



Historical Context

What Was Frederick W. Taylor Trying to Accomplish?

- **Turn People into Machines?**
- **Exploit Workers?**
- **Create Conflict?**
- **Eliminate Workers?**
- **Increase Corporate Profits (zero-sum)?**

Historical Context

“It ceases to be scientific management the moment it is used for bad.”

F.W. Taylor’s Testimony to Congress, 25-30 January 1912

- “The new way is to teach and help your men as you would a brother; to try to teach him the best way and show him the easiest way to do his work.”
- “...both sides take their eyes off of the division of the surplus... and together turn their attention towards increasing the size of the surplus...”
- “...one of the first requirements of scientific management is that no man shall ever be given a job which he can not do and thrive under though a long term of years. It is no part of scientific management to drive [overwork] anyone.”
- “...scientific management exists nowhere until... this new idea of cooperation and peace has been substituted for the old idea of discord and war.”
- “All day long the management work almost side-by-side with the men, helping, encouraging, and smoothing the way for them [as servants of the workmen].”
- “...nine-tenths of our trouble has been to ‘bring’ those on the management’s side to do their fair share of the work and only one-tenth of our trouble has come on the workman’s side.”

What Went Wrong?

Did He Get Everything Right? NO!



Historical Context

What Was Frederick W. Taylor Trying to Accomplish?

- **Eliminate Waste**
- **Simplify Work / Make Work Less Strenuous**
- **Improve Economic Condition of Workers** (share the wealth)
- **Make Needed Goods Affordable to More Americans**
- **Improve Company, National, and International Competitiveness**

Apply Scientific Method to Management

