

Institute of Technology is arranging a program and securing speakers; a session on cooperative endeavor of employees and management, with illustrative cases; a session on the teaching of management, organized by a special committee of teachers of management headed by Professor Erwin H. Schell of Massachusetts Institute of Technology; and a session organized especially for younger members of the Society. The complete program will be announced later. Meanwhile, members are urged to make their plans for attendance and participation.

CONCURRENT with the first of a series of papers on industrial psychology we offer our readers reviews of five current books on a variety of psychological subjects, considered from the point of view of their value to practical business executives. To the reader interested in training in industry, in psychological tests, in the everyday psychology of factory relationships with subordinates, associates and superiors, in the problems of group relationships, or in a general introduction to the field of applied psychology, we commend the review section, pages 188 to 192, and the review-editorial on page 161. Reviews of other books on various phases of industrial psychology will follow in later issues of the BULLETIN.

MANAGEMENT Week, October 20 to 25, is an activity which Taylor Society members expect to support. As a joint enterprise combining in community effort the representatives of various technical societies and as a concentrated nation-wide effort to call to the attention of the business man outside technical organizations the possibilities of better management, Management Week merits every member's interest and participation. Preliminary plans for this year are reported on page 185.

THE absence of the Editor in Europe augured a BULLETIN without editorial comment on the papers published. Since the leading paper in this issue is the Editor's own on Industrial Psychology, the BULLETIN asked several psychologists and industrialists to comment on his paper. Vacation schedules have interfered with the returns but the BULLETIN is happy to present the statements which follow:

I

DR. PERSON makes a splendid plea for the cooperation of psychology and industry in the search for verified laws of adult behavior. It was not his concern to discuss any of the practical difficulties involved. From my experience in industry, however, I feel that there are practical difficulties involved which will require considerable clear thinking before "leaders in industry and psychology can join in research."

I believe there will always be difficulty in the actual working out of cooperation unless these facts are realized:

1. That psychologists cannot observe industrial workers as zoologists observe insects, but
2. That they must, in the capacity of psychologists, hold down real jobs in industry which will give them natural—not artificial—contacts with workers.
3. That these jobs must not occupy so many hours a day that no time is left the psychologist for keeping up with his profession and for the contemplation and compilation of facts in connection with his day's work.

Many ultra-academic people whom I have interviewed with the idea of getting some psychological work done could never have performed any useful work which would have given them normal contacts with workers. On the other hand, many a personnel worker might have made a real contribution—might have been Dr. Person's "psychologist of no mean order"—if his work had not so depleted his energy that when evening came he did not have enough left to make notes. Years ago I started to keep a notebook. I would have volumes of interesting material if I had continued it. But I stopped keeping it in the early stages of my "career." Any industrial relations worker knows why.

Industrial managers who really wish to make a contribution to industrial psychology will have to work out a part time scheme. That, I think, will be the only possible way of both getting and "mulling over" material which will lead to the determination of psychological laws and principles for the service of industry.

MARY B. GILSON.¹

¹Superintendent of Employment and Service, The Joseph & Feiss Company, Cleveland, Ohio.

II

DR. PERSON'S statement of the status and problems of industrial psychology is so comprehensive and judicial that it is not an easy matter to formulate the criticisms he has asked for. I shall make at this time only two comments.

The best part of this paper is the section on habits; but why is so little said about available techniques for habit study, and principles for correct and rapid habit formation? It rather amuses a psychologist to read that "psychology has as yet given us only a few tools, such as intelligence tests, for use in a very limited field of management," when he sees lying around, largely ignored by industry, so many psychological techniques and principles which the psychologist himself values more highly than he does the much discussed intelligence tests—for example, the very tools he has used for years in studying the learning process and the acquisition of skill. A reduction of waste in training apprentices and new operatives is only one of the benefits to be expected when the experimental psychologist, the job analyst, the time and motion study expert and the industrial training specialist each becomes more familiar with the others' problems, techniques and tools.

One other point: Fatigue is a problem to be approached jointly by the psychologist, the physiologist and the manager. I grant instantly that fatigue is a physiological phenomenon. But the feelings it engenders—of discomfort, lassitude or irritability of temper—are subject-matter for psychology; and so too is the behavior of the fatigued worker, whether this behavior takes the form of dogged effort, of soldiering, of insubordination, or "radicalism," or merely of lapses that occasionally lead to accidents. A physiologist who in his investigations of fatigue ignores the psychological point of view omits aspects of vital concern to management. Here, as elsewhere in industrial personnel research, the problem is complex, and cooperation makes for sound progress.

W. V. BINGHAM.¹

III

DR. PERSON in his article on "Industrial Psychology" has limited the use of mental tests too exclusively to the employment office. If the term "employment" is replaced by the term "personnel management" which is by no means a "limited

¹Carnegie Institute of Technology, Pittsburgh, Pa.

field of management," and if the place of mental tests is properly recognized in this phase of management, their importance and value will be much more truly estimated. For if tests, by giving information—more precise and reliable than has been available heretofore—bearing on native intelligence, special capacities, acquired skills or potential abilities are valuable in the selection of applicants for employment, they are equally valuable in the selection of employees for training (by indicating whom to train and how), in promotion, in transfer, or in any other situation in industry where a judgment concerning a human being must be made which needs to take into account his characteristics and qualities.

The tests are tools, of course, but valuable tools in highly important situations. They are moreover the vehicles through which the principles for which Dr. Person asks will probably come. Principles rarely spring full-grown from the scientist's head, and when they do, they need still to be verified by many careful observations quantitatively evaluated.

Mental tests, in addition to their immediate and tangible usefulness, furnish an entering wedge by which opportunities for observation in industry by psychologists are created. In the very situation, moreover, which Dr. Person calls the real problem of management, "that of inspiring interest, understanding, initiative, effort, precision and personal effectiveness in cooperative activity," their use is obviously an initial step. It is men and women in whom all of these desirable qualities are to be inspired. The manner in which this may be accomplished will vary necessarily with the individual differences within the groups who are to be so influenced. A first step in such a program would therefore seem to be the determination of the nature of the material which is to be worked upon. With an adequate inventory, such as may be obtained by the use of tests—now existing or to be devised in the future—of the capacities and interests of a group of men and women, the task of influencing their energies toward any given end should be much more easily accomplished.

In taking stock of the services which psychologists have rendered to industry one should not neglect to mention their significant development of the rating scale. Recognizing the variability and unreliability of human judgments, they have devised methods of rating and judging employees which in a large measure compensate for these factors and eliminate their ambiguous features.