

Under the American Plan
Chapter II,

Mending our ways or
The Technique of Connection
— Latent-Model
Foreword

II
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~~ENDING OUR WAYS~~ UNDER THE AMERICAN PLAN

2 THE TECHNIQUE OF CORRECTION - Labeled - Murrell

Chapter II.

Hammer and Sledge
The plans men make for running their affairs, whether they are as small as a village grocery or as large as the nation's budget depend for continued health upon the courage and the resourcefulness with which they are corrected and remoulded to carry ever-changing loads. *Andrew*

The makers of the American Plan under which we have been operating now for a hundred and forty three years understood this perfectly. One of the virtues of the Plan they turned out was that it provided ^{our} tools for self-correction - tools which "we the people" who insisted that we could run ourselves were to use when we were in trouble or found new and unfamiliar burdens on our shoulders. *Allen*

He
~~To be sure~~ there was more than one of the gentlemen who took part in the making of the American Plan who insisted that "we the people" never could govern ourselves. And from that time to this, so appalling have been our mistakes, their doubt has been frequently and loudly revoiced. Examine these misadventures and you will find that in the main they have been due less to our awkwardness than ^{to} our shiftlessness in using the *the made use of the* tools provided for self-correction.

This second article in the series,
"Under the American Plan" describes
an experiment in self-correction
which both in spirit & in technique
may well seem as a small but
not as far from any of our
activities of our civilization.

Ida M. Tarbell

Our usual excuse for this shiftlessness has been that evils correct themselves. They do. Slavery did - by war. Speculation does - by panics which send men and women to the street. It is Nature spewing out of her mouth the thing which violates her aspirations.

Yes, we can depend on evils correcting themselves in the long run. We can also be sure that a day will come when "we the people" will agree that a Plan which must correct itself by periodical wars and panics is too expensive to support. Our faith gone we will look for a substitute.

Will it come to that? Most certainly it will if we do not attack evil with more intelligent determination. And if we do not learn to attack when and where the thing starts, in towns, in the factories, centers of all sorts where a few hundred or a thousand people are gathered in working out their social, political or economic undertakings. It is only at the source that we effectively scotch rising evils. Let them thrive and by the time they reach Washington, they are too vast, formless, powerful for men to control. Washington has been no more able to control the present depression than a ship a typhoon. *The thing* it laughs at us. *allward* We let it grow; why should we whimper because now it over-whelms us? *(Li)*

No, the kind of government we are trying to run depends on continual, watchful correction from the bottom up.

It is you and I that must be sound if we expect the Nation to be sound. Nothing more appalling than the popular notion that evils can be neglected at the source and then cured by national laws. It is as futile as our idea that happiness depends on money.

We will agree, I take it, that present day confusion and suffering is largely due to an industrial system which we have allowed to swell until it has over-shadowed everything else in the country, hypnotizing our social, political, and educational activities until often ^{these} ~~they~~ are little more than pliant and cringing hand-maids, ^{where} ~~who~~ should be the ^{heart} ~~spirit~~ and the control of all man's activities.

Nevertheless whatever evils industry has wrought, and they are many, however contrary to sound ethics and sound human relations its practices, and certainly nothing could have been much worse than many of these practices, there has always gone on and is going on today inside this great machine steady efforts to mend and remould. ~~If some of our most dangerous and corrupting evils have originated there we can look there at the same time for some of our soundest wisdom.~~

Take the all-important matter of how to repair, what we may call the technique of correction. I doubt if anyone can find a better model of how to do a piece of work such as balancing

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This is a copy of the original manuscript of the above letter, written by Mr. W. L. Garrison, dated 1844.

a Federal budget for instance, than a demonstration in technique that ~~has been~~ ^{made} working in the last twelve years in one of the last places ^{to} which off hand I, myself, would look for wisdom, and that is a New England cotton mill. I say the last place, since the cotton industry of New England for a hundred years has depended for its living on low wages, high tariffs and impregnable traditions.

