

APPENDIX NO. 2

The Taylor Society¹

This brief statement of the founding and development of The Taylor Society (originally the Society to Promote the Science of Management) was prepared by Dr. H. S. Person, the Managing Director of the Society.

The Background. In 1886 Henry R. Towne presented the paper The Engineer as Economist before the A.S.M.E. Thereupon followed in that society a series of papers relating to management, chiefly on wage systems, ending with Taylor's A Piece Rate System in 1895. Then followed seven years of no papers on management before the A.S.M.E. In 1903 and 1904 several papers were presented, among them Taylor's Shop Management. In 1906 Taylor's On the Art of Cutting Metals was presented before the A.S.M.E. followed by one paper on a phase of management in each of the years 1907, 1908, 1909, and 1910. In 1911 the A.S.M.E. had no paper on a management subject.

The group of young engineers associated with Mr. Taylor felt during this period that it required a struggle to get a paper on management before the A.S.M.E.; that each time a paper of significance was presented (Towne's in 1886, Taylor's in 1895 and 1903) consideration of the subject was stimulated, but the interest soon waned; that the dominant group in the Society did not believe management subjects should engage its attention and put obstacles in the way of such attention; that there was in the Society possibly hostility to the Taylor theories and methods and that they could not receive adequate consideration; and that in general the A.S.M.E. was not giving adequate attention to the subject of management as compared with the growing public interest.

On the following page is a tabulation of the number of items relating to management by years, and whether presented before the A.S.M.E. It has been prepared from Scientific Management; a list of references in the New York Public Library, compiled by Walter D. Brown, Technology Division, N. Y. Public Library, 1917.

This group therefore decided that to secure a discussion of management problems to an extent warranted by the importance of the subject and public interest in it, a forum other than the A.S.M.E. would have to be found.

The Founding of the Society to Promote the Science of Management. On November 11, 1910, a meeting was held at the Athletic Club, New York, to consider the matter. There were present Morris L. Cooke, Frank B. Gilbreth, Robert Kent, Conrad Lauer (representing Charles Day), and Wilfred Lewis. Mr. Gilbreth was the host.

It was decided to organize a society for the discussion and promotion of scientific management. A formal organization was not effected, but from then on James M. Dodge presided at meetings and Robert Kent acted as secretary-treasurer. For two years, with such informal organization,

¹ Presented during Management Week October 16-21, 1922 and at the Annual Meeting, New York, December 4-7, 1922 of The American Society of Mechanical Engineers.

meetings were held approximately once each month, usually at Keene's Chop House, where management subjects of live interest were discussed. The membership during this period increased to some twenty-five or thirty.

As a result of the increasing public interest resulting from the Eastern Rate Case Hearings (winter of 1911-1912), it was decided to make the organization more formal and to make more of the society. Accordingly a meeting was held at the Hotel Astor, November 7, 1912, and a formal organization effected. The Society was named The Society to Promote the Science of Management. James M. Dodge was elected president and Robert Kent, secretary. Meetings were thereafter held less frequently (three times a year) but were more carefully planned. The place of meeting was usually New York, Philadelphia, or Boston. In 1913 H. S. Person was elected president, and succeeded himself annually until 1919. In December, 1914, was begun the publication of a small journal for members called Bulletin of the Society to Promote the Science of Management. By 1917, when the United States had entered the war, the membership had increased to about 110.

During the War. During the war the activities of the Society were in abeyance, the officers and over fifty per cent of the members of the society having been absorbed into the war organization of the United States.

Reorganization and Change of Name to Taylor Society. Immediately after the armistice in 1918, members of the society in Washington and the vicinity held a meeting to consider the resumption of activities of the society. It was felt that the society should undertake more serious work, in view of the probable larger public service possible during reconstruction, and it was decided to establish a central office with a salaried executive. The name of the society had been changed in 1916 to Taylor Society, in honor of Frederick W. Taylor, who had died in 1915; an office was established April 1, 1919, in the Engineering Societies Building, New York; H. S. Person was chosen the managing director, and John Otterson, Winchester Repeating Arms Co., was elected president. Mr. Otterson was succeeded by Henry S. Dennison, and Mr. Dennison by Richard A. Feiss, who is president at the time of this writing, August, 1922.

The objects of the Society as stated in the Constitution are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort, for the accomplishment of industrial and other social purposes for the mutual benefit of
 - a. The Community
 - b. Labor
 - c. The Manager
 - d. The Employer
2. To secure the gradual elimination of unnecessary effort of of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study of teaching of the principles governing organized effort, and of the mechanisms of their adaption and application under varying and changing conditions.

4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, labor, the manager and the employer.
5. To inspire in labor, manager, and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility.