

Welcome to the Follett Talks

March 28, 2026





THE FOLLETT REFERENCES PROJECT

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The Mary Parker Follett Foundation

March 28, 2026



The Follett References Project

- Intent is to create a **truly comprehensive list of significant references** to Mary Parker Follett across all literature and media.
- Focus on **substantive references** and not passing or “pro forma” references
- Putting the list into a **format useful** for researchers and anyone who wishes to use it try to trace the lineage of impact of Follett’s thinking.
- Sources include books, articles, book reviews, conference presentations, white papers, social media posts, etc.
- **Conducted in support of part of the mission of the Mary Parker Follett Foundation involving the intellectual and literary heritage of MPF.**

***MARY D;FOLLETT, CMC LEADER,
DIES; Organized Social Centres With
Great Success in Boston v , School
Buildings. VOCATIONAL FIELD
PIONEER Often Consulted by
Executives as an Early Expert on Per-
sonnel Problems.***

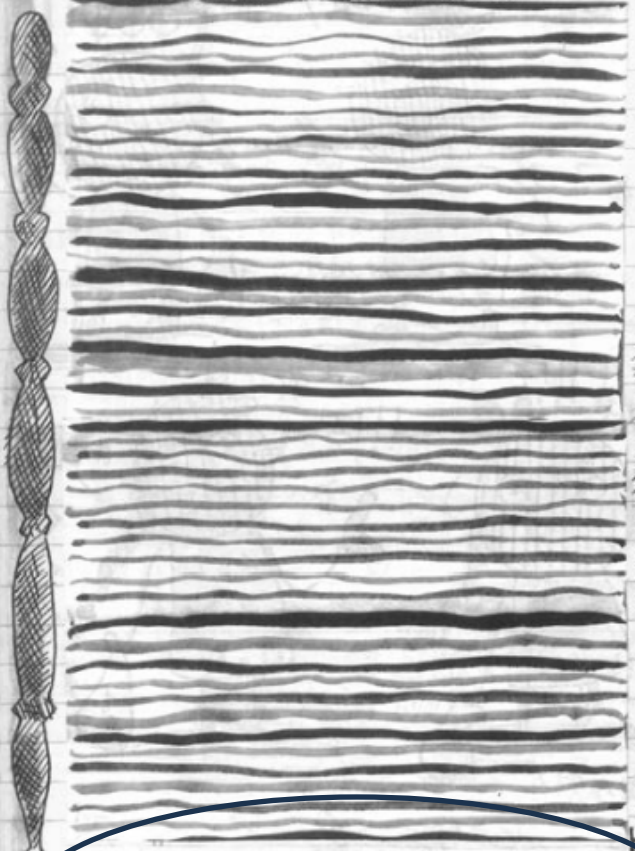
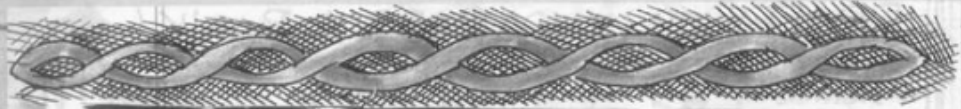


Share full article



Special to THE NEW YORK TIMES.

Dec. 21, 1933



THE ONLY WAY TO UNDERSTAND THIS IS BY MAKING THINGS.

THINKING ABOUT IT, THEORIZING ABOUT IT, CHATTING ABOUT IT WILL NOT GET YOU THERE.



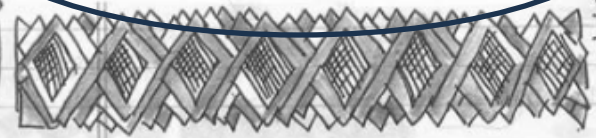
HOW LONG DOES IT TAKE TO DRAW THIS MANY PARALLEL LINES? WHY MIGHT IT BE SOMETHING WORTH TRYING?

WHY MIGHT A PERSON ARGUE AGAINST TRYING IT?

WHY/HOW TO CONVINCE THEM TO TRY IT IN SPITE OF THE APPARENT "USELESSNESS" OF THE ACTIVITY?