When early in this century cotton began to feel the pressure of changing economic conditions it did not change its ideas. It went South where cheap labor was still to be had, begged for higher tariffs and got them, clung to its traditions.

But if the cotton industry refused by and large to ^{seek} look within for correction there were as there always are units willing to face the facts, find out what is the matter and if correction is possible undertake it. The particular factory ~~in~~ ^{whose} which this technique for handling human difficulties which seems ^{was} to be suggestive in any and all of our affairs, is at Salem, Massachusetts. Naumkeag it is called.

Naumkeag, an ~~old time~~ ^{well} institution, ninety five years of experience behind it, began its career as a revolutionist. Ninety five years ago it was a settled thing in the cotton manufacturing business that water power was essential to life, but the founders of Naumkeag decided to try steam, generated by coal and settled themselves on the water front of Salem where

coal could be brought to their furnace door by barge. Whatever disadvantages there were in the experiment they gradually overcame. They pushed themselves up from a small to a big and prosperous undertaking. quality was put ahead of quantity in ~~at Naumkeag~~ ^{their} ~~it~~ ^{themselves} made ~~itself~~ a respected name.

As the years went on the mill weathered one after another of the trials that the mutations of trade visited on cotton as on other industries. It went through the Civil War and prospered - went through the ~~dull~~ ^{dull} period that followed and lived - was burned to the ground and rebuilt - went through all the changing conditions which new types of labor made imperative - saw native born help leave the mill, Irish immigrants take their place - saw the Irish give way to French Canadians, ^{saw} ~~now~~ ^{saw} diluted by perhaps ^{forty} ~~fifty~~ percent Poles.

A fine, kind father Naumkeag proved through all these ^{shift} ~~stirring~~ scenes, but watchful as it was, healthy as on the whole it kept itself, discontent finally arose among its workers. For eighty years the plant had gone on without a strike and then in 1919 the entire laboring body, twenty five hundred men and women, seventy five percent of whom were organized, walked out.

I have never heard of just such a strike, one carried on with so much mutual consideration. The story as I

have heard it told by one who took part in it sounds like an entirely good tempered agreement to shut down temporarily in order to give a free chance to settle calmly certain mooted questions, ^{the meetings of representatives of management and of workers ^{were like} agreeable, if very serious tea parties!} Certainly there was no brawling and when it was all over the leader of the workers said, "Neither side is today ashamed or embarrassed by any act of its membership." Compare that record with - well the struggle of let us say - the Seventy Second Congress!

No such result would have been possible if the leaders at Naumkeag had not respected each other. The management in a cotton factory is a kind of established hierarchy, its responsible leader one known as the Agent. Now Naumkeag has an Agent trusted not only by management but by the laboring body, one who has been with the company ^{some} ~~over~~ ^{four} fifty years, working up from the bottom - J. Foster Smith. There are few problems in cotton manufacture, human or financial, that Agent Smith does not understand and eye with the patience and humor that long experience gives to a man of common sense and goodwill. Moreover he is an honored citizen of Salem. Particularly does he delight his fellow-citizens by his carefully prepared literary papers, for J. Foster Smith has a keen interest in literature as well as cotton and likes to pass on his reflections and convictions.

The leader of the workers at Naumkeag is quite as unusual in his way as J. Foster Smith; John T. O'Connell, the secretary and business manager of the United Textile Workers of America Number Thirty Three. No textile worker is Mr. O'Connell, but a plumber by trade with a picturesque career of trade adventures behind him. For many years now Mr. O'Connell has been the Business Agent of the Plumber and Steam Fitters Union, his headquarters in the Labor Temple at Salem. Everybody in town knows and trusts him so that when the operatives at Naumkeag first became restless it was natural that they should ask his counsel. It was he who organized them and became their Business Agent. They could not have found a wiser leader for he had the feel of Naumkeag, knew that its long tradition of good will was a precious inheritance, that with its workers, largely citizens of long standing, it would not do to overstrain the situation. ^{and so} That is, in 1919 when the first real strike came at Naumkeag there were two wise men of unusual experience and sense, dominating the situation. ^{an} Out of the settlement arranged in a few weeks came a determination to work out a technique for union-management, co-operation, which would stand the strain whatever the future difficulties. ^{will arise} It took eight years to arrive at this agreement that satisfied both sides. It had a novel feature - an agreement that if trouble

