Naumburg

No I-B.

Goodell:

Met Goodell at Arts Club. Fine, restrained, enthusiastic person, has caught what I should think is the best of Cook. Must look up his background, and talk with Pearson about him. As I gathered it was Cook who suggested his going to Salem. He says that the way it came about was that the Pequoit was confronted with falling markets, he says it must institute drastic economy, that it prepared a schedule to put into force at once. Just what this was I do not understand, but Smith and MacConnell seem to be good friends, at least able to talk to one another, and when Smith conducted a union, MacConnell did not object, seems to have understood the need of lowering prices, felt that they should not attempt to do everything at once.

Somebody had told him about an efficiency engineer who had helped union men to co-operate with management in lowering costs, doing it by scientific methods. He must have known that this meant doing it under what was an suspicion in most labor circles. That is what is spoken of as the Taylor method, but he showed both his wisdom and his courage by looking up Cook, went down to Philadelphia and said that he recognized the cost must be lowered if Pequoit was to go on and he had concluded that labor ought to co-operate, felt that they could do something in Salem, such were the relations between Smith and himself. And the upshot was that Goodell went to Salem to see if a co-operation between the worker and the manager in lowering costs

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could be worked out.

Imagine the situation. One of the first things that G. discovered was that they did not talk the same language, that there were words that could not be used./ He described how they went about it. What was suggested was a co-operative research committee, or ... , a joint research committee, that is, Mr. Smith was to appoint a certain number from the managing group. Mr. MacConnell was to get a certain number from the labor group and these groups working together were to decide and appoint where economies might be made and explain to the workers how they could be made/ ... then somehow to convince them that it was up to them to make them. But right away in such a situation as they had at Salem you come up against those hadelined ways of doing things - adjusted ways of thinking - you have always worked in such and such a way, always thought in such and such a way, were taught in such and such a way. To change this, well it is like changing the configuration of land. It cannot be done in a minute. There must be conversion of the mind, the spirit, the ways of looking at things, the ways of talking about things. Right away it was found that there were certain words that could not be used in a joint meeting - the informal conversation. They aroused resentment, certain ideas that they would not tolerate. One of these was "[illegible]" out. It was an appellation term. Mr. Goodell found that he must have another word for it, when he was up against a problem of explaining

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~~what a cause or research~~ the reason for change in the interest of saving. He hit on "extension." When he talked about extension nobody objected - not a shadow of a ruffle.

G. says that what they soon discovered was that in ~~their~~ joint research board labor had a new weapon, also capital. ~~3.~~ was ~~so~~ impartial Mr. Goodell made them see ~~of~~ scientific facts. ~~It is not our resort~~ to do this, he told them. It isn't what I say, but what the facts say. By their joint research they were able to show that many a worker had been in the habit of making a scapegoat for his inefficiency of some item. There was the case of so and so - fictitious case. duplicate

He said that "political" was one of the words that always aroused them. He found it was dangerous to use. Mary

He shows how he brought them around to ~~change~~ change in their process. for instance, a girl who had taken care of eight frames keeping her bobbins full, her broken threads tied up and at the same time cleaning her frame. What he wanted was that these girls should run ten frames. He knew they could do it, but he knew to do it they could not do skilled work and he knew ~~that they could not~~ clean their frames at the same time ~~and run~~ on ten. How could he persuade them that it was better for them to specialize, spend all their time in the ~~real~~ process of spinning and let a cheaper labor clean the frames. It was quite interesting and I should have a character to use showing the processes of her mind and the process of Mr. Goodell and the

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way it came about for it did come about and both the savings and the elevation of her task in the mind of the worker was secured. I think that this last is probably the best for the great lesson of the two - the need of examining their job to know all about it.

It is obvious that these research conferences have been lively, were argued out thoroughly and one thing that came to the top from the exercise in labor's mind was, "What is the use of our making more and cheaper goods if you can't sell them." We don't sell the goods, we who make them, that is the management's job. Now how is management, we want to know, if we do this, that is make the goods cheaper, whether you are going to sell them or whether you are going to settle down on your old way of handling them and use harmony. You have got to learn new ways if we learn new ways.

And Mr. Smith learned new ways.

(Insert here the story of the improvement in selling.)

One of the interesting things about it was that the workers said, "Now we can take a hand in the selling." And they began their appeal to the union men to use the products of Naumkeag.

G. runs ahead as Smith does I think to the time the union labor will be a selling agent to other union factories.

G. is interested in the classification of the workers, their reaction, their relation to him particularly. He said, "I was prepared for the kind of tactics that men who are in the

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inferior position play, for I had been in the Navy in the War. I was a gob and later a petty officer, so I saw things from the point of view of both. Now among the gobs we had various classifications. There were the quiet fellows that went ahead and did their work and then we had a class we called suckers who were always running after petty officers, the majority pushing themselves ahead. They were not popular with either their fellows or the officers. I find the same kind of thing among the factory workers." There were those who

He found there were workers who tried to ingratiate themselves with him in the same way that the gobs did when he was a petty officer.

