

checked also under actual employment conditions and must be followed to see whether it does predict which new workers will make good and which will not. Even this, according to Messrs. Kornhauser and Kingsbury, does not suffice, for conditions are constantly changing and the results of a test must be continually followed and rechecked.

Even if the test works, and works well, in predicting the future of new employees it is not of value unless it predicts better or more cheaply than the old employment methods of a personal interview, looking up past experience, references, etc.

The authors apologize at the beginning for their overcaution and for their emphasis on the limitations and shortcomings of tests, and yet one cannot but feel throughout the entire book the certain future of psychological testing. One feels it far more strongly by their sane statement than if glowing terms had been used.

If every manager who will ultimately be called upon to decide whether his particular organization will use psychological tests or not would read this book and if everyone who intends to give or develop new tests, whether as an expert or as an amateur, would steep himself in the principles set forth here, it would, I believe, put psychological testing on a much saner basis than at present and do a great deal for its future.

The first seventy-five pages of this book, "covering the nature of psychological tests," and "scientific method in constructing psychological tests for business" represent a solid foundation upon which to build.

JOHNSON O'CONNOR.<sup>3</sup>

*The Technique of Executive Control.* By Erwin Haskell Schell,<sup>4</sup> McGraw-Hill Book Company, Inc., New York, 1924, pp. 133.

This book is concerned with those problems of the individual executive which Oliver Sheldon had in mind when in his book, "The Philosophy of Management," he said, "Psychology must also be taught (i.e., to business executives)—not the deeper psychology of the scientist so much as the everyday psychology of factory relationships." Many books on organization and management have had to do with mechanical control or with the inclusive subject of labor relations. There has been a similar abundance of scientific books that have dealt with this or that phase of the mechanics or humanics of managerial problems. But out of all managerial experience and scientific discovery, writers have assembled remarkably little of the elements necessary for successful leadership and control of assistants and subordinates by the executive. This book is a contribution towards the filling of that gap.

"There has seemed little that is tangible or concrete in the art of the executive; and vague terms such as 'personal magnetism' or 'radiating personality' have thrown a spell of enchantment over the processes of human control. To those who are searching for a constructive analysis of executive conduct, I offer this book."

<sup>3</sup>Human Engineering Department, General Electric Company, West Lynn, Mass.

<sup>4</sup>Assistant Professor of Business Management, Massachusetts Institute of Technology.

Mr. Schell wisely sets a sharp limit to his purpose. "But between those individuals who have these few qualities (that is, making for successful executive leadership) in great measure, and those who do not have them at all, there lies the much larger number of individuals who are gifted in moderate degree. These are the persons whose progress may suffer because of the notion that executive technique is a matter of a sixth sense, an intuitive faculty which defies explanation, a 'hunch' which always tells the right things to do at the right time. . . . Now the truth is that such a viewpoint not only does no good, but it does great harm. The executive who follows an impulse usually relies upon some emotional stimulus, and in a majority of cases this reaction points to exactly the wrong thing to do. The leader who lets his own impulses guide is a good leader only for a mob, and we have no place for mobs in industry. Good leadership requires careful penetrative thinking and it requires absolute self-control." "It would be very helpful if we could set down definite rules of conduct to insure executive success in every case. . . . In the human laboratory when one personality impresses itself upon another, the result is not a simple reaction, it is a complex response springing from the individual consciousness or subconsciousness with a form and intensity which varies with the personality of the person impressed. . . . This would make our task appear rather hopeless were it not for two qualifying elements. The first is that there are certain tendencies and modes of behavior which are common to all of us. While these characteristics may be overlaid with differing patterns of personality, yet their universal presence gives the executive a basis for a thoughtful study of human behavior. Second, the executive can know himself. He can determine the methods and tools which his personality will allow him to use most effectively, and he can, therefore, build rules of self-conduct which will best suit his capacities. . . . It's clear then that we cannot be arbitrary in this discussion of executive conduct. Our purpose is not to provide information, it is to offer food for thought."

An executive is defined as "one who is responsible for the execution of work performed by others," or as the "medium for the flow of orders and policies from the administrators to the employees." The major "job of the executive" is described as the organization of the will of the employees. The book throughout assumes the individual executive's point of view. Questions of personal relationship between the executive and his assistants or subordinates thus occupy the book rather than fundamental economic and social questions.

A chapter is devoted to "Executive Tools," which are classified as "stimulating" (e.g., enthusiasm), "stabilizing" (e.g., calmness), "time-saving" (e.g., simplicity), "conforming" (e.g., firmness); "Restraining Tools" and "Tools for Fashioning Loyalty." Another chapter is devoted to a discussion of "authority," "responsibility" and "disciplinary problems" under the heading of "Executive Control." The chapter on "Executive Stimulation" repeats ground that has been many times covered when it discusses the constructive appeal that the executive may make to such "instincts" as "possession," "home and family" and "leadership," but the material is presented concisely and interestingly and with apt applications that give it freshness.