arose sixty days should be allowed for settlement before resorting to strike or shut down. And in order to take care of misunderstandings at the start, ^{desires} ~~as well as to the technique~~ of working together which they were seeking, they agreed that their representatives should meet once a month.

It was in 1927 that this agreement was signed. What better understanding could a factory have had with which to face the Great Depression?

By 1929 J. Foster Smith began to realize that ^{the economy} ~~the factory~~ was not going to be able to hold its own against growing competition unless it could cut the cost of its product. Accordingly he worked out a program of economies which meant the prompt laying off of a considerable number of workers.

Instead of following the usual course of management in ordering economies Agent Smith laid them before John O'Connell. We may imagine his saying, "Now, here John, is the situation. Unless we can do something why we shall lose our place in the sun. ~~Here is what I propose.~~ What do you think about it?"

"Well," John O'Connell probably told him, "I shall have to study your figures."

And J. Foster Smith said, "All right, take your time."

John O'Connell was willing to admit, from the figures Agent Smith laid before him, that economies were necessary. But he didn't like the way it was to be done. To turn out workers

wholesale was bad for everybody - bad for Salem. Was it the only way? How could he know? And something clicked in the head of John O'Connell.

What was this that he had heard about a method of proving by experiment whether a change in ~~an~~ operation is fair or not? He recalled that a friend had told him that there was a factory out in Ohio where the employees and employers had worked out a joint management. They had found a way of proving the best and the most practical way of doing things. No guess work - proof - couldn't deny it, it proved itself.

And who was the man his friend had told him about ~~that~~ ^{who} had organized the work in that plant? He looked up his friend and was told that it was one Morris Cooke, a consulting engineer of Philadelphia. So John O'Connell took the first train to Philadelphia.

Morris Cooke to whom Mr. O'Connell took his problems has been one of the chief creative factors in developing what to my mind is the most important and pregnant contribution made in the last fifty years to the civilizing of American industry:- the set of principles for its scientific management discovered by the late Frederick W. Taylor, one of the authentic geniuses of our times.

It was in 1903 that the science of management first began to reach the public and to be a subject of hot and bitter controversy. Morris Cooke then about thirty years of age had the bold and inquiring mind, the imagination as well as the practical experience in engineering essential to an understanding of the principles Mr. Taylor was trying to explain by a queer mixture of fine scientific exposition, infinite patience in application and violent and contemptuous characterizations of those too stupid or too bigoted to try to get the meaning of what he was doing!

Mr. Cooke early became a member of what was called the "Taylor group" - engineers who led in applying the new principles. When Frederick Taylor died in 1915 there were but four men that he was willing to recommend as consulting engineers to manufacturers seeking his help for re-organization of their undertakings along the lines of his principles. Morris Cooke was one of them.

Now Morris Cooke is before all a man of warm human sympathies and understanding. He saw that the ^ucrux of the Taylor system was high wages and low unit costs, knew if the outside industrial world did not, that Frederick Taylor spoke the truth when he declared that his sole object in retiring from money making, as he had done in 1901 ~~and~~ never ^{True} after receiving a cent of pay for anything that he did in the advancement of

the science of management, was because he believed science ultimately would not only bring better wages but better lives to the workmen of the world. "This," said Taylor, "is a worthy object for a man to devote his life to."

But labor at the start saw in the Taylor system only another method of exploitation. It required many demonstrations, long arguments, before ~~even~~ the late Samuel Gompers was willing to say to his followers, 'do not allow your employers to monopolize science. It is no respecter of persons. Labor will profit as capital will profit by these new principles if you learn to apply them and you can be sure that if they are sound, as seem to be proved, they will have the last word.' But education is slow business.