Concepts can never be presented to me merely, they must be knitted into the structure of my being, and this can only be done through my own activity.

M. P. FOLLETT, *Creative Experience* 1930



179 Middle Head Road,
Mosman Sydney Australia
December 6:1978

My dear Miss Adams:

Thank you indeed for your generous letter to me, and for the gift of the book, which has come safely to hand. I shall enjoy to read it--I knew L.M. Pollett's "The New State", and used it freely in trying to prepare the delegates for the type of Conference method we would use, but I have not seen "Creative Experience". It will be the more prized because you have been thoughtful enough to send it to me.

I, too, had hoped that there could have been found a "modus vivendi". I have tried hard to see this thing straight--but there is so much of us that shrinks from the "surface" work of the Pan-Pacific Union. I did not get a chance to stay merely for the promotion of the work of the women's conference. My request was to associate myself with the Pan-Pacific Union for other conferences also--and all the local accompaniments, such as Monday luncheons, and so on. Would you like to have your life punctuated by that particular nightmare?....

Mr. Ford said I put the cart before the horse. It was the Pan-Pacific Union calling the next Conference with the assistance of the Executive--not the Executive calling it with the assistance of the Union. I offered to stay with relation to the Executive only--but since they are tied to up him financially, this was not possible. And I found myself physically unable to relate myself for a period of two years to one who is so unstable in so many departments!

So--I came home. I am playing with my Mother, and gradually regaining the poise which the last two months in Honolulu took from me. I was ashamed to find myself possessed of so little spiritual reserve--though I fancy few people have had to submit to the difficulties I fought through them! I made the only decision possible--though to my great regret.

We have formed the Australian link to Honolulu. Mrs. Rischbeith has handed over her responsibility to Dr. Georgina Sweet, one of the best known scientists of Australia, now retired from active University work to devote herself to public interests. She is a woman of independent means, and was in Europe at several of the international conferences last year. She is very wise, and completely acceptable to all groups--which Mrs. Rischbeith was not. She heads up a Co-operating Committee of internationally affiliated organisations, national in scope, on the lines of the Joint Standing Committee in Geneva: one of its functions will be to relate itself to the Executive in Honolulu.

This will arrive a little late for Christmas--but it takes you my loving greeting for that time--and for a good New Year. Thank you again for your letter.

Yours sincerely,

Klemor Hindor

M.P. Follet의 經營思想과 學問的 貢獻

—沈炳求 敎수의 “포올렛의 「情況의 法則」에 대한 考察”*의 再吟味—

慎 侑 根

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I. 序 說

1. 研究生活

Mary Parker Follet女史(1868~1933)는 처음에는 政治學을 공부하였지만, 사회봉사활동 과정에서 기업에 대해 관심을 가지게 되어 企業經營과 관련된 많은 저술을 남겼다. 그녀는

Bird & Bear



A Mary Parker Follett Story for Children

Ranae Wooley

Progress To Date (1): Template

- Template created for documenting references
 - Currently an Excel spreadsheet for easy sorting
- Includes:
 - Author, year, and citation
 - Type of reference (book, article, presentation, etc.)
 - Rated by three degrees of reference:
 - Follett or her ideas as “Central Feature”
 - “Substantial Reference”
 - “Passing Reference”

