

groups that have outlived their purpose, or in the creation of circumstances that will permit the spontaneous rise of groups that are useful to the organization? How much risk shall I as a manager take in exploring the power of groups in my organization?

I mention risk last, because I suspect that for at least a third of you the thought of risk is prominent in your minds. To manage an organization, making maximum use of participative techniques and of group sources of social power is a much more demanding task than to manage by any of the more traditional methods. Only the brave and foolish try it. It takes a good deal more guts than leading in traditional ways, for the good reason that the hazards are there also.

COLONEL AUSTIN: Gentlemen, Dr. Seashore is ready for questions. He also recognizes that it may be open season on social scientists.

QUESTION: Dr. Seashore, we know what side you will be on this afternoon in the discussions, but will you speak a little more directly to the limitations on group participation as you mentioned in your opening remarks?

DR. SEASHORE: Yes, there are a number of limitations. I'll mention a few.

Some managers catch the fad of group-thinking and set about immediately to create all kinds of groups, committees, and group activities, most of which do not work at all, the reason being that, to convert an organization from an almost groupless process and structure to one involving groups, demands that people know how to be effective group members. This is not easily learned. There is a transition period at best.

In addition, when you create groups, including unskilled members and leaders, the risk is great that they will do things or undertake things that were not initially intended. There is some risk also that their activities will become irrelevant to the purposes of an organization and a diversion of energy and time. This is what happens to committees so often. You may create a committee that looks nice on paper and has a distinguished roster of membership. They spend a lot of time. Nothing happens. The circumstances for the formation of the group and perhaps the character of the membership turn out