All this Morris Cooke saw early and he has spent his energy, particularly in the last twenty years in "selling" scientific management to labor. It was some old rumor of what Mr. Cooke had done that had penetrated John O'Connell's mind when Agent Smith convinced him that ~~Hankins~~ must make fresh economies if it was to meet competitors, and led him in spite of the prejudice still at large in labor circles against the Taylor system, to go himself and find out what there was in it.

I doubt if he was a hard man to sell scientific management to, expounded as Morris Cooke expounded it. Alert, practical, experienced, imaginative, John O'Connell caught the

meaning of the thing and went back to say to the Naumkeag workers:-

"If there are experts of any kind who can assemble and give us facts we do not now have, let us employ them. If there are any measuring and time study practices that will help us to get the facts, let us co-operatively use them. If there are other ways of getting facts let us adopt them. For it is only through getting the facts, facing the facts and using the facts through joint action, that the enterprise and those associated with it in the long run will prosper.

"I see no need for arbitration in situations, where a decision can be reached through ascertaining the facts. Arbitration usually is a compromise of ideas. Cold facts cannot be compromised. Arbitration usually ends in compromising the beliefs, opinions and ideas of the parties to such situations. Facts based on joint analytical research cannot be compromised. They stop us from 'talking through our hat.'"

On that presentation the organized workers of Naumkeag decided to go along.

In the meantime Agent Smith had convinced his hierarchy that it was an experiment worth trying and that they should pay the bill, which was fair since they would have paid the bill for the economies, mainly mechanical which had been proposed.

February

And so it came about that in March of 1929 an experiment in Industrial Civilization, entirely revolutionary in its method and its spirit, was set going in Salem, Massachusetts, under the direction of a consulting engineer, one of Morris Cookes choosing - Mr. Francis Goodell.

It was a mighty important thing which the experiment set out to prove - nothing less than ^{that} the co-operation of the men and women at the machines is of more value when it comes to effecting economies in industry than improved machines, improved processes arbitrarily applied - something the machine age has come to doubt. The men and women themselves were to be asked to prove it by laboratory experiments carried on under a Research Committee made up of elected representatives of workers and of the management and presided over by Mr. Goodell.

Every operation from the beginning to the end of the making of the white cotton cloth, in which Naumkeag specializes, was to be studied by this committee, every change suggested was to be tested, ^{or disproved} proved to the satisfaction of the workers concerned.

It is a long series of processes to be subjected to so severe a study - so careful a testing. The series begins with the tearing open of the five hundred pound bales of raw cotton and its swift transfer to savage contrivances called appropriately breakers. Here the matted, dirty stuff is torn to pieces and passed to cleaners where by violent buffeting,

perhaps sixty percent of the dirt, all that is loose, is shaken from it.

Broken to pieces the cotton must now be picked to bits, its fibers released and cleaned until the mass is a white fluff and now these millions of fibers lying literally "every which way" must be combed and re-combed until they lie decorously side by side - a fine example of what continued punishment intelligently applied will do for even so disheveled and uncleanly a mass as a bale of raw cotton!

The long sheets of parallel fibers are to be turned into thread. It is done by twisting the mass into big ropes, which must be drawn and re-drawn, rolled and re-rolled, twisted and re-twisted, until they are but little larger than the old fashioned steel knitting needle with which our grandmothers used to keep their men folks in socks - and their nerves under control!

The little strands which are the result of all this breaking, picking, carding, drawing and twisting can now be spun into thread - a process which in essence is twisting, more twisting and still more twisting, until you have a strong smooth strand wound on bobbins and ready for the weaving of the cloth.