After a chapter on "Executive Duties" come two valuable chapters on "Difficulties with Subordinates" and a final chapter on "Difficulties with Superiors and Associates." The treatment of each important item in each chapter includes a general statement of the problem, a discussion of the executive conduct which experience has found successful or unsuccessful in meeting it, and a series of questions calculated to provoke discussion or to call attention to common executive errors.

This is a worth while addition to managerial literature, and could profitably be placed in the hands of all higher and subordinate executives. Its chapters could be discussed with advantage at courses for subordinate executives and in courses in collegiate schools of business. The cases and the problems presented are the ones that are alive in any factory and they are treated concisely, readably and understandingly. Its value is not as a contribution to social philosophy, but as a contribution to a definite niche of management technology. The author wisely sets limits to his task and does that task well.

JOSEPH H. WILLITS.<sup>5</sup>

*Applied Psychology.* By Bernard C. Ewer, The Macmillan Co., New York, 1923, pp. 480.

In this excellent book of about five hundred pages, Prof. Ewer<sup>6</sup> has furnished an account of the present status of psychology and an introduction into its various fields. The purpose of the book is well outlined in the short preface. Here the author speaks of the difficulties which the reading public has experienced in being furnished on the one hand with highly technical discussions of specific phases of psychology, and on the other with popular articles that lack scientific foundation.

In his book he attempts to supply a volume in a field at present little occupied, namely, "to present in a readable form the principles, methods and results of scientific psychology as applied to problems in everyday life." He chooses three special fields as specially worthy of the attention of the general reader, namely, education, psychotherapy and industry, and after his general presentation, develops existing conditions in these fields very thoroughly.

To the reader who comes to the book with no knowledge of psychology, it furnishes an admirable introduction to the field. It lacks the overemphasis that characterizes some psychologies; it presents definitions with extreme care for exactness of meaning and also with considerable attention to fortunate, easily remembered wording. It gives enough of the history to furnish a background for statements made, and enough indication of trends, and references to other readings to serve as a stimulus for further study.

To the reader well acquainted with the literature and the practice of psychology, it furnishes an admirable review of information and to some extent a method of classifying knowledge and noting where the work has been rich in

results, and where much in achievement is still to be desired.

The reader who comes to the book primarily for information on industrial psychology may perhaps be disappointed at the large amount of space given to the treatment of the psychology of education and the psychology of psychotherapy, but in order to understand the psychology of industry, it is necessary to understand the work being done in these fields also; and both the plan of the book as outlined in the preface and the accomplishment of the book as reviewed when concluding the final paragraphs show admirable balance.

The book furnishes an excellent introduction to the more specific works written by those in management and psychology who have devoted themselves exclusively to the industrial field. There are, of course, lacks. For example, there is no treatment of the pioneer and most important work of Dr. E. E. Southard, in correlating the findings of psychiatry and industry. The line drawn between psychology and psychiatry and the boundaries of the field of psychotherapy may perhaps be questioned, but the mere fact that the boundaries are brought up for discussion is of sufficient importance to justify the treatment in this book.

There is little attempt to consider the achievements outside this country, which is unfortunate, as so much, especially in the field of industrial psychology, has been done in countries abroad.<sup>7</sup>

Perhaps the strongest recommendation that can be given to the book for the reader interested primarily in management and anxious to get what he can of psychology to carry into that field is the sanity of the entire presentation. Any fair-minded reader who gives the book adequate attention is sure to feel that psychology is a real science, and that it has something of value to present to the industrial field. Only a wide reading of psychology and a close acquaintance with what is going on in the laboratories both of psychology and of industry can make one appreciate adequately the importance of this fact.

The appendix containing a selected list of books on applied psychology is interesting. While some books are included that would not be generally admitted as of value, and many are omitted which would prove stimulating and of practical and permanent value to the manager, especially in the list on Industry and Commerce, the list like the book itself is well thought out and well balanced.

It is to be hoped that "Applied Psychology" may be used as a textbook not only in the departments of psychology in the colleges but in schools of business administration and industrial management and engineering as well, and that it may receive a wide and general reading. It is both instructive and interesting and should be in the library of every engineer and every manager as well as every psychologist.

LILLIAN M. GILBRETH.<sup>8</sup>

<sup>5</sup>Professor of Industry, Wharton School, University of Pennsylvania.

<sup>6</sup>Professor of Psychology in Pomona College, Pomona, Cal.

<sup>7</sup>See "Scientific Management in Other Countries than the United States," *Bulletin of the Taylor Society*, Vol. IX, No. 3, June, 1924.

<sup>8</sup>Consulting Engineer, Montclair, N. J.; Author of "The Psychology of Management."