

DAILY RECORD OF COTTON PICKED on *the* Plantation  
during the week commencing on the *15* day of *October* 186*1*  
*Overseer.*

NAME	No.	Monday.	Tuesday.	Wednesday.	Thursday.	Friday.	Saturday.	Week's Picking.
		15	16	17	18	19	20 By's Forward	
<i>Leah</i>	41	315	315	320	320	320	320	2110
<i>Old Maria</i>	42	60	60					
<i>Maria Anderson</i>	43	95	<i>Lick</i>	<i>Lick</i>	<i>Lick</i>	<i>Lick</i>	<i>MC</i>	435
<i>Williamanda</i>	44	175	175	175	175	175	175	1125
<i>Helene</i>	45	75						
<i>Big Sarah</i>	46	135	130	140	140	140	150	945
<i>Williamanda</i>	47	180	170					
<i>Eliza Amy</i>	48	110	140					
<i>Polly Ann</i>	49	135	135	145	150	<i>Bin</i>	<i>gin</i>	605
<i>Betty Jackson</i>	50	100						
<i>Clara Jane</i>	51	120						
<i>Samuel</i>	52	105	115	145	135	140	155	740
<i>Quinn</i>	53	35	45	5				
<i>John Garrison</i>	54	155	170	17				
<i>Samuel</i>	55	135	145	155	140	170	170	925
<i>Samuel</i>	56	145	145	135	140	150	155	875
<i>Samuel</i>	57	145	145	135	140	150	155	875
<i>Samuel</i>	58	145	145	135	140	150	155	875
<i>Samuel</i>	59	145	145	135	140	150	155	875
<i>Samuel</i>	60	145	145	135	140	150	155	875
<i>Samuel</i>	61	145	145	135	140	150	155	875
<i>Samuel</i>	62	145	145	135	140	150	155	875
<i>Samuel</i>	63	145	145	135	140	150	155	875
<i>Samuel</i>	64	145	145	135	140	150	155	875
<i>Samuel</i>	65	145	145	135	140	150	155	875
<i>Samuel</i>	66	145	145	135	140	150	155	875
<i>Samuel</i>	67	145	145	135	140	150	155	875
<i>Samuel</i>	68	145	145	135	140	150	155	875
<i>Samuel</i>	69	145	145	135	140	150	155	875
<i>Samuel</i>	70	145	145	135	140	150	155	875
<i>Samuel</i>	71	145	145	135	140	150	155	875
<i>Samuel</i>	72	145	145	135	140	150	155	875
<i>Samuel</i>	73	145	145	135	140	150	155	875
<i>Samuel</i>	74	145	145	135	140	150	155	875
<i>Samuel</i>	75	145	145	135	140	150	155	875

Caitlin C. Rosenthal's research studies the  
meticulous records kept by southern plantation  
owners for measuring the productivity  
of their slaves, some of which were forerunners of  
modern management techniques.

## CONTEXT

“Slave owners were able to collect data on their workforce in ways that other business owners couldn't because they had complete control over their workers. They didn't have to worry about turnover or recruiting new workers, and they could experiment with different tactics—moving workers around and demanding higher levels of output, even monitoring what they ate and how long new mothers breastfed their babies. And the slaves had no recourse.”

*“The brutality of slavery was readily compatible with the development of new quantitative techniques for workforce organization.”*

## IMPLICATIONS

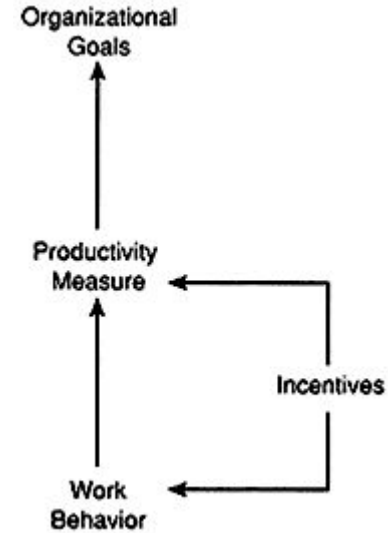
If the measures we use today in management techniques were originated from slave plantations, then how much more do we need to think about our responsibility to people?

## PURPOSE

To examine to the the evolution measures used in modern business practices, where they came from, and what this means. I will draw parallels between modern management and practices used in slavery. These measures usually remain unquestioned. By examining and deconstructing them, individuals can begin to understand the reasoning, values and motivations behind them. I'm concerned with understanding these measures and whether there is a need to begin to reframe/rethink them.