All this procession of processes with the dressing, inspection, bleaching, ironing, measuring, packing and stamping

It is our usual attitude in any undertaking, calling
for the joint action of two sides; witness the effort to balance
the budget. No man from the President down was active in the

undertaking who was able to make the country fully believe that he was working for the nation. Whatever his contribution, however sensible, it was construed as political. The more difficult it was to find a flaw in his arguments, the more astute politician we declared him! That is, we have come in this country to think so generally in terms of party that we cannot think in terms of honesty. The most difficult task an honest-minded public man has today in the United States is to make people believe he represents the Nation.

Mr. Goodell was patient. ^{detected them} It was not he who ^{must} answered their questions - solved their difficulties - ~~he told them.~~

~~It was the facts and they under his direction were to find the facts. They came finally to believe it, to see that it was an inter-weaving of their various activities. Indeed it looks as if Mr. Goodell, himself, became simply a fact - the Technician was his imposing name - a name as impersonal as the slide rule!~~

Under the growing freedom in the committee, the growing interest in the work, not only suspicions faded, animosities died, but practices recognized as wasteful but which nobody wanted to risk his position by changing, whatever his authority, were broken down.

~~At Nauvoo he soon found his excuse put to the test.~~ 16 A

~~Whenever men and women are joined in a common undertaking there~~

*I am not sure whether that
I am not sure whether that
I am not sure whether that*

*Under the Research
Committee*

is the occasional one who finds an excuse for inefficiency in ~~some condition outside his job~~. *At Naumkeag he soon found evidence just to the best -* If valid, the condition was corrected. If not valid he was left stripped before his colleagues. Nothing to do but mend his ways or fall out. He saw himself in an enterprise which required that each do his full share.

The system stripped off excuses and it ruined the tactics of those who make a business of courting favor from their superiors and ~~thinking they have won it~~, presuming on it to lighten their jobs, push themselves ahead. Favoritism had no standing in the new procedure. One by one time-honored sinecures, petty graft, waste ~~X~~ that had been so long winked at that it was not recognized as waste, came under the committee's search light and all acknowledged it to be what it was.

Again and important - no settlement was regarded as necessarily final. If conditions changed, and they were continually changing, a new approach was to be made. That is, it was a form of running a cotton mill which scrapped all *traditional* individual ways of doing things and consented to be forever on the search of better ways.

As time went on at Naumkeag and as the conviction grew that here was a way of doing things which made it impossible for either side to claim victory or defeat, since each had had

its full share in determining results, where each corrected the other in the interest of the whole, faith in the machinery of joint research became so strong that there arose a demand that nothing, however simple and obvious be done by the order of superintendents - "bosses", that all old forms of management be scrapped, and that the new committee alone handle everything, something which their Technician was able to show them was not the intention of research, that management and research were at ^{that} stage at least two different functions.

From the start the Research Committee prepared digests of its discussions and decisions which were posted on the factory bulletin boards where they could be read and talked over by the operatives. Interest grew among them as it had in the committee, absorbed suspicions and indifferences. The operatives generally came to a place where they wanted to play, came to dread least somebody doubt the sincerity of their co-operation. It was the natural result of being a part of a serious experiment which they saw more and more clearly dignified the worker, giving him a part in the running of the factory of which he had never dreamed.

A typical and important change, as well as one comprehensible even to those who have never been in a cotton factory, was that which increased the number of looms which the

weavers handled, from ten to eighteen. Weaving cloth is one of those operations which in its essentials is still what it was in primitive times, what it was in every pioneer American household. It consists in working back and forth, over and under, a certain number of threads stretched parallel to one another on an upright frame - warp threads are called - a filling thread. In the simplest form of weaving filling thread is put in with a needle. Our grandmothers before they acquired a hand loom wound the thread they spun on a shuttle and drew it laboriously back and forth, over and under the warp. Out of this simplest of operations has come the modern power loom. The kind used at ^{Massachusetts} ~~Massachusetts~~ carry five thousand eight hundred strands of warp which are filled in with thread from bobbins placed in shuttles. These shuttles are shot back and forth across the five thousand eight hundred strands of warp so fast you can not follow them with your eye. Watching them there is a terrifying sense of something bigger than man-replacing man. It is emphasized by their uncanny ^{ability} ~~capacity~~ of stopping themselves if a thread breaks. But then their power ceases. They are only helpless masses of iron and steel dependent on a human hand to put life in them again.

