

utives owe a debt of gratitude for the presentation of an important problem and for showing them the way to all possible methods of solution. Research students, as well, will find this volume of help to them as an excellent example of research technique.

AUSTIN S. DONALDSON³

Preventive Management: Mental Hygiene in Industry.

A symposium. Edited by Henry B. Elkind, The B. C. Forbes Publishing Company, New York, 1931, pages xiii, 234.

This book is a collection of papers written by authorities in the field of handling the human element. The contributors are V. V. Anderson, Meyer Bloomfield, Karl M. Bowman, Henry B. Elkind, Abraham Myerson, Harlow S. Person, Elliott Dunlap Smith and Ordway Tead, and the material assembled has been edited by Dr. Elkind and introduced by Henry P. Kendall. A list of the contributors vouches for the value and interest of the book. Each approaches the subject of mental hygiene in industry from a different angle and each gives a different slant.

Mr. Kendall points out the timely nature of the book, as a contribution to stabilization as well as its long-time value, as outlining fundamental principles of right thought and action. Mr. Bloomfield shows the place of mental hygiene in the development of a technique of industrial relations. Mr. Tead ties in this technique with freeing the individual for creative activity. Dr. Anderson describes it in some detail, and gives case material, largely from retailing, to illustrate. Dr. Elkind adds to this case material, by illustrations from industry. Dr. Person takes up the technique of leadership, and the part that wrong thinking or feeling plays in delaying the development of an adequate technique. Dr. Bowman and Dr. Myerson discuss psychopathic conditions, and Mr. Smith makes a practical application of the technique in the work of the minor executive.

There is no attempt to relate the papers closely to one another, but because of the fundamental agreement of the writers, there is sufficient continuity to insure a unified effect. One gathers gradually not only what mental hygiene is attempting to do, in industry, but how it is doing this and the results it is obtaining.

There is a breadth of vision, a sanity and an appreciation of the difficulties as well as the advantages of the methods advocated. There is a willingness to look at popular assumptions clearly and critically, but kindly, as Dr. Person does when he says, "the assumption that a woman is unable to do any kind of executive work as well as a man; that a college graduate will never be a practical man; that a man who has never attended college cannot become an informed and intelligent man; that a worker cannot have an intelligent judgment concerning a purpose or a procedure; that employers but not employees have a right to organize and bargain as a group; that what the leader himself thinks is *ipso facto* right, and so on—presumptions of this kind play a large part in the life of every one of us, and are critical in the life of a leader." There is an

³Vice President, Gimbel Brothers, New York, N. Y.

emphasis on total situations, and the importance of keeping them clearly in mind, as where Mr. Smith says, "In learning from experience as in dealing with experience, success depends largely upon seeing the situation whole—upon looking back into the past and dwelling on it until you have really understood the past, upon looking ahead into the future until you see all the influence your conduct will have, and upon doing so with a patient understanding of others. It is hard sometimes to keep on until we see all the causes and all the consequences. It is often especially hard in doing so to maintain an understanding mind that causes you to see the situation sympathetically and patiently. You can do so only if you realize from your own experience how rarely you do anything wrong because you intend to, and how often you do wrong things without intending to."

These quotations are typical of the tone and calibre of the book. It should take its place not on the reference shelf, but where it will be handy when one wants to check up on his own industrial relations philosophy and practice, or to be cheered by realizing that there is real constructive thinking being done. It provides wise counsel based not alone on first hand experience, but on the careful slow findings of research, as it is being applied to the human element.

LILLIAN M. GILBRETH⁴

Books Received

Business Machines—Their Practical Application and Educational Requirements. By Perley Morse, Longmans, Green and Co., London, New York and Toronto, 1932, pages xiii, 281. (\$3.75).

Essays in Persuasion. By John Maynard Keynes, Harcourt, Brace & Company, New York, 1932, pages xiii, 376. (\$2.50).

How Workers Find Jobs. A Study of Four Thousand Hosiery Workers in Philadelphia. By Dorothea de Schweinitz, Research Studies XVI, Industrial Research Department, Wharton School of Finance and Commerce, University of Pennsylvania Press, Philadelphia, 1932, pages xvi, 199. (\$2.50).

Human Engineering. By Dr. Harry Myers, Harper & Brothers, New York and London, 1932, pages viii, 318. (\$4.00).

Marketing Agricultural Products. By Fred E. Clark, Ph. D., and L. D. H. Weld, Ph. D., The Macmillan Company, New York, 1932, pages xiv, 672. (\$4.25).

Medical Supervision and Service in Industry. By National Industrial Conference Board, Inc., New York, 1931, pages xi, 125. (\$2.00).

Modern Government in a Colonial City. A Survey of the City Government and Finances of Williamsburg, Virginia. By Luther Gulick, Jonathan Cape and Harrison Smith, New York, 1932, pages ix, 258. (\$3.00).

Unemployment Insurance in Switzerland. The Ghent System Nationalized with Compulsory Features. By T. G. Spates and G. S. Rabinovitch, Industrial Relations Counselors, Inc., New York, 1931, pages xii, 276. (\$3.00).

⁴President and Treasurer, Gilbreth, Inc., Montclair, N. J.

⁵To be reviewed later.

©ClB 153182
MAY - 2 1932

BULLETIN OF THE

TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT



Three Papers in the Fields of
Sales Management, Production Management and Cost Accounting
Discussions of the Church's Place in Industrial Affairs and of the Need for Scientific Management in Public Administration

Engineering Societies Building
29 W. Thirty-Ninth St.
New York

APRIL, 1932

VOL. XVII, NO. 2