From Eleanor B. Cooke

Mar 30. 1911 –

West Walnut Lane
Germantown

Dear Ellen Tarbell –

Your letter has been unanswered because of your kindness in saying "At your convenience". My thoughts have been greatly absorbed by pressing matters which kept me from attending to the accumulating interests on my desk –

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In a General Way, You understood What I Said in Quoting a Frenchman. Still Send You the Exact translation of his words — It perhaps would not be fair to accept literally his interpretation of What Mr. Taylor Said to him. We now have however, Mr. Taylor's letter to another Frenchman which You can interpret for Yourself. However Mr. Cooke & I both feel that Mr. Taylor's

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depression in view of the war — was deeper than any recognition of what scientific methods applied to war fare, can do in destroying what is worth while & beautiful in life. It was the tragedy to a man who had spent a lifetime in building constructively on the best that is known so far. If seeing the whole of Europe mad for destruction. He knew that he could not possibly live long enough to see anything more than just remedial agencies at work to bring us back so to speak, "to the point of departure" — The important thing to keep in mind — and to say at every opportunity is that the Germans have not — and never can have — under militarism (which runs through all their industrial and social scheme) scientific management. They have it only in its mechanisms you might say. And therefore — as they absolutely leave out the principles underlying it — they really have it not at all — Ele. Cooke told

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the Germans of this when we were at Charlottenburg four years ago. Mr. Taylor

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frequently remarked that he had little use for German scientific methods. He considered them very superficial; given over to red tape and unimportant & unfruitful research, without any true philosophy of scientific management. They used the mechanisms — and they got — the material efficiency! And of what

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order — on what plane —
we know only too well!
What they totally failed
either to grasp or to use,
was the very soul of Scientific
Management: the co-operation
for production increase;
consideration for "the other fellow" —
building up from the bottom;
these things being the very
essence of Scientific Management.
Their hard and fast rules
arbitrarily formulated by
an autocratic over-authority;

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