

what they are like and what characteristics they have that a manager ought to know about. Finally, I propose to try to bring these two together, as I think they naturally come together, so that we can understand and perhaps use better the trends we see toward more participative management in our organizations.

Let me then say a few things about social power (you can substitute "influence" or "control" if you like). It seems to me that we live in a time of very great concern about the nature of social power, where it comes from, who has it, and how it can be distributed and used.

I think from the remarks earlier this morning you might see that this concern is felt not only in formal organizations but elsewhere. My relationship with my children, in terms of power, is very different than was my relationship to my father, and I expect your experience is the same. The nature of the prevailing pattern of power balance between parent and child has changed in just one generation. Some people regret this, but there it is. It is happening.

Take our schools, and you will find a similar change. Teachers behave differently in the classrooms than they did a few years ago. Children behave differently. Children even have some say about what they are going to study or what the day's schedule will be. They have a degree of control over class purposes and class procedures that was almost unknown a few decades ago. There is a radical change in the power balance between the superior, the teacher, and the subordinate pupils.

To think on a grander scale, consider the international situation. Here we have, if I can grossly oversimplify it, an image of the centralized, monolithic state, such as in Nazi Germany or the U.S.S.R., competing with other nations that are dedicated to a rather different view of the proper allocation of social power, dedicated instead to the idea that government should be not only with the consent of the people but with the active participation of the people.

Now come back to the level of organizations. In industry, in Government, and also in military organizations there has been a parallel change, forced partly, I think, by historic events such as popular education, the mobility of labor, the rise of labor unions, and so on, but also forced by a growing realization that organizations do perform better if there is some provision for broadly shared