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THE VALUE OF THE SPECIALIZED LIBRARY FOR THE BUSINESS MAN, THE SALESMAN, OR THE SHOP EXPERT

By St. Elmo Lewis

[*Mr. Lewis, Burroughs Adding Machine Co.; Mem-
ber, Efficiency Society; Author, The New Gospel
of Efficiency.*]

The business man of this new era, is recognizing knowledge no matter where it is. The day of the rule-of-thumb has passed. The day of the so-called "system man" is passing, and the new era of efficiency is here.

The rule-of-thumb man depended entirely upon his own experience and impressions, and believed that trade experience gleaned in his own shop was superior to trade experience gleaned in other shops even in his own line of business. He naturally assumed that anything he did was right. Under that condition, prices soared and it was only possible to stay in business under the rule-of-thumb conditions as long as competition was almost negligible.

As soon as competition came in, we then obtained the system man who wanted to find out what was actually being done, but still he was interested only in his own business. He could not conceive of any two businesses being alike, and as for the idea that methods employed in the laundry business could be of any service to the grocery business, it was considered to be too trivial an idea even to be considered.

The system man's mind was occupied entirely with the past. He came soon to know what things cost him, but as to whether it was too much or too little, he knew nothing. The only thing of value in the systematic man's effort, was that it gave him some facts and that was what he didn't have before. But, unfortunately, the facts did not give him the true value. The system man knew the price of everything and the value of little. He figured his costs on a basis of his price. If they allowed a margin sufficient to cover a dividend on his investment, he thought his costs were all right.

This condition of mind was due entirely to ignorance and ignorance is that condition of mind which sees nothing outside of its own activities and its particular cribbed and cabined interests. An ignorant mind is always an ingrowing mind, and an ingrowing mind hurts a business as much as an ingrowing toe-nail hurts a man.

Efficiency, on the other hand, knows the value and the price of everything. Efficiency says—"No man has ever known too much about anything, and the only safe way is to bring to bear upon the minutest problem of the day, all of the concrete knowledge of the world."

There are two sources of knowledge—men and books—and efficiency is linking up the two. Books alone without capable and expert interpretation, are likely to lead one astray, because words and sentences have no fixity of value.

The efficient man is always the educated man. He takes his own wherever he finds it. The educated grocery man sees in the effort of the big manufacturer to select his raw human material according to scientific standards, a hint to himself to look to the kind of men that he employs, and therefore, he does not employ a girl with a bad case of catarrh to run a Perfumery Department, nor does he want a man with a tubercular appearance to run a Delicatessen Department. And when he employs a bookkeeper, he now finds out enough about bookkeeping

himself in order to determine whether the young lady who is an applicant for the position, knows enough about it to be of service.

There never was an era when business men were writing more about business and giving out of their experience, a more competent interpretation of the real lessons of that experience than they are today.

This is due to the fact that educated men are coming into managerial positions. Two generations ago it was the doer type of man, it was the man who was the graduate of the bench, the plow, the counter, the salesman off the road who managed business. The second generation came along. The sons having passed through college, and having found a wider vision of the possibilities of the application of all knowledge to the concrete problems of the day, were assistants to these older men. These college men got the practical side of business, they brought to doing some trained thinking. The inevitable consequence was that they were dissatisfied with merely doing things without thinking about them. They were dissatisfied with depending upon their own experience, as if they were not living in a world of thinking and of doing men; they were dissatisfied with living with the past without extracting some experience, without getting in line with the real value of experience, without wanting knowledge, and knowledge is nothing but experience properly interpreted, that has been proven workable.

Five years ago if you had proposed to some manufacturers that they establish a library in which would be filed all of the data, experience and knowledge of all of the organization, they would have probably made some reflections upon the sanity of the gentleman who had proposed the idea, and as for establishing a library of books, magazines, and publications for finding out what other people were thinking about their problems, they would probably have suggested that old, hackneyed and moth-eaten excuse which has hampered business for thousands of years—"Our business is different."

The times have changed and this is the era when efficiency demands all knowledge and experience, whether it is embodied in books, in letters, in magazines, or any of the ephemera of business.

