

at all times under all circumstances should hold to, because it just would not work in some circumstances. It would be disastrous in some. It would be harmful to subordinates in others.

I would argue that the manager of the future will have more than one arrow to his bow. He will know how to be a skillful dictator when the occasion calls for it. He will know how to create groups to manage for him when the circumstances permit him to use this more effective and sophisticated style of management. He will not be restrained in using the power of his office when the situation calls for it, but he will not use it, out of sheer ignorance, for his convenience. He will use it deliberately, knowing that there is a price when he makes that choice. The manager should be able to choose among a variety of strategies. He must build an organization capable of responding to necessary changes in leadership strategy and capable of guiding his choice of strategy. He must be skilled in carrying out alternative strategies, and responsive to the changing leadership requirements of his people.

QUESTION: Would you reflect on the possibility that this new leadership philosophy has been an evolutionary process brought about by a fund of (1) the Golden Rule, which most religions subscribe to, (2) commonsense, (3) previous examples of poor leadership that we have all seen, (4) the realization of the leader that he needs all the oars going in the same direction for maximum protection?

DR. SEASHORE: I think it would be a sad thing if we moved in directions in management practice and strategy that were incompatible with the Golden Rule, with experience and commonsense, et cetera. I am saying yes. We evolve as we do because of the considerations you raise. They are part of the motivation behind it. I do not think that any managerial strategy would survive long if it violated fundamental moral values.

QUESTION: Would you care to comment on the risks in participative management between the production worker and new management, so to speak, or the different strata in the organization?

DR. SEASHORE: It is a curious thing that the practice of participative management prevails at the upper echelons of organizations. It is hard to find these days an organization of any size--Government or military or private--that does not at the top have boards, committees, task groups, business teams, and other expressions of participative management at that level.