

about our economic ills and the way out. Mr. Thomas has the advantage of a liberal, cultural, non-economic training in approaching the historic, socialist dogmas; and as a result he bows to no imported or outmoded gods. His approach is contemporary, American, moderate, experimental, democratic. In consequence his book should stand, I believe, as the Bible of post-war American socialism for some time to come. One point out of many that he makes is interestingly relevant at the moment. He discusses economic planning in a fresh and statesmanlike way and is insistent that the whole idea of planning logically implies for any fulfillment a degree of social administration and control which is actually, even if not nominally, socialistic. Whatever may come of all the current patter on "planning," this thought deserves consideration. Those who think they can at once "plan" effectively and retain individualistic competition in finance, production and marketing are seemingly trying to have their cake and eat it too! At a moment when the assumptions on which our business institutions are based are being re-examined by honest realists, this book is an enlightening contribution. Everyone, especially those to whom the mention of the mere word "socialism" gives a heightened blood pressure, should read this book.

ORDWAY TEAD⁵

Rational Organisation and Industrial Relations. A Symposium of views from Management, Labour and the Social Sciences. Edited by M. L. Fledderus, International Industrial Relations Association, The Hague, 1930, pages 279.

Only a short time ago by the calendar, but an era ago by the march of events, Miss Mary van Kleeck closed this international discussion of current industrial affairs with these pregnant words, ". . . all is not as well with the United States as appears in the reports of travelers. . . ." During the same year, Professor Wesley Clair Mitchell sounded the same note in ending an American survey of "Recent Economic Changes": "Even on the face of affairs all is not well. . . ." In those halcyon days, however, such warning reminders from leading social scientists seemed to American business men, so joyously riding the inflationary whirlwind, merely the timid conservatism of the academic cloister. Indeed, it is doubtful whether even careful social scientists themselves realized how soon and how pervasively the golden nineteen-twenties would be swamped in the *Goldendammering*. Only after the event can wisdom recognize itself.

To read now this report of the Conference of the International Industrial Relations Association is to realize the full force of this change. For in this "symposium on views of management, labour and the social sciences," there is much that is stimulating, important and pertinent to post- as to pre-depression days. But in those subtle matters of emphasis, omissions and underlying assumptions, it is definitely "dated." Every subject considered during the six-day conference of this young association had its roots deep in modern industry.

⁵Editor of economic and business books, Harper & Brothers, and lecturer on personnel subjects, Columbia University.

When men and women from work-shop, office and research organizations pursue a well-integrated line of inquiry, light must be thrown on much that will always be important in the day-to-day conduct of industry. Proceeding from the general principle that modern industry has become a thing of group rather than individual function, the conferees ask first what constitutes the elements of rationally organized industry. They find the answer in scientific management and organization within the individual work-shops; rational organization of industries as combinations of work-shops designed to meet allied social requirements with a minimum of waste and effort; and co-operative industrial relations rooted in allegiance to methods of science and ends of human happiness. Here certainly are ideal goals for national economies everywhere to pursue. Matters of the job and its relationships, as well as personnel policy and procedure, the conference tied up also to science and human well-being. Labor's participation through trade unions, works councils and other organizations it accepted not only as an integral requirement for a rationally organized industry, but as a promise toward the double aim of efficiency and well-being. Finally, the affirmation of the extreme relevance of general economic policies to practical industry concluded the proceedings with an exhilarating, though temperate, glance to the future.

Certainly all this possesses a straight-line permanence that transcends the ups and downs of business fluctuations. Whatever our final disposal of the over-riding questions emerging from the depression; whatever the final outcome of crises in unplanned capitalism simultaneous with the planned economy of Russia's five-year industrial blue-prints; we shall need the continuing application of scientific method for the work-shop, for industrial relationships and for economics as a whole. For this F. W. Taylor pioneered; it is hardly necessary to remind readers of the Taylor BULLETIN how unfolding experience has emphasized the fundamental importance of his contribution. But as Beatrice Webb has aptly reminded us (I quote from memory) "Science can set only methods for achieving goals—not the goals themselves to be achieved." Suppose the United States before 1929 had brought everyone of its work-shops up to the level of its most scientifically organized units. Suppose it had drawn its industries into organizations that produced goods with a minimum of waste. It is very possible that all this might merely have accentuated our present crisis; that our banks would be groaning with still more funds, our granaries with still more wheat, our fields with still more cotton, our factories with still more idle machines, while millions face starvation and want.

To this the members of the IRI might easily reply that their definitions of rationalization included the goal of human happiness and production for social requirements. But how shall we attain such a production within the present framework of industry in an acquisitive society? Must we assume with capitalism that production for profit yields, better than any other controlling purpose, production for general human well-being; or with Russia that the profit motive cannot exist together with the use and service motive; or with Veblen that workers and engineers together will eventually have to establish the superiority of machine technique over business enterprise; or with Tawney that a functional society can have no place for the acquisitive instinct in industry?

