

# Book Reviews

Samuel B. Magill, *Editor*

## **Personnel and Organizational Change Through Group Methods: The Laboratory Approach**

by Edgar H. Schein and Warren G. Bennis

John Wiley & Sons, Inc.  
\$8.25

Reviewed by:  
Solomon Hoberman  
Acting City Personnel Director  
220 Church Street  
New York, N. Y. 10013

Personnel and Organization Change through the Laboratory Approach includes a fairly complete discussion of the objectives of laboratory training, a detailed description of the technique itself, consideration of the value system, the development of a model on which to predict consequences of the training, and some indication of how laboratory training fits in with other theories of learning.

Part I is devoted to discussion of "What is Laboratory Training?" Persons who have gone through a laboratory training program will relive their experiences and those who have never attended will get a reasonably good idea of the processes.

Part II discusses in some detail the use of laboratory training for the attainment of both industry and non-industry goals. A number of different designs are described. For the most

part these are descriptions of actual programs which have been held in a number of different settings. While Part I is wholly the work of authors Edgar H. Schein and Warren G. Bennis most of the chapters of Part II are the work of various hands who were involved in the programs described.

Part III is a general discussion of some of the research on laboratory outcomes and particularly of its effect on individual behavior.

Part IV presents a valuable model of learning through laboratory training. There are two appendices—one containing detailed instructions on how to run a Laboratory and the second a selected bibliography of about 100 books and articles related to laboratory training.

Messrs. Schein and Bennis have produced a very worth-while book about an important kind of training for today's managers. The book should be of value to those training directors for whom "laboratory training" is just another term, and those who have considerable knowledge about this approach.

## **Effective Psychology for Managers**

by Mortimer R. Feinberg, Ph.D.

Prentice-Hall, Inc. Publishers  
\$6.95 224 pp.

At first glance this appears to be another "How to—" book. It has an eye-catching cover, the typography and layout are appealing, and it looks like easy reading inside.

It is only when one is well into the book that he discovers its real depth. The insights of a practicing industrial psychologist are brought to bear on a variety of managerial problems, and

his comments and suggestions are thoughtfully expressed.

The author starts right off with a bible story—which is quite a switch in itself. He tells the one about Moses, who, when he was leading the Children of Israel out of Egypt, got all bogged down listening to the complaints of the tribesmen. So his Father-in-law, Jethro, came to him and told him that he was wearing himself out. Jethro advised Moses to appoint leaders among the people and let them handle the small matters, but have them bring the great matters to Moses in order to make his job less difficult.

Thus, in this first recorded instance of managerial psychology. Jethro has caught the essence of personnel selection, job placement, assignment of responsibility, delegation of authority, and other vital concerns of personnel management.

The author relies more on the aptly turned phrase than on great numbers

of anecdotes to put his points across. Here are a few of the subjects which he covers—turned around into question form for the purpose of this review:

Do you know the ten tough tasks of a manager? Can you be objective about your abilities? Can you reprimand an associate without losing his friendship? Are you aware of the symptoms of executive tension, and what to do about them?

The book seems especially designed to serve as a quick reference for these and many other managerial problems. This reviewer was able to put into practice some of the principles within a matter of days after reading it. Perhaps others who read it will have similar experiences.

In any event, the information in this volume will amply reward the reader, and may persuade him to keep the book handy to his workplace as an ever-present help in time of trouble.

S.B.M.

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