

He scored these exams with great care and discovered to his astonishment that his people could answer just over half the items that dealt with the "spare the rod and spoil the child" theme, but they could answer fewer than 20 percent of the items that dealt with the theological type of content. Makes you wonder, doesn't it, why we go to church in the first place?

Is bad listening a problem? It certainly is in court. The other day I got a letter from a New England lawyer raising a peculiar question. He said he had just completed a case in Boston, a civil case, at the end of which the judge spent 6 hours instructing the jury on the law that they were to use in rendering their decision. He wrote, "My question to you, professor, is this: What proportion of that 6-hour discourse will the jurors understand and use?" I had to write back in honesty that probably the answer was zero, that it could not be over 5 percent of such a long tirade. Suddenly the question hit me: What kind of justice do we get out of the American court?

We could find out. All we would have to do would be to make transcriptions of a dozen judges' instructions to a dozen juries, build a long set of objective test questions over the content, administer the whole routine to a university population somewhere, and come up with an answer. I think the result of such a study would be the most inflammable article ever published in a national magazine.

Is bad listening a problem? It certainly is in business and in industrial management. You men certainly ought to be interested in this, for many of you are in management or will be. The Savage-Lewis Corporation of Minneapolis is an advertising and communications firm. Several years ago they were determined to discover the communicative efficiency of representative industrial management. They made a very careful study of 100 representative industries. I want to report their data to you.

In order to understand these figures, you will have to recognize that typically in these 100 industries there were five levels of management above the worker pool at the bottom. Up at the top always there is some kind of board of directors. Right below that there is the vice-presidential level. Then there is the general supervisory level; the plant-manager level; the foreman level; and then the manual workers are at the bottom, sometimes unionized, sometimes not.