

## VIII

### SCIENTIFIC PERSONNEL WORK

*By* CHARLES R. MANN

It is a pleasure to meet with people who are engaged in industry and business of various sorts, because it is quite clear to me that this personnel problem is common property for all kinds of organizations—industrial, educational, military, and others. I have a profound faith in the unity, the general solidarity, of human nature; so I believe there are principles and underlying methods of personnel procedure which are practically the same in these various fields.

I have had some experience in the educational field and in the military field, but I have had no experience whatever in business. Therefore I regard it as a privilege to discuss this matter with business men, who will confirm or refute suggestions I make as to what we have already discovered.

This personnel field is extraordinarily intricate, and every one who works in it gets at the start very much involved in the details. Therefore it is always difficult when you begin to work in personnel to know just where you are going, because there are so many conflicting details that press upon you that you do not see the relations between the underlying ideas. Tonight I am going to ask you to follow the development of a train of thought that has been going on for the last fifteen years or so, to see if I can, through telling my own personal experience, give you a perspective that will enable you to see the forest in spite of the trees.

My first experience with personnel was when I was a small boy about ten years old. I happened to be in my father's office one morning when a phrenologist came in and offered to tell for ten cents what I was good for by examining