

# THE HUMANIST TEMPER

the life  
and work  
of  
Elton Mayo



RICHARD C.S. TRAHAIR  
foreword by Abraham Zaleznik

# Elton Mayo The Humanist Temper

**John Cunningham Wood, Michael C.  
Wood**



## **Elton Mayo The Humanist Temper:**

**Elton Mayo** Richard C. S. Trahair, The definitive biography of the life and work of Elton Mayo 1880 1949 is the first full accurate account of the activities and intimate life of one of Australia and America s pioneering social scientists Mayo who established the scientific study of organizational behavior was highly influential in American social science and business management theory following his work at the Harvard Business School and the Western Electric Company Still the subject of vigorous debate Mayo s ideas spanned several disciplines psychology sociology philosophy and business management Mayo developed the field of industrial psychology by applying the results of scientific research to the problems of work in order to improve the life of industrial workers and managers and to encourage collaboration between administrators and their subordinates Trahair s biography traces the origins of Mayo s ideas in order to help clarify aspects of the debate Alfred W Clark of La Trobe University commented It will become a definitive biography it is based on a masterly grasp of detail into Mayo s life theories and impact Trahair s expression is always clear and lively he never writes a turgid sentence let alone a paragraph while Arthur G Bedeian at Auburn University noted that Elton Mayo A Humanist Temper is laced with wit and insight and graced with style For all its scholarship it is wholly readable Historians interested in the development of the social sciences should find the book particularly valuable It offers a searching example of the scientific enterprise Richard C S Trahair is Honorable Research Fellow in the School of Social Sciences at La Trobe University Australia He has published widely on the study of human problems in many journals *Elton Mayo* Richard C. S. Trahair, Abraham Zaleznik, 2017-10-27 The definitive biography of the life and work of Elton Mayo 1880 1949 is the first full accurate account of the activities and intimate life of one of Australia and America s pioneering social scientists Mayo who established the scientific study of organizational behavior was highly influential in American social science and business management theory following his work at the Harvard Business School and the Western Electric Company **Elton Mayo** Richard C. S. Trahair, Abraham Zaleznik, 2005-01 The definitive biography of the life and work of Elton Mayo 1880 1949 is the first full accurate account of the activities and intimate life of one of Australia and America s pioneering social scientists Mayo who established the scientific study of organizational behavior was highly influential in American social science and business management theory following his work at the Harvard Business School and the Western Electric Company Still the subject of vigorous debate Mayo s ideas spanned several disciplines psychology sociology philosophy and business management Mayo developed the field of industrial psychology by applying the results of scientific research to the problems of work in order to improve the life of industrial workers and managers and to encourage collaboration between administrators and their subordinates Trahair s biography traces the origins of Mayo s ideas in order to help clarify aspects of the debate Alfred W Clark of La Trobe University commented It will become a definitive biography it is based on a masterly grasp of detail into Mayo s life theories and impact Trahair s expression is always clear and lively he never writes a turgid sentence let alone a paragraph while

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**How the Harvard Business School Changed the Way We View Organizations** Jay W. Lorsch, 2023-11-08 Listen observe test these three words lie at the heart of a powerful method for businesses transformation Behind this method is a deceptively simple idea managers and management scholars must first take the pulse of a real business get its case history diagnose its problems and only then solve them Invented by the scholars who launched Harvard Business School this medical model will still cure companies today Damningly during the last thirty years business schools embraced the presumptions of economists game theorists and other calculators of abstraction The solving of real world real time problems has atrophied and stagnated In this book renowned scholar and emeritus professor Jay W Lorsch marshals evidence history and insights from his more than fifty year career at Harvard Business School to make the case for a return to the medical model the practices of listening observing and testing in which the fields of human relations and organizational behavior are rooted By

