

Book Reviews

SAMUEL B. MAGILL, Editor

METHODS IMPROVEMENT IN HOSPITALS

by A. C. Bennett

J. B. Lippincott Company, Philadelphia
12 x 9 hard covers 157 pp.

Few industries cling with greater tenacity to the old cliché, "Our work is different" than the hospitals. It is only with the greatest reluctance that a hospital will adopt a technique simply because it has been successful in business organizations.

Here is practical workbook on methods improvement which should have none of this difficulty, because it refers to hospital work from beginning to end. Everything is here—the Task List, Work Distribution Chart, Right and Left Hand Chart—clearly illustrated and thoroughly explained. There are chapters on work sampling, safety, paper-work simplification, materials handling, layouts, and much other useful information. After reading this book a hospital administrator will have a very clear idea of what is done in a work simplification conference and how he can put into effect the proposals which arise from such a program. No phase of hospital work is omitted, so that each of the divisions, usually so proud and aloof, can see by means of the illustrations how the techniques apply to itself.

Although it is nowhere suggested in this excellent study, trainers in other lines could use this book with profit, for it is the best thing we have seen of its

kind. Perhaps the time has come for those in business to borrow something good from the hospital field and thereby lay to rest, once and for all, the fallacy that management techniques designed with one application in mind cannot be used in another.

S.B.M.

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MAKING GOOD IN MANAGEMENT

by Clarence B. Randall

McGraw-Hill Book Company
\$4.95 159 pp.

Since his retirement from the chairmanship of one of the great steel companies, Clarence Randall has continued to write and speak on management subjects, and this book of advice to young men about to embark on their business careers is a sunny and mellow distillation of all that he has thought and felt about the qualities needed for executive achievement.

This is a good antidote to many current books which attempt to debunk the large corporation as a place in which to work for, as Randall says, it is only in the large organization that a man's leadership qualities can be properly rewarded. He has interesting things to say about one's educational preparation, about how to reconcile one's ideals with the need to carry out orders handed down from above, and even about the

assistance which a smart wife can give to help her man up the rungs of the executive ladder. He analyzes the qualities of leadership, and rejects the notion that a career in business is somehow inferior to that of the professions.

The easy conversational style of the book was probably not achieved without effort. This is not an autobiography. The author's own background is seldom mentioned, and then only to strengthen the force of some observation. The point of view is contemporary, and the book can be read with keen interest by the audience he wishes to reach—the young man who aspires to a career in business.

It should be a good book to have handy, in case some young fellow needs counsel regarding his future in the organization.

S.B.M.

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YOUR ATTITUDE IS SHOWING

Written and illustrated by
Elwood N. Chapman

Science Research Associates, Inc.
Chicago

\$3.00 with Leader's Guide, Soft Covers
Quantity Discounts Available 149 pp.

Comparatively little training material is available for non-supervisory personnel since this is generally considered as being within the area of responsibility of the line. Many companies do have orientation programs and employees handbooks, but these are in-company programs not generally available to other firms.

It is the author's contention that lack of training in business organization, in-

terpersonal relationships, and the expectations of business organizations, has been costly to the personal progress of many capable employees, with consequent loss to the firms which employed them.

The author has in mind the alert, career-minded employee fresh from school who needs to learn a lot about the business environment. This book is basically a human relations text, although it also touches on job requirements, company objectives, the dangers of horseplay, and how to react to frustrations on the job, to mention a few. The illustrations are unusual—shapeless amoeba-like blobs which have recognizable human expressions in keeping with the text. The writing is crisp and fog-free, with a lot of personalizations, and the appeal is to the worker who has no one to boss but who nevertheless feels that there is worth and dignity in what he is doing.

In the leader's guide, four ways of using the booklet are described. One way is to hand the booklet to workers at the time of their induction, with the suggestion that they will find it interesting and informative, a second is to give it to new or present workers at any time, as a gift. Third, it can be used as the basis for a workshop and, fourth, as a basis for a series of lectures. Although it may appear radical to suggest group sessions for non-supervisors, there is the possibility that these would return many benefits to the company which ran them. Another possible use could be to refer to parts of it in connection with individual counseling and appraisal sessions.

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