The weaver not only repairs the broken threads, he has a watchful eye on every part of the loom, knows its rhythm, its cries for oil and thread, its need of cleanliness.

He must know, too, how the cloth is running, what knots and bunches can be passed, what must be corrected. It is skilled work, this of weaving.

Van Poyssand
 When ~~Naumtag~~ set up its Research Committee a weaver tended ten looms, a eye and ear to all their needs, and had time with all that to keep the machines clean. No small matter in a shed where the process itself lets loose a fine lint and waste.

The Research Committee wanted to increase the number of looms the weaver tended and believed it could be done if the weaver did no cleaning - gave all his time to his looms. As things now stood here was a skilled worker using, let us say, ten minutes of every hour on an unskilled task. Give him a cleaner and let him give his full attention to his weaving.

But to suggest such a change was to arouse old feuds. Multiplying the number of looms to be tended has an ugly Procrustean name - "stretch-out" it is called. It is a name hated by cotton operators, one over which they have fought hard battles. The committee sensed and sympathized with the antagonism it aroused. It found a substitute, a word which explained and did not disturb. It talked not of "stretch-outs" but "extension" and nobody was troubled. An extension was something to study - a stretch-out something to fight.

Not the least virtue of the ^{new} ~~Haumking~~ procedure was this understanding tact in keeping out the discussions, words, and terms ~~x~~ opprobrious to one side or the other - storm-breeders, as well as dropping devices innocent in themselves when it was found they had figured in labor strifes. For instance the research staff had decided just how often the spinners should patrol their frames, looking for and correcting trouble. It was suggested that ^{there be} a fixed time for these patrols and the operators notified by flashing a light. But lights were obnoxious because they had figured in unpleasant controversies, so it was decided to substitute a clock dial with one large rotating hand which made the circuit every twenty minutes, that being the interval between patrols.

It was really more satisfactory than the light since the spinner could by glancing at the dial know how much time he had before he must begin his circuit of the frame. That is in sensibly accommodating itself to prejudices the Research Committee found a device which was an improvement on what they had intended to use.

The joint effort to avoid old troubles, untangle old confusions, and old deceits, proved its wisdom again and again. More convenient, less wasteful ways were constantly discovered. As a fact the frankness and confidence with which

the studies and corrections went on released everybody's wits. There is nothing so deadening to the intellect as partisanship, devotion to a fixed set of ideas. It dries up common sense, stifles inventions and imagination. The breaking down of partisanship at Naumkeag, the appeal to facts accepted, every man was free to air his hunches, make his suggestions, debate his point of view. Again and again in the course of the studies on which the standard job was to be based unexpected light was thrown on a problem ^{by} ~~from~~ the last person from whom anybody expected a useful contribution. Heretofore his job had been fixed by an authority outside of himself. He had nothing to say about it. He naturally had come to regard that authority as tyrannous. He had his own ways of fighting it, one was soldiering ~~pottering~~, another striking; but now he did have a recognized part in fixing his job. ~~He could without an~~ ^{and some may say} unpleasant comeback say his say. ~~It released something in him~~ ^{man} which he himself shut off from trusted channels of free expression had in all probability not recognized.

With all barriers down the idea freed itself to the profit of all. ^{That} That is Naumkeag had found a technique which liberated ability. It liberated ability and it gave new dignity to the job. There is nothing that so dignifies labor whether ~~if~~ ^{of} hand or brain as a consciousness that it has integrity. When one knows he is making no pretense, is not

trying to get by on the least effort possible, is not getting or trying to get more than he has earned, he respects himself and his out put, and he can claim respect for he knows he has earned it. Naumkeag was dignified from the president of the company down by the effort to get the factory on a basis of entire integrity, every man and woman doing his full share according to a standard which had been set ~~by~~ after an honest investigation and a careful testing. It lifted the place.

