

It is still rather rare for organizations deliberately to extend this practice to nonsupervisory levels. I suppose one thought is that this is just too good for ordinary people. Another thought is that we can trust the basic values and motives of higher-level management but maybe we cannot trust the basic values and motives of lower-level people. There is an assumption, you see, that non-management people are moved by different motives and values; this guides some of the choices about the forms and degree of extension of participative practices. It turns out that in experimental laboratories and also in real-life cases where we have been able to study nonsupervisors, when given the opportunity to do so and the responsibility that goes with it, lower rank people tend to equal and sometimes even exceed management people in their sponsorship of the traditional managerial values. It is, by the way, an act of faith on both sides to introduce participative methods in the lower levels in an organization. If you do not have a fund of optimism about human nature, you had better not try it.

QUESTION: Dr. Seashore, must we have prosperity for participative management to flourish or what happens during a period of recession or business depression?

DR. SEASHORE: This may sound like an irrelevant reply, but I would like to recommend some interesting Sunday morning reading to you, a very popular little military yarn called, "The March Up Country." It gives an account of a force of 10,000 Greek soldiers who encountered disaster in Asia Minor and spent, I think, 2 years in the process of survival and scope. The interesting part of the account is that rather early in this situation, at the brink of total disaster, there was a leadership revolution, including the election of a leader and the invoking of participative decision techniques, very dramatically displayed.

My point is that the use of the procedure of consultation and consent in policymaking and decision-making is hardly a new thing. It was applied long ago in large formal organizations. I think its applications by and large have been as often in situations of crisis and stress as otherwise.

QUESTION: Doctor, do you believe that social groups among our youth have a place in our modern education, too?

DR. SEASHORE: They must have a place, because they are there. We deplore some of the things that these youth groups do,