telling the history of the development of his field Lorsch demonstrates how the medical model emerged in the years before World War II and for decades helped managers management scholars and consultants diagnose and solve the problems besetting companies large and small Explaining the case studies that define the practice he discusses how the model has been refined and reapplied by later generations and how it can continue to address issues such as diversity leadership competition and optimal corporate board structures      *Hear Them Roar* Elizabeth Fysh,2023-11-09 It s a marvellous collection of inspiring stories from some of Australia s most soul stirring women an eye opening window into astonishing lives built on strength of character and an independent spirit From medical professionals who achieved astonishing success with ground breaking methods to a celebrated nurse who survived the horrors of a World War II prison camp Elizabeth Fysh takes the fortunate reader on a fascinating journey The subjects are exceptional people and include the woman who created Australia s first luxury hotel the pioneer anthropologist who recorded the lives of the Wik people in Cape York and the journalist who was at the centre of intrigue between the two World Wars There s the mystery of the celebrated decorator whose brutal murder was never solved the travails of the hardy Outback stockwoman immortalised in a Slim Dusty hit and so many more eye opening accounts of remarkable women with unbreakable mettle      *A Shameful Business* James A. Gross,2011-02-23 In a book that confronts the moral choices that U S corporations make every day in the treatment of their workers James A Gross issues a clarion call for the transformation of the American workplace based on genuine respect for human rights rather than whatever the economic and regulatory landscape might allow Gross questions the nation s underlying fabric of values as reflected in its laws and our assumptions about workers and the workplace Arguing that our market philosophy is incompatible with core principles of human rights he forces readers to realign the country s labor policies so that they conform with the highest international human rights standards To make his case Gross assesses various aspects of U S labor relations freedom of association racial discrimination management rights workplace safety and human resources through the lens of internationally accepted human rights principles as standards of judgment His findings are chilling Employers who maintain workplaces that require men and women and sometimes even children to risk their lives and endanger their health and eyes and limbs in order to earn a living are treating human life as cheap and are seeking their own gain through the desecration of human life Gross argues and such behavior should be considered as crimes against humanity rather than matters of efficiency productivity or morale By revealing how truly unacceptable management s best practices can be when considered as human rights issues *A Shameful Business* encourages a bold new vision for workers whether organized or not that would signify a radical rethinking of social values and the concept of workplace rights and justice in the courtroom the boardroom and on the shop floor      **Managing the Human Factor** Bruce E. Kaufman,2019-06-30 Human resource departments are key components in the people management system of nearly every medium to large organization in the industrial world They provide a wide range of essential services relating to employees including recruitment

compensation benefits training and labor relations A century ago however before the concept of human resource management had been invented the supervision and care of employees at even the largest companies were conducted without written policies or formal planning and often in harsh arbitrary and counterproductive ways How did companies such as United States Steel manage a workforce of 160 000 employees at dozens of plants without a specialized personnel or industrial relations department What led some of these organizations to introduce human resources practices at the end of the nineteenth century How were the earliest personnel departments structured and what were their responsibilities And how did the theory and implementation of human resources management evolve both within industry and as an academic field of research and teaching In *Managing the Human Factor* Bruce E Kaufman chronicles the origins and early development of human resource management HRM in the United States from the 1870s when the Labor Problem emerged as the nation's primary domestic policy concern to 1933 and the start of the New Deal Through new archival research an extensive review and synthesis of the historical and contemporary literatures and case studies illustrating best and worst practices during this period Kaufman identifies the fourteen ideas events and movements that led to the creation of specialized HRM departments in the late 1910s as well as their further growth and development into strategic business units in the welfare capitalism period of the 1920s The research presented in this book not only uncovers many new aspects of the early development of personnel and industrial relations but also challenges central parts of the contemporary interpretation of the concept and evolution of HRM Rich with insights on both the present and past of human resource management *Managing the Human Factor* will be widely regarded as the definitive account of the early history of employee management in American companies and a must read for all those interested in the indispensable function of managing people in organizations Social Science in the Crucible Mark C. Smith, 1994 The 1920s and 30s were key decades for the history of American social science The success of such quantitative disciplines as economics and psychology during World War I forced social scientists to reexamine their methods and practices and to consider recasting their field as a more objective science separated from its historical foundation in social reform The debate that ensued fiercely conducted in books articles correspondence and even presidential addresses made its way into every aspect of social science thought of the period and is the subject of this book Mark C Smith first provides a historical overview of the controversy over the nature and future of the social sciences in early twentieth century America and then through a series of intellectual biographies offers an intensive study of the work and lives of major figures who participated in this debate Using an extensive range of materials from published sources to manuscript collections Smith examines objectivists economist Wesley Mitchell and political scientist Charles Merriam and the more purposive thinkers historian Charles Beard sociologist Robert Lynd and political scientist and neo Freudian Harold Lasswell He shows how the debate over objectivity and social purpose was central to their professional and personal lives as well as to an understanding of American social science between the two world wars These biographies bring to vivid life a

contentious moment in American intellectual history and reveal its significance in the shaping of social science in this country

