

SHALL WE ACCEPT ONLY THAT WHICH IS PERFECT?

New principles usually have a hard road to hoe in this world. No one is more ^{crude} brutal towards them than those who are most to be benefitted. ^{by their successful application:} It is not so many years since we were all poo-hooing at Mr. Langley and his flying machine. Of course it flew, but it also fell. Therefore ~~it would never be practical.~~

^{opening the door to} It was a plaything, a toy, and poor Mr. Langley ^{believing} ~~knowing~~ that he ^{has} ~~made~~ a great discovery, died full of bitterness and contempt for the public. ^{for what we had done} What ailed us was that we did not have enough imagination to accept a new principle. It has taken this hideous war and ~~such an announcement as~~ Kitchener's "~~that~~ ^{us} one aviator is worth an army corps" to convince the people that the flying machine is a great, practical achievement; that it is ^{on a commercial} ~~good~~ for war and commerce; that it ^{as a carrier} ~~is~~ surely a future means of mail, freight and passenger transportation. (I should like to say in passing that much abused individual Secretary Daniels recognized the value of the flying machine before the war and at the beginning of this administration urged its extension more emphatically ^{at} ~~than~~ had ever been urged before upon Congress.)

The same kind of treatment that Mr. Langley and his ^{machine} ~~men~~ received is being accorded by a large body of people to the new science of industrial management. A body of closely knit principles worked out through twenty-five years of the most

intelligent experiment by one of the greatest minds this country
~~has produced~~, are now under process of application in a great
^{American} number of shops and factories in this country. ^{But} like Mr.
 Langley's flying machine, the science sometimes fails. Whether
^{application of sci}
^{done well}
 or not it works depends, as it ~~has in the development~~ of the
 aeroplane, upon many things: the intelligence of those who applied
 the principles; the closeness and patience of their effort, ~~the~~
^{are}
~~time they were~~ willing to take; the open-mindedness with which
 they ~~constructed~~. There are in the country a large number of
 concerns in which either a complete or a partial application of
 these new principles have been worked out with benefits to every-
 one concerned which were absolutely revolutionary ~~in industry~~, and
 yet these principles are being fought today on the ^{sole} ground that ^{there} ~~in~~
^{are} ^{where} many places/they are being experimented there have been no results
^{or poor results, and perhaps sometimes as flat failures with as}
^{much destruction as when an aeroplane falls through lack of care}
^{or misunderstanding of the application of the principles on which}
 it is constructed. What it amounts to is that the science of
 management is being condemned wholesale and attempts are being
 made to legislate it out of existence because it does not always
 do what those who believe in its principles claim it will do if
 they are properly applied, because there have been cases under
 scientific management where wages have been manipulated; because
 there have been various experiments with the method of payment,
 therefore, the critics claim that there is no gain under this

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are shops in which wages are raised - no one will do it - the system is about to be carried out - the system is about to be carried out - the system is about to be carried out

system, and yet anyone who knows anything about it knows that there is shop after shop in the country where wages have been raised and are being kept steadily at from 25% to 60% above the average. In the attack that has been made in Congress on this system, its supporters have offered the testimony of numbers of workers and employers showing the actual increase that they were enjoying. The names of the factories and of the operatives giving this information are written in the record. The methods by which this was obtained are fully set forth. Yet because there are cases in which this has not resulted, through the ignorance or the greed of those installing the system, we are asked to deny the principles.

experiment

You can no more prevent a new science being experimented and fooled with, if you please, by those who have more imagination than knowledge, more love of the new than sense of responsibility towards its use, more hope of selfish benefit than a desire to advance the general public interest, than you can prevent boys smashing aeroplanes and their own bones by reckless stunts with aeroplanes. There was a time before the war when there were people who cried out that experimentation with the machine should be stopped, so wild *had* it sometimes run. The bill that is at present before Congress to prevent the Government attempting further to apply this new science in shops and factories, is just as sensible as it would have been to have passed a bill refusing to allow a member of the army or navy to use an aeroplane after brave, young

Selfridge was killed. The new brings with it always serious abuses. Undoubtedly there have been many claims that men were applying the principles who had never grasped in any degree their meaning and had no conception of what applying them meant. Because time studies are sometimes incorrectly made, because the element of fatigue is not properly considered in many places, because there are figures, because the particular co-operation the system requires to get its results must be brought out through education and association and not necessarily through the machinery of unionism, therefore, the principles must be false.

Nothing has been brought against the system so far which in its essence has not been brought against every new discovery that men have made.

men have made. implies as a whole an experience since of scientific medicine - saying that they have fought

A great body of employers in this country have systematically fought every new social, economic principle that has required any change in their ways of doing things. Organized labor is in a great danger of falling into this same benighted habit of mind in regard to scientific management. It is not the principles of the thing which should be attacked. They are of the utmost value to the laboring man. What those who lead labor should do is to point out the imperfect application of the principles, help in their proper development, expose the ~~figures~~ *figures*. To do this, to be sure, they will have to know what they are talking about and it takes brains to understand the science of management. The men who really apply it do as hard, intellectual work as is being done today in this

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country, and as for the human side of their effort, it is as fine and as noble as anything to be seen in industrial life.

You cannot measure the value of truths by those who judge them from the failures in their application, or by those who will not admit they are truths unless they are measured by the one little yardstick that they use in their business.