## Possible Data Points

- **Advanced management and accounting techniques**
  - Daily productivity
- **Depreciation**
- **Productivity analysis**
- **Middle managers**
- **Workforce Planning**
  - Organizational structures
  - Allocating and reallocating labor from crop to crop
  - Planning meals and lodging
- **Lobbying to protect interests**



The screenshot displays the Microsoft Excel interface with the 'Budget' workbook open. The spreadsheet shows a detailed budget breakdown for 2017, with columns for months (Jan to Dec) and rows for various budget categories. A 'Total' row at the bottom shows the overall budget for each month. To the right of the spreadsheet, there is a 'Portion of Budget' pie chart showing the distribution of the budget across different categories. The pie chart is divided into four segments: 'Personnel' (blue), 'Materials' (orange), 'Travel' (green), and 'Other' (yellow). The 'Personnel' segment is the largest, followed by 'Materials', 'Travel', and 'Other'.

- TO BE SOLD & LET**  
**BY PUBLIC AUCTION,**  
*On MONDAY the 18th of MAY, 1829,*  
**UNDER THE TREES**  
**FOR SALE.**  
**THE THREE FOLLOWING**  
**SLAVES,**
1772.  
**RANSBAIL**, about 50 Years old, an excellent House Servant, of Good Character.  
**WILLIAM**, about 35 Years old, a Laborer.  
**NANCY**, an excellent House Servant and Miller.  
*The above being in "GREEN" Estate, and the "WOMEN" to Men, 500000*
- TO BE LET.**  
*THE FOLLOWING*  
**MALE and FEMALE**  
**SLAVES,**  
*OF GOOD CHARACTERS*
- HENRY BUCKLEY**, about 20 Years old, a good House Servant.  
**WILLIAM BUCKLEY**, about 16 Years old, a Laborer.  
**JOHN ARNE**, about 18 Years old,  
**JACK ANTONIA**, about 10 Years old, a Laborer.  
**PHILIP**, an Excellent Field-servant.  
**HARRY**, about 20 Years old, a good House Servant.  
**LEWIS**, a young Man of Good Character, and is Brave, Work and the Steady.  
**GEORGE**, an Excellent House-servant.  
**CLARK**, an Excellent House-servant.  
**EDNEY**, about 14 Years old, House Servant.  
**SARAH**, about 12 Years old, House Servant.
- Also for Sale, at Eleven o'Clock.**  
**Rice, Gram, Paddy, Books, Muslins,**  
**Needles, Pins, Ribbons, &c. &c.**  
**AT ONE O'CLOCK, THAT CELEBRATED ENGLISH HOUSE**  
**BLUCHER,**  
*CHURCH STREET, CORNER WEST INDIA ST.*

NAME	No.	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Week's Picking
		15	16	17	18	19	20 Bro's Forward	
Lah	41	115	110	30	50	35	10	240
Id Maria	42	60	65	75	55	70	65	340
Maria Anderson	43	95	Lick	Lick	Lick	Lick	Lick	45
Amanda	44	175	215	220	215	235	235	1295
Helene	45	75	150	50	Lick	Lick	Lick	225
ig Sarah	46	135	150	140	160	160	150	945
Amanda	47	150	150	155	200	155	155	1035
Liza Amy	48	140	160	155	155	160	155	925
Patty Ann	49	135	155	145	150	sin	sin	605
Patty Nelson	50	160	Chel	Bon	Bon			100
Caroline	51	120	150	150	140	140	145	845
arah	52	105	115	115	135	110	155	795
usan	53	35	45	50	70	85	85	400
Ch. G. G. G.	54	155	170	175	165	190	180	1030
- Patty	55	135	145	155	150	170	170	925
L. G. G. G.	56	145	145	135	140	155	155	875

**A CENTURY OF  
BOLD  
LETTERFORMS**

**SLAB  
SERIF  
TYPE**

**STEVEN HELLER  
HOUSE FILL**

**ON SATURDAY, 15TH OF SEPT'R NEXT,**  
I will sell at the Court House door, in the town of Jackson, Cape Girardeau county, Mo., on a credit of twelve months, with interest from date, all the Slaves belonging to the estate of John Randol, deceased. Said Slaves consist of

**A NEGRO MAN,  
Negro Woman & Child,  
AND TWO FEMALE CHILDREN.**

Bond with approved security, will be required for the purchase money.

