

introduced trees, plants and animals. His last two chapters on the gradual realization by man that the slow process of evolution under his influence was rapidly gaining speed under the pressure of expanding population, and that it might be going in a direction that would produce results not to his liking, are extremely important. They give a lucid summary of the legislative and other measures that have been taken in order consciously to influence this evolution, and point out how essential it is that we should know what we are doing and why. "The comprehensive land-use planning upon which we, as a nation, have embarked is doomed to fail unless we understand the present position and the factors which have led up to it." This is a splendid book, and the illustrations alone make one glad and proud to be a native of this green and pleasant land.

L. HARRISON MATTHEWS

## THE PATHOLOGY OF CO-OPERATION IN INDUSTRY

*Mental Health and Human Relations in Industry*  
Edited by T. M. Ling. Pp. xix+266+1 plate.  
(London: H. K. Lewis and Co., Ltd., 1954.) 21s. net.

THIS is indeed a worth-while book. Written at 'university level', it is in the best traditions of Elton Mayo's pioneer studies of the human and social problems of an industrial civilization, and, in British literature, is a worthy successor to the Elliott Jaques study of the Glacier Metal Company (reviewed in *Nature*, 169, 85 (1952), under the title "The Anatomy of Co-operation"). The content of the book is in the main, to quote from Lord Horder's admirable foreword, "the record of Roffey Park, that significant experiment in social medicine".

There is no pretence at erudite analysis, no descent to the pseudo-mysteries of technical terminology. The editor and associate authors have accomplished the no mean achievement of presenting a simple and straightforward text-book study of the human animal's reactions to the social atmosphere in which he works, and in particular to the more unsatisfactory and negative factors in that atmosphere. "The very fact that people work together for a common purpose provides a complex situation that may be of benefit or of harm to its participants: human relations are promoted when such complex situations prove beneficial, and mental illness is probable where the 'climate' is persistently disharmonious". Lest the aim to contribute to the study of such subjects, within the universities, should appear to the layman to be academic, there is a useful and inter-related emphasis in both the first and the last chapters on the significance of such subjects to the man of practical affairs. "The University-trained engineers, economists or physicists often achieve positions where their technical skills and experience are subordinated to the use of social skills . . . [but] many of them have only a vague appreciation of the psycho-social problems which confront them" (Chapter 1). "Every manager and administrator, though often unaware of the fact, succeeds in the end through people . . . even the production of atomic energy must be planned by men and made through men's efforts" (Chapter 14).

Moving off from the foundation of a recapitulation of Mayo's observations on the social fragmentation

and other ill-effects of rapid change inherent in the process of industrial advancement, the authors proceed to describe, explain and analyse the behaviour of the individual who is "perplexed by anxieties, apathy and withdrawal"—the manifestations appearing in inefficient working, absence, ill-health, careless work, strikes, and (when translated to the non-occupational environment) in communal difficulties and domestic disorders. "Neurosis," it is recalled from one research study, "is probably the largest cause of loss of working time in industry." Nor is this a deliberate creation of man's volitional cussedness—rather is it an essential by-product of his emotional and gregarious nature. Herein lies the true significance of this study as a contribution to training for management: not that managers are expected to become technically expert in the intricacies of social psychology, but they should be aware of the social problem inherent in their command of men and alive to its significance for their own executive behaviour and skill.

Chapter 4 is probably a pioneer in the annals of management literature—a review of "aggression in industry". "Aggression in one form or other often does, but need not, play a large part for ill in industrial relations; many of these ill effects could be avoided if as much study and discipline were used in the control of aggression as is commonly spent on favourite sports or hobbies." Basic to such control is the understanding of our own and other people's emotions. The following chapters consider constructively the patterns of behaviour that have to be interpreted in this process of understanding, and show how the ordinary manager can be assisted by the specialist services of personnel advisor or psychiatrist. In these directions the factual material that has been garnered from the harvest of Roffey Park's care, study and cure of several thousand 'patients' from industry makes its most valuable contribution. In Chapter 10 the threads begin to be drawn together in the plea for more attention to research in management practice: without research, whether on an operational basis or on the lines that Roffey Park's clinical facilities have provided, there can be no reliable knowledge of social disorders and their etiology, and thus no systematic approach to remedies. Nor can there be material for teaching.

To the practising manager this book will probably offer more than to the neophyte, because he will recognize in its every example a parallel to his own experience and a pointer to some of his own (unintended) failures; and in the simple schedule on p. 187 he will have basic articles of faith for his own and his subordinates' guidance, beginning with the dogma that "man is a social animal"—philosophically rational, but operationally emotional. It is here, perhaps, that the authors might have found a lesson from their own research: several of them are bothered whether management is "a science or an art". Had they recognized it more readily as "a process", they could have borne home more keenly the moral of the manager's own share in social emotional patterns that circumscribe his everyday work: "too often [the manager] fails", says one of the authors, "because he does not feel personally the issues involved: over-confidence produces blindness, and lack of confidence the loose rein". Ignorance, he might have added, produces the blundering command that sends many more than six hundred industrial casualties into metaphorical valleys of death.

E. F. L. BRECH