What this amounts to is, you have all sorts of temperaments and mentalities among the workers as you have in any other point of life and if you are going to persuade them to a new technique you have to take all this into account - their training, their prejudices, particularly he thinks in the prejudices of words. There is an entire vocabulary - offensive words - in labor circles as in management circles and you must learn to avoid them, to get the real nature of the thing you are trying to do into their minds by demonstrating the thing not so much by words as by facts. When they see it and cannot disapprove it, when their own research workers as well as the research workers of the management combine that that is the thing that can be done and it

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is the better thing to do, than no amount of ~~appropriate~~ however words are going to over-throw it. Science has proved its case.

He begins our conversation by saying he does not know what the approach is. I tell him that I look on this thing as important because it is a demonstration of the possibility of groups who have been hostile and suspicious of one another getting together by examining the facts, rather than by calling back on experience and formula, getting together, working out something scientifically, adopting it and carrying it out. That as I look at the world that is the nearest thing for us now and that can only be demonstrated by such experiments as you carried on.

That I think that demonstration is good for any line of life, good for the League of Nations, good for any two nations negotiating, good in family life, good all along the line of human activities and human relations. And it is the only real way out of the world's confusion - the necessity of learning to work together on a basis of justice that can be proved justice by the facts, the way it works out for the good of all men.

He seemed pleased with that idea, says that ~~if~~ he had tabulated certain approaches that he thought I might be interested in. First, the experiment, ~~demonstration it is now, that~~ they have carried out is democratic. You can prove democracy better in small units better than you can in large, that is, as he said, you must show your stuff. And what they did at Naumkeag was to

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show their stuff. That democratic action, that is, processes through representation are possible.

His second point is that this thing shows that the union can be an economic asset - that up to now it has only been a social asset. Economically it has been negetative, backward. I say that it seems much more in this country than it is in Europe for they are an economic factor, understanding things. (Note conversation of Young with leader. Note my own conversation in Paris with labor on scientific management.)

They jumped at it quickly as a new economic idea. Here we have not done that. We fought economic ideas and sought to enforce changes by force.

Now the union has come to the point where they are selling economic notions based on facts.

He mentions what I have mentioned before - the sales possibility of union pressure. Thinks that the A.F. of L. can be so harnessed that it will be a buying power. I am not much interin this myself. I would like to get force out of the A.F. of L.

This demonstration puts new standards into the heads of the worker. So far their job has been set by some external authority which they thought was hostile to themselves very largely and often was. Now their jobs can be regulated through their representation with management, that is, that they feel that they have a part in understanding how a job should be done.

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Think perhaps that G. as well as Mc.C. are looking forward to the day when the worker will confiscate property for he says if they are going to do that then these discoveries of how things should be done are most important, that they have got to learn to handle facts before they take over their work. I inject, which I don't think he takes to very strongly, that they have got to learn finance as well as machine operation.

Emphasizes the importance of technique, that is, that you can't do much unless you have a good technique, that that is what engineering is. Quotes Dennison as saying that he didn't have much interest in his job until he discovered that it was a question of technique, brains. Here he quotes what I have already repeated that this is not what I say, but what the facts say.

He has a notion that here we have a possible technique in what is doing for the political structure and this unquestionably is true. I object too quickly to the Italian experiment. I don't get anywhere with him on that. What he is after I suppose is having political representatives sit down and discuss as these people at Salem the facts in the particular thing, working it out together. In the sense that is what we have got in Washington today, theoretically so, practically no, because what prevails is not what the facts say but what the party says. This must be qualified.

He is interested in the processes of progress - illustrates it by a boy making a radio. First you begin by

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imitation - the first process in progress. Every businesss man begins probably by imitating something. This is not always true.

Second, in the case of the boy he buys his parts and puts them up according to directions. Then he tries something - he combines different types of tools - he is becoming scientific that is, he is becoming an investigator and he makes perhaps a better kind of machine than he has ever seen or heard of.

(Quote Young on giving the amaetur a chance.)

Third, he begins to reflect on what he has done, works out the laws, becomes a philosopher, a professional. I suppose that is where G. places himself.

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From Goodell's article:

"This saving, large as it is, does not include any of the less measurable savings such as the good will which arises from a thoughtful and painstaking study of every suggestion and complaint relating to the operation studied, and of remedies for failure of machine or material control. Nor does it allow for reduction in the spoilage which, contrary to results of many cases of extension, became smaller instead of greater."

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