Our own concern, the Burroughs Adding Machine Company, some four years ago, started to form a library. We had a very definite idea of what this library should be. It started in the Advertising Department, because it happened that that particular department was most interested in developing a data-built basis for advertising and

salesmanship literature. We divided this library into several definite sections:

1.—Technical:

- (a) History of Mathematics.
- (b) Mechanical methods of handling figures.
- (c) Printing as applied to advertising.
- (d) Bookkeeping methods.
- (e) Cost keeping methods.

2.—Reference Works:

Under this heading we incorporated encyclopedias, dictionaries and reference works of specific kinds, such as applied to engineering, metallurgy, etc.

3.—Salesmanship:

- (a) Sales manuals
- (b) Salesmanship stories.
- (c) Selling plans.
- (d) Schools of salesmanship.

4.—Advertising:

- (a) Advertising plans and methods.
- (b) Books on advertising writing.
- (c) Advertising statistics.
- (d) Special bulletins, advertising associations, clubs, etc.

5.—Publications—Bound Volumes:

In this classification we had certain publications such as "Printers' Ink," "System," "Bookkeeper," etc., in bound volumes. These were in turn analyzed in card indexes, by cross references.

6.—Bound Volumes of Burroughs Advertising:

Under this we kept from year to year, copies of all the advertising issued by the firm, cross-indexed for reference as to articles, etc.

7.—Bound Volumes of "Sales Bulletins," etc.:

Under this we kept a complete record of all the bound volumes of the "Sales Bulletins" issued during the Company's history.

8.—Advertising and Sales Reports Bound by Years.

9.—Efficiency:

Under this classification we obtained all the books published on Efficiency such as Mr. Harrington Emerson's Mr. Church's, Mr. Gantt's, Mr. Goings's, etc.

10.—Miscellaneous Division:

Under this we put books on Economics, Distribution, Legislation, etc. In addition to the library composed of bound volumes, we have an elaborate Data File, which is operated on a library basis. The envelopes are the same as used in many libraries, and these envelopes contain clippings, letters, stories from salesmen, covering at the present writing, nearly five hundred classifications in the Advertising Department's Data Files alone.

These Data Files call for a wide variety of information. For instance, articles published in certain publications that we do not desire to retain entire, such as Copy-writing; Commercial Education; Development of Commercial Club Work; Education in Business Schools, Education in Technical Schools; Postage Legislation; Ethics in Business; Public Service Corporations; Sales Ideas; Store Management; House Organs; Business Methods in America, England, Germany, France, Japan, China, Russia, sub-divided according to countries; Scientific Employment Plans for Scientific Organization, etc. This material is filed in envelopes and card-indexed, in some cases being cross-indexed under five or six headings, but always card-indexed for title, for general subject and author.

We are following this same method of classification throughout the entire business, and it is our aim eventually, to have all of the data that has been accumulated in the various departments, consolidated in one file, classified and cross-indexed as indicated above, so that any man in any department of the business can go to the file and draw from it the information that has been accumulated in the last six or seven years by the entire business organization of nearly 2,000 workers.

This is true of the principle of efficiency that only that organization is efficient which can bring to bear upon the minute problems of the day, of the most insignificant worker, the entire experience and knowledge of the concern. By using the library method indicated above, we place in the hands of the most obscure employee, the opportunity to get accurate information on anything that he is doing, and we do not leave it to the obiter dicta of some chance acquaintance in a department to guide the employee in his work.

It is the plan eventually, to even go a step farther in having all the files in all the departments numbered and having in the hands of each employee, a small vest-pocket size book which will contain under different headings with numbers indicating in what particular files in any department of the office, certain information, certain lines of photographs, data etc., may be filed, outside of the requirements of the library department.

We find that this is having another very beneficial effect. It is giving the employees a greater confidence in information; it is making them lean less upon their personal impressions, but making them have a greater respect for accurate information.

It is impossible to leave this work to happenstance. There must be some person charged with the reading of publications, some person who is going to make it his

business to see that information of various kinds goes into the files as fast as it is published.

We have a method of handling this which has so far produced excellent results. If, for instance, I see an article in the "Atlantic Monthly," written on the subject of "Individualism as against Socialism," I desire to have this particular article classified under Socialism. It is cross-indexed under "Individualism" and under "Syndicalism—contra." I take the magazine and mark it with a certain number which is shown on a sheet which is spread on my desk underneath the glass top, and put it into the outgoing mail basket. It goes to the boy and from there to the librarian. She takes that book, files the article in the proper envelope and when I come to some point where I desire it, it is there to hand, all with a minimum of effort and expense.

