.

objection

Either misunderstanding of relation of
freeman - p 14 of N. P. &.

William - avert managers in New York.

"In that part which leads to the speeding up of human beings the principle is no different from the one I used to follow, when very young, as a Superintendent of construction - putting a husky, rapid, Hercules of an Irishman in a gang of Italians and then keeping only those who could do as much in a day as the Irishman could do. It was one of the ways that I succeeded in reducing my unit costs, but as I look back to that time I think it produced a great many invalids, if not dead, Italians. One of the conveniencies of industry is that the human scrap heap is out of our sight and we do not see the injured or decrepit worker passing to it. With out physical eyes we can only see those who are before us, and they are usually healthy and active. We do not see the sick or the very weak; but they see themselves and suffer, and their dependents see them and suffer".

It was speeding them which I first -
 observed - The arrogant scientific may
 in which the speed of man & machine
 was fixed in time studies seemed
 to me make it impossible. I have
 yet to see the factory where this
 is not a travesty but an error of magnitude
 I don't mean easily because the work
 is lumpy but to do it correctly

14.6

Many times speeds are decreased
because more work is done in
that way.

~~Close~~ possible
little system

Thompson's illustration
morality post
all gathering

article in paper

Stop watch - see chapter 7

sublimation of labor very easy

see Barnes - p. 3 - 4

Alphas - p. 8 - 9
frequency not determined by stop watch
Thompson - p. 8

Cut rate. Thompson - p. 12 -

8.

Hours reduced - Spectacular in
certain industries - seasonal.

Myth -
Articles on same

Hard student:-

10
indication

2d objection - Take away right to
think - fix speed - give less time
study - Chaper has had great
influence. If you are going to criticize
plan which teacher as man
take right way to do a little - instead
of sitting - with did in any way he
can pick up - abandon all
instruction - Teaching of all kinds
giving standards of all kinds
are bad if studying & fixing a
rate are bad - signify later
later it out of reach of manual -
Reaction on
no part in making study -
made always with a minimum
Mr Kendall puts in & asks
criticism.

11

my impression from watching men
work is quite contrary -

Orderliness -

Forces attention.

stimulates suggestion

~~Take expression~~ -

degree of communication between depart-
ments - Surprising

Visualization of work in the back

Pushing men ahead

3 jobs -

Teaching jobs after work -
Kindall -

Making materials & office men

fun of work men

movement in work & keep ^{open} mind ^{crit} of ^{kind} all

I Grant all that - it is so easily abused - that it ought not to be tolerated -

Some of best men 2 hours say this - no system that somebody does not try to warp to selfish purposes - some of the most active thinking & energetic action is spent on abusing laws.

But when exploitation of working-men begins - scientific management ceases. If they do not get their minimum & rest - the employer will not get his product. If he tries to force unfair tasks - actually to set a task only possible to the exceptional man, will not keep a stable force.

Labor never had a more effective weapon.

12
Proffered spirit clerk the see Min

Days - 1/9 - hair of men

See Bent - all and sculpt may which of
an outrage to ridiculy

13

seemed not be hard in Labor's
attitude. It has been exploited
it has rolled - it is suspicious
I must be convinced.

John - 1/14

See P's ^{designs} ~~designs~~ Labor is possessed by palace
economic idea that if we
produce freely - there is not-
giving it be with enough to go
around. In this they are fol-
lowing the scheme of employers
who fear abundance - wish to
keep things scarce in order
to keep prices high.

Apples in St Louis.

Apple in San Francisco Bay

X was here in Phila

Better to sell 50.00 at 2.00 each

100.00 at 1.20 -

than 50.00 here while night has

been in times were burned

It is done by the beef trust -
the oil trust - producing both but
all the people have all they want -

Labor's side of this thing is
not to produce as much as
~~at~~ a man can best the market
hold out.

Let our fear of abundance -

Work needs work -

"Increased production due to efficiency of labor
accrues very largely to the laborers themselves".

~~4th~~ Allied to this is an objection
which has great influence
Manager at Gotha -
old man laid off -
Patuhli later -
Moral duty to arrange for
them -
Sumsung
etc

1912

Five years the Cloth Craft Shop of Cleveland, already one of the best working places in the town, was hiring 1,570 a year to keep up a force of 1,060. Then its present manager Richard Feiss undertook to organize it on a scientific basis. The shops were made as bright and as comfortable as he knew how to make them. The tasks were taught the new comers by instructors hired for that purpose - opportunities for earning more and for steady advancement was offered and everybody was showed how to take advantage of theirs - hours were shortened - life in the factory was organized for health and happiness - with that results? More work is being done today by 20% less people and the labor there turn over as the new brands are called has fallen 66 2/3%. At the Ford Motor Works in December 1912 - 3,594 of the 5,678 men hired turned out to be floaters! "Five-day men" as these who come only to go are called. For the minute after the new profit sharing scheme was announced - the new practices in fitting men to their tasks installed these floaters fell to 322!

