

## PSYCHOLOGY

# Get Interested in People

If you want those working under you to turn out the greatest amount of work, treat them as personalities, psychologists advise, following investigation.

► IF YOU boss people and you want to get production, don't just harp on more work in less time—be genuinely interested in the people who are working for you.

That is one of the lessons that psychologists learned at the University of Michigan's Survey Research Center in Ann Arbor, Mich., in an investigation directed by Dr. Rensis Likert.

The supervisor whose employees turned out the greatest amount of work, the scientists found, is himself concerned primarily with the people working under him.

Pressuring for production may work to some degree. But the best results are achieved when a worker's internal motivations are tapped—his self-expression, self-determination, and sense of personal worth. A person works better when he is treated as a personality, given some degree of freedom in the way he does his work, and allowed to make his own decisions.

"The capacity of a nation or a society to survive," Dr. Likert explained, "depends in no small part upon its skill in organizing industrial, governmental and military activity.

"The effectiveness of the political, economic and military activity of any society is determined in large measure by the nature of that society's social organization and by its knowledge and skill in organizing human activity."

Some of the difficulties encountered in attempting to make international organizations function smoothly may be due to the lack of knowledge of fundamental principles that could be applied to their organization.

"We need," Dr. Likert pointed out, "to know the answers to such questions as: Why groups act the way they do; why some are effective and others are not; why certain groups become belligerent and even pathologically aggressive and destructive and what makes leadership effective."

This first study in a 10-year program of the effect of group organization on human action was made in the home office of the Prudential Insurance Company. Studies of other kinds of groups in business, government, and the armed forces as well as voluntary groups such as business and professional societies, women's clubs and the "against groups" such as the anti-vivisectionists are planned.

Comparison was made between the highest producing section in the Prudential Insurance Company and the lowest producing section of employees performing the same duties. A total of 742 non-supervisory per-

sonnel were interviewed and 73 supervisors and managers.

Supervisors of lower production groups are so immediately concerned with the goal of production that they try to reach it by what seems to be the most direct route, often spending a considerable portion of their own time on straight production work. High-producing supervisors, on the other hand, assume that the best way of attaining high-production is to motivate their employees by enlisting their identification with the work to be done and by giving them a feeling of responsibility.

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## AERONAUTICS

## Cab-Over-Engine Featured In New Helicopter

► CAB-over-engine arrangement features a new helicopter now ready for production in Danbury, Conn., by Doman Helicopters, Inc. This promotes stability in the air by permitting a better load-distribution, and

solves troublesome center-of-gravity problems.

This new aircraft, already dubbed the Pelican because while lacking beauty it has ability to carry heavy loads, is designed primarily for agricultural insecticide dusting and spraying and for seeding extensive areas. However, it is suitable for use for other cargo purposes and with its easily placed seats can carry six passengers in addition to the pilot.

The 245-horsepower Franklin engine used in the Pelican is located in the nose of the craft under the pilot's cabin. It is mounted at a 20-degree angle with its drive shaft extending to the pylon. The arrangement gives the pilot maximum visibility and makes engine-servicing easy. Removable cowling permits engine replacement as simply as in ordinary airplanes.

The Pelican is designed for a gross weight of 3,200 pounds and can carry a useful load of 1,400 pounds. The agricultural craft has cruising speed of approximately 75 miles an hour, but with a different set of blades and gear ratio greater speed can be obtained if desired.

The light, highly flexible blades of the new craft are another notable feature. They are rigidly attached to the rotor hub, a system which eliminates complicated hinging, dampers, short-lived bearings and promotes relatively low-cost production. Rotor-induced vibration is virtually eliminated, it is claimed, and a satisfactory degree of stability is evident in flight.

Science News Letter, April 16, 1949



**AGRICULTURAL CRAFT**—Dubbed the Pelican, this model shows the cab-over-engine arrangement of a new helicopter which permits location of payload astride the ship's center of gravity. It can also be converted to carry six passengers in addition to the pilot.