The emergent pressure of such questions explains much of the current interest in Russia's five-year plan and in the general concept of economic planning for industry as a whole. Merely to transfer the notion of plan to a society rooted in individual property rights, however, is hardly logical thinking. We must ask what changes in prerogatives, vested interests and legal rights are necessary before a competitive, profit-motivated economy can become a socially planned one.

B. M. SELEKMAN⁶

Human Nature and Management. By Ordway Tead, McGraw-Hill Book Company, Inc., New York and London, 1929, pages x, 312.

In "Human Nature and Management," Mr. Tead has written a very practical and serviceable book for executives. In it he has told how to use psychology in its applied form in the every-day problems of managerial work. He has avoided controversial statements. Starting out with the idea of presenting the essentials of modern psychology, he has stuck closely throughout to the point of view that it implies toward the problems of human relations.

A primary essential in applying psychological principles in dealing with people is that the individual executive can learn how to deal with his own emotions and personal problems. This Mr. Tead has kept clearly in mind.

As I look back upon my own experiences in industry, I think of the great difficulties I had in getting over the psychological and psychiatric viewpoints in their applications to personnel work in management, and there is a deep feeling of regret that such a book as this could not have been on the market at that time—a time when there was either suspicion as to any possibility of practical application of psychology or a conviction as to the omniscience of psychological tests.

The contents of the book strike me as being so essentially usable in the every-day life of the average executive that it might not be amiss to present the chapter headings, as follows:

- I. Can Psychology Aid in Management?
- II. The Psychological Point of View
- III. The Inborn Tendencies to Action
- IV. The Use and Control of Emotions
- V. Forming and Changing Habits
- VI. The Learning Process
- VII. How to Encourage Reasoning
- VIII. The Meaning of Will and Personality
- IX. What Are the Defense Mechanisms?
- X. The Importance of Management's Purposes
- XI. The Integration of Conflicts of Purpose
- XII. The Technique of Creative Leadership
- XIII. The Creation of Morale
- XIV. The Technique of Group Action
- XV. The Psychology of Selection
- XVI. The Technique of Training
- XVII. Arousing Interest and Supplying Incentives
- XVIII. The New Discipline
- XIX. Industrial Democracy Psychologically Viewed

⁶Executive Director, Associated Jewish Philanthropies, Boston, Mass.

Mr. Tead has handled his material in a thoroughly scientific, sound and sane manner. From my own personal experience in the industrial field, I can urge upon every personnel man, every psychologist and psychiatrist in the field of human relations to attempt to sell this book to the executives he comes in contact with, for the education of operating executives is the fundamental job facing those who visualize the development of personnel work in industry to its proper level of usefulness.

V. V. ANDERSON, M.D.⁷

Foundations for Human Engineering. By Charles R. Gow, The Macmillan Company, New York, 1930, pages xiii, 226.

This book has a preface by F. Alexander Magoun, its editor, and a preliminary chapter by William Emery Nickerson "full of wise saws and modern instances," as he himself indicates.

The fourteen chapters by Mr. Gow, an engineer with wide experience in the contracting business, presents common sense advice to senior students in the Massachusetts Institute of Technology on handling the human element in business. These chapters were originally lectures and are presented as informally as the talks themselves must have been given.

There is much wisdom illustrated with first-hand case material. One might question whether the same time spent on applied psychology and psychiatry might not have brought more knowledge to the listening group as to why human beings behave as they do, but the concluding chapter, which covers the questions asked by the students and the answers given, seems to indicate that the lectures met a real need and aroused keen and stimulating interest.

LILLIAN M. GILBRETH⁸

Unemployment Insurance in Great Britain. By Mary Barnett Gilson, Industrial Relations Counselors, Inc., New York, 1931, pages xiii, 560.

Miss Gilson's "Unemployment Insurance in Great Britain" is an unusually satisfactory book. It is an extended—almost an exhaustive—report on the background, nature, development and significance of the British experience in this field. From interviews with administrators of the law, examination of statistical data, perusal of reports of Royal Commissions and Parliamentary debates, and from contacts with experts she has gathered a remarkable body of fact and opinion. As a result, this book answers most of the questions that are ordinarily raised about Great Britain's unemployment insurance scheme and is a storehouse of information on many collateral issues.

The average American reader will learn with some surprise that the majority of insured workers have never received benefits because they have been too regularly employed to become eligible. "Between two-thirds and three-fourths of the insured population," says Miss Gilson, "have been but

⁷Director, The Anderson School, Staatsburg-on-Hudson, N. Y.

⁸President and Treasurer, Gilbreth, Inc., Montclair, N. J.