

plants where measures of accomplishment of workers and executives are available as criteria for judging the effects of psychological factors; plants whose excellent management eliminates many of the disturbing variables from problems that are at best almost bafflingly complex.

What psychologists ask for then in their cooperation with industrial engineers is the scientific attitude; an attitude that is patient with the limitations of a

young science; that is sympathetic with a point of view that has as a first objective the discovery of new truths about human nature and the use of these truths to increase man's well-being and satisfactions in work; that is discriminating and open-minded when research findings are offered for industrial consumption; a scientific attitude, moreover, which has permeated the control of the organization and borne fruit in management which is truly scientific.

### Annual Business Meeting

THE 1924 business meeting of the Taylor Society was held in connection with a member's dinner at the Fraternity Club, New York, Thursday evening, December 4, following a meeting of the Board of Directors at the City Club at noon.

The reports of the Managing Director and of the Treasurer (who was unfortunately absent in the west) were presented by Mr. Person. R. A. Feiss, President of the Society for the past three years, presided and presented a statement of the history of the Society, its present problem and future outlook, and then called for the results of the official letter ballot for the election of officers.

S. E. Goltra, Chairman of the Committee of Tellers, reported balloting as follows:

President (1 year)—	Percy S. Brown	287
	Scattering	5
Vice-President—	Howard Coonley (1 year)	285
	Henry P. Kendall (2 years)	287
	Scattering	6
Treasurer (1 year)—	Edward W. Clark, 3d	290
	Scattering	1
For Board of Directors—	Nathaniel G. Burleigh	288
(2 years)	C. Leslie Barnum	286
	Scattering	10
Advisory Committee—in favor of the establishment of an Advisory Committee (available for consultation to directors and executive officers) whose membership shall consist of former presidents of the Society.		
	Yes	244
	No	17
	No vote	32

In taking the chair, Mr. Brown replied to Mr. Feiss's statement, speaking particularly to "plans, hopes and aspirations for the future." He then called upon Howard Coonley, Mary Van Kleeck and Henry S. Dennison, who spoke on the present problems of management, and the contribution of the Taylor Society—as Miss Van Kleeck put it, "the process leading to answers to these problems in the kind of philosophy of this group." (See page 242.)

After informal talks by Irving Fisher (printed elsewhere in this issue), Robert B. Wolf, George D. Babcock and Robert T. Kent, the meeting concerned itself with problems of membership promotion. The following motion of the Board of Directors was approved:

VOTED: that the Board of Directors be and hereby is instructed and authorized to consider the problem of revision of membership classification and of dues, and, if in their judgment it is desirable, to formulate a new schedule of classification of membership and of dues for submission to the membership as amendments to the constitution in accordance with the procedure established by Article 29 of the Constitution.

The last order of regular business was the election of the following to serve as a nominating committee for the coming year: Robert T. Kent, Albany, N. Y.; Stuart Cowan, New York City; Edgar D. Sebring, Groton, N. Y.; Warren D. Bruner, Chicago, Ill.; and Louise Odencrantz, New York City.

## The Basis of Industrial Psychology<sup>1</sup>

The Psychology of the Total Situation Is Basic to a Psychology of Management

By ELTON MAYO

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### I. Methods of Psychological Inquiry

IN AN address delivered before this Society in April,<sup>3</sup> Dr. H. S. Person examined the existing relationship of psychology and industry. He pointed to the need of a closer relation between the two. He showed not only that industry stands in need of expert psychological investigation but also that the present defects of psychology are largely traceable to the absence of facilities for investigation of the adult mind as it manifests itself in its daily activities. Dr. Person listed four types of psychological methods and their attendant theories. He pointed out the ways in which these approaches had aided or might aid industry. But he also evidently felt that they individually and collectively left something to be desired, for he concluded, "If life be an integral whole, if the behavior of men in industrial relations be in any considerable degree the result of stimuli received elsewhere than in office and factory, then industrial psychology must have for us a new and larger meaning."

It is the purpose of the present paper to show that Dr. Person's criticism is fundamental not only for industrial psychology but for general psychology as well. It is true that life is an integral whole, and that the worker in the plant and the citizen in the home are essentially the same individual. The actions of any such individual in

<sup>1</sup>Paper presented at a meeting of the Taylor Society, New York, December 5, 1924.

<sup>2</sup>Formerly Professor of Psychology in the University of Queensland. Spent a number of years as lecturer and research scholar, Universities of Adelaide and Queensland. From 1916-23 did research work in psychopathology, civilian and military, which resulted in the founding in the University of Queensland of a special research chair in Medical Psychology. Had leading part in establishing psychopathological research in Australia. Author, "Democracy and Freedom"; "Australia—Social and Political Essays"; "Psychology and Religion."

<sup>3</sup>Bulletin of the Taylor Society, Vol. IX, No. 4, August, 1924.

plant or home cannot be understood as things in themselves; they are incidents to be studied and interpreted as parts of an individuality that is the subject of a continually developing awareness of surrounding. The only adequate basis for psychology, either in industry or elsewhere, is one that will admit this as its essential fact and will work out the implications of this admission in all fields. Such a study we may refer to as a *psychology of total situation*.

Let me explain what this means more concretely by reference to a single simple instance. A worker was sent to us for observation and inquiry because he was suffering disabilities with respect to his work that he was unable to explain. He was highly regarded by the management, his domestic situation was satisfactory, and the conditions of his work had recently been bettered. We found that for four years it had been his habit, as he worked, to reflect upon his more unpleasant experiences when in the fighting line in France. Being a person of average normality, he was able to give up this type of thinking when its dangerous consequences were indicated. And his capacity for happiness and work showed an immediate and remarkable improvement. Now my point is that no investigation of his concentrated thinking would have revealed the situation. He did not concentrate upon these topics at any time; he rather avoided doing so. Nor would any investigation of his adaptation to his job or of his general intelligence have given the correct clue. A psychiatric clinic would probably have discovered what was wrong, but he was not likely ever to have become sufficiently emotional to have been sent to a psychiatrist. This sort of situation is constantly arising in every department of human relations and is not effectively dealt with because there is at present no psychological technique which takes account of the individual's total atti-