

which leadership qualities can be trained for and training executives in those. On the physical side alone, for example, the change that can be brought in a man's attitude from that which prevails if he is dyspeptic to that which will more naturally arise if his digestion is improved and his liver made to function normally is an indication in one field of corrective activity where analysis of the situation followed by training can help.

It is interesting in this connection to see the comment that F. W. Taylor made on this point in the introduction to one of his volumes: "In the future," he said, "it will be appreciated that our leaders must be trained right as well as born right, and that no great man can (with the old system of personal management) hope to compete with a number of ordinary men who have been properly organized so as efficiently to co-operate."

This recognition of the need for many leaders in many fields rather than for heroes as leaders is sound and in line with all we know about the distribution of human capacity and the needs of organizations. The phrase, pluralistic leadership, has aptly been applied to this modern need. When the half-gods go, the reign can commence of ordinary men equipped to lead by technical proficiency, human insight and objectives of real worth.

Special Phases of the Leader's Work

A number of special aspects of the leader's work may now be briefly discussed to help to fill out the meaning of the notion of creative leadership.

The leader should combine in himself, among other things, the qualities of (1) a planner, (2) a technician, (3) a commander, (4) a co-ordinator, (5) a trainer, (6) an energizer. Ideally it would seem that all these should be present, but whether or not all are required equally of the leader in every situation is doubtful. These represent not the least but the most of the aspects of the good leader's attributes.

The Leader as Planner

There are two reasons why I want to call attention to the planning aspects of the leader's work; first, because of the place of planning in scientific management technique, and, second, because of the peculiar kind of thinking which plan-

ning requires—a type of thinking for which I believe special training can be given. The point has sometimes been raised that under the conditions of systematization which scientific management entails, there is no room for leadership, that everything is cut and dried, and direction and supervision become increasingly impersonal. The profounder view is that the kind of planning which scientific managing entails is dynamic and not static, and each new change in the broad economic scene, as well as in technology and demand, requires a readjustment of plans. Also, it should be realized that planning for effective group co-operation is not an undertaking which can ever be stopped at any moment with the assurance that co-operation will go on of its own momentum. Planning for co-operation is essentially an evolving and continuing task. While it is true that the conduct of details should be more automatically assured under scientific management, the perpetuation of that spirit in which all the details work together in a continuing harmony requires planning of a high and special order. This is the phase of planning in which the true leader will become conspicuous.

My other point is that planning involves a special kind of thinking which is primarily inductive. And one of the lessons of modern applied psychology is that the process of inductive thinking can be more effectively carried on if it is consciously carried on with reference to a knowledge of the steps in the process. The cultivation in people's mental habits of what is known as the scientific spirit and method can be fostered. Successful thinking of a planning sort involves following well defined steps, and the more clearly the thinker is aware of the way these are taken, the more certain is he to arrive at sound conclusions. The steps are: (1) recognition of a problem, (2) assembly of the facts, (3) classification of the facts, (4) formulation of a tentative hypothesis, (5) testing of the hypothesis, (6) applying the hypothesis tentatively as long as it seems to work.

Professor McClure's book "How to Think in Business" is a good example of the psychologically sound kind of book to use to cultivate proficiency in this important direction. It would profitably constitute the basic text for a short term executive course.

The Leader as a Technician

The leader has special problems as a technician. Among these is his relation to those more expert than himself in branches of the activity for which he is co-ordinating agent. A number of recent writers have fruitfully been pointing out that the relation between the expert and the leader is requiring new definition. The old formulas of this relationship are seen no longer to apply with complete accuracy. The relation of a cost accountant to a foreman, the relation of a chemical engineer to a superintendent of a chemical works, the relation of a personnel vice-president to a manufacturing vice-president, the relation of a purchasing agent in an organization where purchasing is a key problem to the financial head—none of these relationships is capable of being stated adequately any longer in terms of clear-cut divisions of authority. Each executive definitely assumes some responsibility. While it is no doubt true that the operating officials must still assume responsibility for decisions, his relationship to all staff advisors is one which implies bringing out new truth, new combinations of practical ideas. The emphasis is on arriving at a more informed working basis by crossing the line and staff points of view. What is wanted is not a compromise between the two, but a new creative synthesis better than either. For the development of this kind of productive inter-relationship, the emphasis upon the leadership concept among the affected executives will surely lead to the best results. The true leader will recognize that his effectiveness is in proportion to his ability to work with those whom he recognizes as experts and leaders in other fields.

The Leader as a Commander

It would be unrealistic to ignore that aspect of the leader's work in which he acts as a commander or order-giver. While it is no doubt true that emphasis on order-giving can be increasingly subordinated, while it is true that each function can increasingly be made to carry with it its own responsibilities which the functionary fulfills without having to be ordered so to do, it nevertheless is true—and it seems to me it will always be true in larger groups—that immediate and clear-cut decisions will at times have to be made by leaders; and these decisions will practically have the effect

of commands. It may be that one of the principles which should be established here is that the aspect of command-giving under leadership should be minimized. But in so far as command-giving must obtain, it is important that suggestions be made and be clearly conveyed to leaders as to the best methods of giving orders. There is much already known on the whole subject of the manners and methods of order-giving and of the personal demeanor of the leader toward the led which industry ought to use. Books like those of Colonel Lincoln C. Andrews, in which he draws on his military experiences, can helpfully be utilized in this connection. The syllabus prepared by the Navy Department on "Personnel Management" (called a Navy Education Study Course) is also a splendid example of the kind of material which should be made available in relation to this problem in industry. Schell's "Technique of Executive Control" and Craig and Charter's "Personal Leadership in Industry" are also splendid aids here.

The Leader as a Co-ordinator

Some writers have stressed particularly the work of the leader as co-ordinator. They feel that the bringing into working harmony of the activities of numbers of people working upon various functions is one of the unique contributions of leadership. I agree with this emphasis and see two aspects of the problem which should be recognized as equally vital. These are the aspect of providing the mechanisms and organizations under which co-ordination can naturally and smoothly take effect; and there is the other aspect of assuring that people are increasingly desirous of subordinating their personal whims to their larger desire for a smooth working together of the group activities in which they are participating. The technique of co-ordination on the side of structure and methods is as yet in its infancy. The principle which has for some time seemed to me to be sound in this connection is as yet far from being universally accepted in industry. That principle is that co-ordination effectively takes place where every group specially interested in carrying on a function or activity is represented in making decisions which affect the success of that activity. The structures which will give effect to this requirement are today rarely met in corporate organizations, and their invention and installation is one