Of course, this particular method is probably not so efficient as the systems employed by the libraries, but it meets our requirements and anticipates them.

The necessity for anticipating requirements is one of the most important things. We find that some types of mind cannot run a library of this kind at all, because they have no vision of the possibilities of such a thing. They do not recognize tendencies. For instance, five years ago, those who were reading the foreign reviews, knew that syndicalism was finding a place under European labor conditions and it didn't require any particular vision to understand that that would sooner or later find a place in the economy of trade unionism in this country. The average man would not have foreseen anything of this sort. He would have passed it along as simply a phenomenon of European labor conditions and would not have given any consideration to the subject. While an educated man, knowing the tendencies of human interest and understanding the real philosophy of the propaganda carried on by trade union and socialism, would have commenced to acquire that information and classify it against the time when it would be required here in order to familiarize the executives with information on what syndicalism really was and what its philosophy portended.

The head of a library in a business can have but one hobby, i.e., to set himself an ideal that "he will never get caught by having no information on some thing that affects his business," either in large or in particular, and when we get a man who has that conception of the library work, we ultimately will have a library that is of inestimable value in guiding the judgments of directors, of heads of departments, of the sub-ordinate, no matter how lowly.

The library method is the attempt to accumulate facts bearing upon 70 per cent of the activities of a business which are far more important in the aggregate for the guidance of business, than the Bookkeeping Department, which has to do only with 30 per cent of the business activities, but which because of the attitude of the rule-of-thumb and system man, has been considered so important, that bookkeeping has had a very generous appropriation for its improvement while all the rest of the business facts relative to the activities of the business, have been left to the vague and uncertain judgments and memories of the employee. Bookkeeping having to do almost entirely with the past, is but a system that gives the price of things. The library with its data-built addition, is an attempt to get a real line on the values of the activities of a business, and while it can only accumulate facts, yet it is an attempt to get a line of facts which neither bookkeeping nor any other mere accounting can obtain with the same degree of efficiency.

When the business library is hitched up as it should be, to the town library and it in turn to the state library and it in turn to the national library at Washington, we get a tremendous fund of knowledge to draw on which is an asset which no business man of any educated intelligence can dare ignore.

SELECT LIST OF REFERENCES ON SCIENTIFIC MANAGEMENT AND EFFICIENCY

Compiled under the direction of H. H. B. Meyer, Chief Bibliographer, Library of Congress.*

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THE EFFICIENCY SOCIETY, INC.

The Efficiency Society was organized in New York City, March 18, 1912, for the purpose of promoting efficiency in the various activities in which man is engaged. Its

scope is expressed in the membership of the Society, which at the time of the meeting referred to numbered almost one thousand persons drawn from practically every important social, professional and business interest and from every section of the country. The membership is growing continuously, united by the common purpose of securing and disseminating such information as will result in individual and general efficiency.

The Society has in hand a program following up the work initiated at its first meeting and intended to develop the sciences of Organization and Management in ways that will lead to efficiency in the industrial and other fields. This program will be a dual one, in part curative of present inefficiency and in part preventive of inefficiency in the future. Simultaneously with this program the actual situation will have to be carefully studied and for this purpose a canvass will be made to find out the causes of inefficiency existing in each of a great many enterprises and to note the results of the efforts which have been made to correct it.

The first meeting of the Society as a whole was held in the auditorium of the Engineering Societies' Building, 29 West 39th Street, New York City, March 18 and 19, 1912, with a large number of members present from all over the country, and many guests.

Since then, there have been held monthly dinner meetings in New York and occasional meetings in other cities. At these meetings many valuable papers have been read and later published.

The following are the aims and achievements of the Society.

1. A permanent headquarters for the use of members and of special committees, with an executive secretary in charge, will be established.

2. A special committee for each industry.

3. A comprehensive library of business is being collected and will be placed at the disposal of members. To this library valuable donations, embracing most of the authoritative publications of recent years, have already been given.

4. Stated meetings, designed to promote acquaintance and interchange of thought among progressive business and professional men in various fields, have been held.

5. The Society publishes, for the benefit of its members, the valuable papers and discussions presented at its meetings.

The President of this Society is William R. Willcox.

The Secretary is H. F. J. Porter.

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