**SAMUEL H. RANDOL,**  
Administrator of John Randol, deceased.

Cape Girardeau, August 23d, 1855.

DAWSON & HERR, Printers, Eagle Office.

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Starting Date ▶	Sunday, January 01, 2012	Starting Timesheet Date▶	Monday before Starting Date	Today's Date
Report Period ▶	Week 2 Week(s)	Total Cost Column ▶	Show	Wednesday, October 0

Report Period	:	Monday, December 26, 2011	—	Sunday, January 08, 2012				
ID	:	11111						
Name	:	Jack Banner						
Title	:	Manager						
Department	:	Sales						
Hired Date	:	Monday, January 03, 2011						
Resign Date	:	Saturday, June 30, 2012						
Normal Hours/Day	:	8:00	hour(s)/day					
Working Days	:	Mon	Tue	Wed	Thu	Fri	Sat	Sun

Date	Time				TNH	OT	TAH	Absence Code	Code	Total Hour	Cost
	In	Out	In	Out							
Monday, December 26, 2011									TNH		\$20.00
Tuesday, December 27, 2011									OT		\$2.00
Wednesday, December 28, 2011									V		\$1.00
Thursday, December 29, 2011									PT		\$1.00

## Background research / Literature review

- <https://www.marketplace.org/2018/08/14/business/disturbing-parallels-between-modern-accounting-business-slavery>
- <https://www.forbes.com/sites/hbsworkingknowledge/2013/01/16/the-messy-link-between-slave-owners-and-modern-management/#6da3d690317f>
- <https://bostonreview.net/race/caitlin-c-rosenthal-how-slavery-inspired-modern-business-management>
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- Sketches / Technical considerations: sketches of the ways you intend to bring your goals to fruition.

HOW HAS SLAVERY INFLUENCED MODERN MANAGEMENT NORMS?

Mapping Caitlin Rosenthal's research of the history of management practices.

	HOW TO INCREASE PRODUCTIVITY?	HOW TO INCENTIVIZE	HOW TO MANAGE	
SLAVERY	SLAVE OWNERS employed advanced accouting and management tools, including deprecia-tion and standarized efficiency records- to manage their lands and slaves.	SLAVE OWNERS whipped, punished, and gave slaves cash prizes.	SLAVE OWNERS excelled at management controls OVERSEERS: First salaried managers in the country	<div>SOUTHERN SLAVE ACCOUNTING METHODS</div> <div>+</div> <div>PRODUCTIVITY</div>
INDUSTRIAL ERA	FACTORY OWNERS sought to produce at high volume, focused on efficiency, and mechanized wherever possible. One worker work perform the same task over and over.	FACTORY OWNERS doubled wages due to high turnover (380% in the case of Ford) to motivate people to work harder.	Management controls a quintessential factor in management theories and polices in manufacturing jobs	<div>NORTHERN INDUSTRY BUSINESS INNOVATIONS</div> <div>=</div> <div>EFFICIENCY</div>
CORPORATE AGE	BUSINESSES use advanced accouting and management tools including spread-sheets	BUSINESSES reward efficient employees with bonus-es and raises	BUSINESSES now often utilize training, and empha-size more on employee motivation and engagement	<div>PRACTICES OF AMERICAN CAPITALISM</div> <div></div> <div>PROFIT</div>
	+ PROFIT	+ PROFIT	+ PROFIT	

“Under slavery, the power of the managerial class excelled with the use of ac-counting methods, which would be ad- opted by Northern business and would eventually be re-ferred to as scientific management.”

“The soft power of quantification complemented the driving force of the whip.”

## How has slavery influenced modern management norms?

Mapping research

KEY	
Work environment	▲
Management	▲
Labor	▲
Business Practices	▲
Business Goals	▲

SLAVERY					
▲ Plantations	▲ Overseers	▲ Slaves	▲ Record Books	▲ Goals	
Grid-like	Establish control over workforce		Complex & meticulous records	maximize profits.	
Climate of Southern colonies ideal for crops	punishments cart-whip.		Measures workers's unit per hand	increase productivity	
Cotton/Tobacco Rice Sugar Indigo	pressure from the plantation owners		Helped maximize return by tracking	use of slaves kept the costs down	
System of mass production	Hierarchical				
No machinery; crops sewn & harvested by hand	experiments with efficiency by moving workers				
Physically restricted	Incentives for workers to be more productive				
No compensation					
forced to work through threat					