The Research Committee at Naumkeag carried on for two years and ^(#) ~~nine~~ ^{eleven} months under Mr. Goodell's direction and then the great depression created a business situation which forced a stoppage - temporary it is to be hoped. Agent Smith certainly thinks so for he speaks of it as "an interregnum inevitable with a period of readjustment incidental to the unusual time through which everybody and especially textile people are now passing."

And what light if any does the experiment throw on the problem which led to its undertaking, that is the problem of how to make the economies essential if Naumkeag was to hold its place in the industry? Did the thirty ^{five} ~~three~~ months work of the joint Research Committee prove that it was cheaper to cut expenses by scientific management, that is by the full co-operation of men and women than by the ^{arbitrary} introduction of new machines and new processes? Science won tenfold in the final accounting.

According to the I am trying to show there should be no arbitrary rule & don't know how else to do it

According to a calculation made by management representatives the joint research paid for itself every seven months, whereas it ^{will} take nearly six years for new ^{they installed} equipment to pay for itself.

And this is talking
This saving takes no account of the reduction in spoiled products, ^{to a} the direct result of the greater pride aroused in the quality of work, ~~not~~ does it count that invaluable ^{gain -} and incalculable ~~in dollars and cents~~ ^{gain -} the stiffling of suspicion, the birth of good will.

The abandonment of the Joint Research work at Naumkeag, even if it turns out not to be merely an interregum ^W as Agent Smith insists, in no way weakens the value of the achievement, ^{cannot} diminishes the wealth of things demonstrated. One of the most heartening of these is a fresh proof of what we know, if we know anything, but which we so often forget, that sound principles cannot be destroyed, that if a man has discovered a truth, whatever its fate in his life time, it will make its way.

Fifty years ago Frederick Taylor began his attempt to prove that the mission of industry is to make it possible for men and women the earth over to have all the necessities of life and a share of the comforts. He preached abundance that the life of all might be tolerable and worked to prove that ^{prices to the consumers} ~~low costs necessary for this abundance~~ ^{not} were inconsistent with

the life of all might be tolerable and worked to prove that

all that this is all that is needed

I am disappointed decidedly with
this, it is very jerry. I am
not at all sure I can
write it well, that I understand
well enough, but maybe I can
be suggestive. - No, I find I can't.
I don't know what there
low costs not mentioned etc -
yes - now I get a hint - but I
don't understand well enough
but "low prices" the consumer's
a helpful education if I get the meaning

high wages, and increased profits, were indeed their logic.

To the day of his death he saw his principles fought by those he knew must most benefit.

Naumkeag is proof enough that Frederick Taylor knew what he was talking about.

It is, too, a demonstration of the way men working freely under our American Plan come to the support of truth, apply, interpret, enlarge it. Today this system, once so despised, has disciples the world over. Yearly we see growing from it greater and more beneficent undertakings.

But Frederick Taylor's principles would have had small chance at Naumkeag if the soil for them had not been ready. Eighty years of what we ^{sometimes} stupidly dismiss as paternalism, honest efforts to make the conditions under which spinners and weavers and all the retinue attending them decent and healthful, to give steady work and as good pay as the trade believed justified, laid a foundation on which Agent Smith and John O'Connell could build their agreement to live in peace and justice. The terms of that agreement opened a natural path for scientific management. ^{when} ~~That is an organization which~~ ^{is an industry} ~~which~~ ^{moves with its day} ~~seeking always to meet the higher demands of its day, is fertile soil for the most difficult~~ ^{social and economic experiments.}

an Naumkeag case

I really cannot make out what organization you are talking about

2
⑧ Taking out the "of" makes
the impression different,
make a general truth
of applying in the experiment
you've been describing

isn't

Hogson. When I say I
can't see - write it down -
then I see, maybe
Take out that "is" & all
seems to come clear -
typewritten order of course

Could the Taylor system have made its way with anything like the speed and the breadth it has under any other plan - that of Italy - that of Russia? I doubt it.