(15)

Fewer makers -

Price reduced in price of iron -
20% - iron work less people -

In time an offset -

1. Stability of labor - & in iron
decreased 25% of iron but increased
stability 66% of iron - Gray white
stability - people stay - hope gain

2. Increased wage under it - possible
to keep children happy in school
women in homes

3. Placing men in work they are skilled
for. Miller's illustration - 1-2
face important - 1-2
5-4

2/ Making new position
of steel millers
no place for men in steel mill
in place for men in steel mill
in place for men in steel mill

setting men to making new things
new & cuper kinds of work.
Cutting down cheap work -

2040 - How much are people
- under

be there on foot
1. Strolling
2. Strolling
3. Strolling

2. Strolling
3. Strolling
4. Strolling

5. Strolling
6. Strolling
7. Strolling

5th Fear that if Scientific Management
 succeeds - then organized efforts to
 aid laboring man will fail to
 their importance - if not fail.
 - Organized Labor seen there will
 be less need of it - as a war engine
 and person of force of insurance
 less need of ^{Industrial Education} ~~Industrial Education~~
^{Labor Legislation} ~~Industrial Education~~
 Sci. Mgmt. is a preventive - a cure
 not a palliative. therefore it will
 supplant - ^{the} ~~the~~ ^{present} ~~present ^{impulse} ~~impulse~~
 I do not believe this - I believe it -
 will if these agencies ~~will~~ ~~will~~ will
 later be able to study the system.
 they will find ~~the~~ the saddest
 all they have ever had.
 The Oppression of Organized Labor~~

5th Fear that if Scientific Management ^{my} succeeds - then organized efforts ^{will} aid laboring men will ^{fail} ^{to} ^{lose} ^{their} ^{importance} - if not fail.
 Organized Labor seen there will be less need of it - as a war system
 Advertis of forms of insurance and pension ^{for district education} ^{labor legislation} less need
 Sci. Mgmt. is a preventive - a cure not a palliative. therefore it will supplant.

I do not believe this - I believe it will if these agencies ~~can~~ ~~will~~ later be able to study the system. they will find ~~the~~ the soundest ~~all~~ they have ever had.
 The Oppression of Organized Labor

that is especially as a point of view and to be a principle

13
 20
 Employers who have gone in to escape
 credit market - sentiment of Am. employer
 democracy will prevail - but a good
 thing for labor to fall away from this -
 general belief & find any expectation

See Van Alstyne testimony - pretty poor

I believe Sci. Mag. ought to be
willing to articulate the basic ways
of making so elect. ought to
be willing to discuss & fix with
under the population of extra
earring due to the John Golden
all believe to be the same.

When the population of extra
earring due to them. John Golden
How these ^{all belong to Gold} earrings are obtained
is not clear to them. All
due to them at work or bench
all should go to them. They
are ignorant of cost of making
& maintenance - of keeping up
a planning room & a new design.

18

Reason for meeting
on the

~~must~~ be kept:-
One of the greatest needs
today is taking in the workers
more freely & partially than we
be- ~~have~~ ^{have} been in the past
do with him - not for living

When you come down to it the chief cause of industrial war is and always has been the failure to take the working man ^{heartily} in on that which concerned him. You remember the Lawrence Strike! What caused it? The failure to explain to several thousand men and women working on an average wage of not over \$7.00 a week, why their pay envelopes suddenly held less ~~than ever before~~. Should men and women tolerate that? Would you tolerate it or consider yourself a man if you did?

What is the basis of the trouble in Colorado today? It is the refusal of a body of men - the mine owners, ^{many of them} gentlemen who never saw the mines ~~for the~~ most part to talk over with a body of men who work in these mines the grievances and ambitions of the latter. One of the ambitions on these miners is to see every man in a union. The owners refuse to discuss this point with the men. ~~I do not believe that is a sound position.~~

The men have said this but ^{many of them} were still refused to meet them.

A J. Barnes Testing - no objection to ~~suppose~~
failure to explain - 2. efforts to get
2 persons heard of many efforts to get
more & a new rule of self-study.
ntation -

sent. signatures of Am. employers -

19

Sci. may. can do this because ^{it is} ~~it is~~
 Co-operative system - Can only
 be carried out by co-operation -
 It has all the machinery for collection
 action - the weekly sup meeting
 while many expert heads bring
 material one ~~is~~ necessary of
 effort at co-operation.
 Shall you report this I have
 attended - effort on men -
 Jimmy Lutz - real thing -

The free circulation that the system
 sphere between sup & planning
 work ~~is~~ encourages the co-operative
 spirit - I need never fear collection for
 failing

20
Any one familiar with shops under the old system
know how rarely this free communication exists. I think it is
safe to say that there are many shops in which the workmen have
never seen the men who makes their blue prints or the man who
first orders. That is there is a body of important men
in almost every business who never cross the threshold of the
shop where the operations upon which the life of their business
depends, go on. The new system makes any such separation

Because Sci-May is so used
a co-operative industrially it-apt
is met and ~~cannot~~ ^{cannot} ~~accepted~~ ^{accepted} ~~but~~
I did know - but it is the part of
time we believe in the truth &
value of steel - which they have
now give up trying - These principles
must spread - They are sound
They are all in not - enemies of any
honest effort to protect & develop
men. They need fear nothing
~~But this already has been certain~~
As I see it - today - the true
great defect of the system are
spread fast or slow & believe

Repeating right to see a truly unknown intellect
and in time! - asking a big price
repeating his book - claimed it - the
century is - the name of the new
thing 2 for with time -
See my book - taking n. 2

21.

from ~~opposite~~ in accordance with the
Explanation - so clear & simple
that any reader can see its
meaning.

2. Developing more fully the knowledge
of the human benefit of its modernity
things.

3. Disarming the suspicion of
disorganized labor by recognizing labor
and educating it & help turn it
from a militant body depending on
war measures to a peaceful
body depending on ideas -
principles & knowledge. ^{difficulties of changing}

There is 2 believe one of the
great tasks of our time & one in
which I may - care - & is -
making a great contribution.