Washington and Taylor

Compared with many other nations all around the world, the United States is a relatively young country, but it has to suffer social problems that many other nations have experienced as well. Late 19th century is an epoch of transition after civil war ended and Industrial Revolution was having a massive influence impact on the United States, and inter racial conflicts and efficiency problem during production, which are seperatedly addressed by Booker Washington and Frederick Taylor.

As Confederacy Army surrounded in 1865, slavery was entirely abolished in the United States. However, though those Afraican Americans finally earned their precious liberty, persecution, discrimination and inequility is still widely prevailed in the south area. Afraican Americans were still having a hard time struggling in their daily life, mostly in a lower position. The leaders are making efforts to call for suffrage for their fellow blacks but ignored the necessity of getting education in business and education, working hard from where they currently were to get what they were more likely to earn.

Under such a background, Booker T. Washington, who managed to receive advanced education and made some great achievements in Education field, published a speech in Atlanta Exposition to talk about this issue. In his speech, Washington expressed his idea, claiming that the blacks should not paying too much attention to gaining the right to vote. Since its not long since they got freedom and most of them were feed on handicraft, Washington thought its not apropos to pursue political power. He suggested during the speesh, that African American should unit and get themselves well trained to master skills in real estate, in industial production and build up friendship with the whites in order to make the south properous again together.

In addition, Washington added that agitate interracial conflicts in the name of equality is not sensible. Instead, respect should be earned by helping created a more prosperous society. Washington used the metaphor " Cast down your bucket where you are" not just to encourage his fellow blacks to work hard, but also implied that the white should make more efforts to assist and encourage the blacks as well, so that the unity can give a brighter future a chance.

On the other hand, Efficiency Movement had played an very important role during the Progressive Era. Supporters of this social movement held the idea that all aspects of the economy, society and government were riddled with waste and inefficiency. This inefficiency in the United States caused massive burden and seriously obstacled the development of the society. Thus, many management experts came out and brought up their theories and methods for ameliorate the status quo.

As one of the experts, Taylor furtherly elaborated his theory why this efficiency would happen. As he summarized, three reasons for inefficiency including fallacy that a material increase in the output of each man or each machine in the trade would result in the end in throwing a large number of men out of work, defective systems of management and inefficient rule-of-thumb methods (Taylor).

With the clarity of the flaws, Taylor then formulated a series of solutions to the problems. Taylor thinks it is important to make people understand workers' interests and employers' interests can certainly be congruent. When the workers reach their maximum efficiency, they can both be prosperous at the same time (Taylor). And the key to this goal is scientific management and close cooperation between employers and employees.

First of all, people who are "soldiering", or being forced to do repititive work are proved tend to work at the slowest rate which has being observed around the nation. When paid the same amount, workers follows the pattern that they tend to do the amount of work that the slowest among them does. As a result, Taylor came up with the idea to link each worker's compensation to his output. Since workers care about their own well being, they will manage to produce as fast as possible in order to earn more.

Also, workers need to understand that improvement of technology or ameliorate of methods, which results in increasing the productive capacity of the men in the trade and cheapening the costs, instead of throwing men out of work make in the end work for more men. There's no need to intentionally slow their work, but have no burden to reach their full efficiency.

Then, Taylor claims that "our opportunity, lies in systematically cooperating to train and to make this competent man, instead of in hunting for a man whom some one else has trained, that we shall be on the road to national efficiency", emphasizing the importance of systematically develop experts that can be used within a business or company. Instead of putting man in the first place, an effective system should be and must be the first to consider, because "the remedy for this inefficiency lies in systematic management, rather than in searching for some unusual or extraordinary man".

Finally, in order to get rid of problems created by incongruent rule-of-thumb methods, Taylor thinks that more scientific methods should be induced to replace those iaccurate methods base on experience. Since "among the various methods and implements used in each element of each trade there is always one method and one implement which is quicker and better than any of the rest", to improve efficiency, the most optimized methods should definitely be applied.

**Reference**:

Frederick W. Taylor, *The Principles of Scientific Management* (New York: Harper Bros., 1911): 5-29

From Booker Taliaferro Washington, "Atlanta Exposition Address, September 18, 1895," *The Booker T. Washington Papers,*ed. Louis R. Harlan et al., vol. 3 (Urbana: University of Illinois Press, 1974), pp. 584-87.