I said at the start that I was telling the story of ~~Haumkeag~~ because it offered the kind of technique that we must master if we are to correct and remould our activities as we must if we are to preserve our American Plan. It is replete with practical suggestions. There is the matter of words - slogans - which have ceased to carry ideas, have become the servants of passion. How we are "bethumped" with them. They pound down reason, stir only our fighting blood, are the enemies of straightforward thinking and of that spirit of accommodation which alone can carry a joint enterprise to a peaceful conclusion. It is much to be feared that many of us fall back on such words and phrases because of the paucity of both our vocabulary and our thoughts. Having accepted them we cannot get away from them, have no equipment to give us substitutes.

But it is dangerous business - hindering progress.

The deliberation with which the work was carried on is one of its most useful lessons, and one which most of us regard with impatience if not contempt. To deliberate, test and re-test, make sure that you are right and what is equally important that your associates agree that you are right, does not appeal to those who would like to believe that progress depends on action

unhindered by thinking, who seeks mechanisms, laws, blue prints~~x~~ which can be used in lieu of the labored processes of trial and error.

But pre-emptory decisions without experimentation in which all are concerned are not in the spirit of the American Plan. They are essentially autocratic - the way of Lenin - Stalin - the way of Mussolini. It takes time to work out solutions jointly as we are trying to do in this country - time - and when we hurry as we are so inclined to do we find ourselves forced to retrace our steps.

And that is discouraging business. One of the most discouraging features of ~~this year's~~ ^{the} long struggle ^{in 1934} in Congress to balance the budget was the continual going back and beginning over again. It was proof that the technique was some how faulty, wasteful, that there had not been careful and complete enough preparation in the first place, that when the results were laid before the country they were not accompanied by full and clear enough explanations of how they would effect ^{us} ~~results~~. That is there had been too great hurry to get a bill out.

But even if that were true ^{was} the unholy partisan zeal with which the bill was soon being torn to fragments, the hurling of hateful words⁹ accusations, ~~was~~ ^{is} still more discouraging ^{than the hurry} - an alarming proof that the Congress of the United States as a body has not yet learned to do its business in a sober and

orderly fashion. That it has no conception that criticism
 to be useful ^{must} ~~cannot~~ be thought ^{ful} ~~less~~, that if you are to
 talk and decide on economic questions you should know some-
 thing of their nature or keep quiet, that Congress acts not ^{alone}
for local interests, that the Nation is in its care.

At a dozen points in its struggle over the tax bill
 Congress violated principles and etiquette, that the represen-
 tation of the management and workers of the Salem, Massachusetts
 cotton mill would not have tolerated. But at Naumkeag you say
 they were acting for only two thousand five hundred men.

Congress speaks for one hundred twenty five million. What
 difference does that make in the application of principles?

What is true and just for ²⁵ twenty five, for ²⁵⁰ two hundred and fifty,
²⁵⁰⁰ for two thousand five hundred is true and just for ^{125,000,000} one hundred
 twenty five million.

If Naumkeag had tried to settle the matter of the
 economies necessary to meet the competition in its specialty
 in the spirit and the manner in which Congress ~~has~~ treated the
 tax bill of 1932 this story would never have been told.

What it all amounts to is that here is an object lesson
 in the way we should carry on our doings. It is a lesson good
 for every activity of life, for nations in negotiation, parties
 in contests, good for business and for families. It is a
 technique which unites not divides, which enlightens not darkens,

which destroys suspicion, turns obstinacy to accommodation.
 Moreover, it is the only way by which we shall ever realize
 the full strength of the American Plan.

Mrs. Tarbell's next address will
 deal with ~~the~~ ~~the~~ ~~the~~ ~~the~~
~~way~~ ~~made~~ ~~the~~ ~~the~~ ~~the~~
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