Author	Year	Title	Type	Citation	Degree of Reference
Aiyar, S.P.	1958	Mary Parker Follett and the Study of Public Administration	Article	Aiyar, S.P. (1958). "Mary Parker Follett and the Study of Public Administration". <i>The Indian Journal of Political Science</i> 19(3), July-Sep 1958, p. 258-62.	Central Feature
Akbas, Nurcan & Taner,	2022	Yönetim Alan Yazınında Çağının Ötesindeki Bir İsim: Mary Parker Follett	Article	Akbas, N. & Taner, B. (2022). "Yönetim Alan Yazınında Çağının Ötesindeki Bir İsim: Mary Parker Follett". <i>Uluslararası Yönetim Akademisi Dergisi</i> , 2022, C.5, S.1, p.88-108	Central Feature
Akbas, Nurcan	2024	Mary Parker Follett: A Legend in Management	Book	Akbaa, Nurcan (2024). <i>Mary Parker Follett: A Legend in Management</i> . LAP Lambert Academic Publishing.	Central Feature
Allport, Floyd Henry	1927	Political Science and Psychology	Book chapter	Allport, F. (1927). "Political Science and Psychology." In William F. Ogburn & Alexander Goldweiser (Eds.), <i>The Social Sciences and their Interrelations</i> . New York: Houghton Mifflin, pp. 259-78.	Passing Reference
Ansell, Christopher	2009	Mary Parker Follett and pragmatist organization	Book Chapter	Ansell, C. (2009). Mary Parker Follett and pragmatist organization. In <i>The Oxford Handbook of Sociology and Organization Studies</i> , Adler, P.S. (Ed.). New York: Oxford University Press, 464-485.	Central Feature
Armstrong, Helen	1998	A Postmodern Glimpse: The Principles of Mary Parker Follett in a Contemporary Workplace	Dissertation	Armstrong, H.D. (1998). <i>A Postmodern Glimpse: The Principles of Mary Parker Follett in a Contemporary Workplace</i> . Doctoral dissertation, Department of Educational Administration, University of Saskatchewan, Saskatoon, SK, March 1998.	Central Feature
Armstrong, Helen	2002	Mary Parker Follett: Conflict resolution through integration	Article	Armstrong, H.D. (2002). Mary Parker Follett: Conflict resolution through integration. <i>Peace Research</i> , 34(2): 101-116.	Central Feature
Armstrong, Helen	2006	Practical, Passionate, and Post-Modern: The Applicability of Follet's Principles for Contemporary Leaders	Conference Presentation	Armstrong, H.D. (2006). "Practical, Passionate, and Post-Modern: The Applicability of Follet's Principles for Contemporary Leaders." Presentation at the International Leadership Association Conference, Chicago, Illinois, Nov 2-5, 2006. Part of panel "Leadership Theory at the Crossroads: Going Back to to Follett for a Directional Breakthrough."	Central Feature
Argyris, Chris	1957	Personality and Organization: The Conflict Between System and the Individual	Book	Argyris, C. (1957). <i>Personality and Organization: The Conflict Between System and the Individual</i> . New York: Harper & Brothers.	Passing Reference

Progress To Date (2)

- Set currently includes about **320** items
- Drawn from pre-existing & contributed lists, substantially expanded by intuitive Google searches and leads from references in documents.
- Includes articles, books, presentations, conference proceedings, interviews, social media posts, book reviews, obituaries, and more.
- Continuing to work through additional downloaded and bookmarked references, including Tonn references in Follett biography
- Have not yet begun drawing in additional references from Google Scholar (see next slide)
- Have not yet begun drawing in references from ProQuest Dissertation Abstracts (see later slide)

Google Scholar

- Focus first on search for Follett's name included in the **Title**
- Include all variations of Follett's name, including misspellings
- Search indicates **263** items with "Mary Parker Follett," "M.P. Follett," "Mary P. Follett" "Mary Follett" in the title if "include citations" is unchecked.
 - If "include citations" is checked, **585** items.
- If search includes "anywhere in the article," then "Mary Parker Follett" alone has **15,600** returns (presumably there are many duplicates).
- If including items with Follett in text body but not title, review of each may be needed to determine how relevant and whether to include in database.

Dissertation Abstracts Database

- Initial review indicates **3,268** returns for “Mary Parker Follett,” “M.P. Follett,” and “Mary Follett,” (plus a few under misspellings of her name)
 - May be ways to narrow down the search
 - Try to narrow review to exclude items where Follett is only a passing reference
- Database exports an CSV file for easy downloading
- Would be great for a volunteer with access to this database (usually via a college or university)

Moving Forward

- Suggestions?
- If interested in volunteering, let us know!
- Will aim to get initial set on website Spring 2026
 - Will update periodically



PHOTO 4.1 Mary Parker Follett in the late 1920s.