*The Working Life* Joanne B. Ciulla, 2011-03-16 A wide ranging look at the allure and changing significance of work With seductions misunderstandings and misinformation everywhere this immensely readable book calls for a new contract with ourselves Drawing from history mythology literature pop culture and practical experience Ciulla probes the many meanings of work or its meaninglessness and asks Why are so many of us letting work take over our lives and trying to live in what little time is left What has happened to the old unspoken contract between worker and employer Why are young people not being disloyal when they regularly consider job changing Employers can't promise as much to workers as before Is that because they promise so much to stockholders Why are there mass layoffs and downsizing in a time of unequaled corporate prosperity And why are the most common lies in business about satisfactory employee performance The traditional contract between employers and employees is over This thoughtful and provocative study shows how to replace it by the one we make with ourselves

**Foucault and Managerial Governmentality** Alan McKinlay, Eric Pezet, 2017-02-10 In the last two decades there has been an explosion of research inspired by Michel Foucault's suggestion of a new concept governmentality The distinctive feature of modern governmentality is that across all sorts of fields rule is predicated upon the active subject as the vehicle through which and by which power is exercised The appeal of governmentality is that whether we are considering the workplace the school or welfare regimes it opens up new ways of looking at familiar institutions Foucault and Managerial Governmentality is about Michel Foucault's concept of governmentality The novelty of this concept is that looks at the ways that populations and organisations are imagined in ways that premise collective gains through expanding individual freedoms Specifically how are technologies of freedom devised that improve the overall performance health productivity or parental responsibility of a given population Understanding the operation of technologies of control is a simple enough task argues Foucault but also one that blinds us to the increasing prevalence of technologies of freedom Foucault and Managerial Governmentality aims not just to locate this concept in Foucault's wider research project but to apply it to all sorts of management techniques By applying governmentality to questions of management and organization we will also develop Foucault's original somewhat sketchy concept This book has three innovative narratives an awareness of the historicity of the concept the application of governmentality to specific forms of management means that we escape the temptation to read any and all forms of technology and organization as an expression of neoliberalism and finally the interviews with Peter Miller and Nikolas Rose provide unique intellectual and personal insights into the development of the governmentalist project over the last thirty years

Managing Food and Nutrition Services Sari Edelstein, 2008 Managing Food and Nutrition Services for the Culinary Hospitality and Nutrition Professions merges culinary hospitality and dietetics management into one concise text This textbook prepares students to perform the daily operational tasks of foodservice by combining theory with practice Each chapter includes hands on assignments to encourage students to develop

problem solving and critical thinking skills Case studies about real life work situations such as chain restaurants and elementary school cafeterias ask students to consider how they would respond to typical issues in the workplace Respected experts within their specialized field of study have contributed chapters on topics such as foodservice industry trends fiscal management and long term planning Easy to understand restaurant math problems with answers as well as a study guide for the RD examination are included in this new authoritative resource

*False Prophets* James Hoopes, 2007-10-11 According to Jim Hoopes the fundamental principles on which business is based authority power control are increasingly at odds with principles of life in a democratic society freedom equality individualism *False Prophets* critically examines the pioneering theories of the early management thinkers such as Taylor Follett Mayo and Deming which intended to democratize corporate life yet have proved antithetical to the successful practice of business Hoopes challenges popular management movements that followed in the wake of these thinkers and accuses today's business theorists of perpetuating bad management in the name of democratic values He urges executives and managers to recognize the realities of corporate life and learn to apply the principles of power He also unveils a new management agenda that will be of paramount significance to modern organizations A rich and lively read *False Prophets* provides a refreshingly new and original overview of the history of management in the larger context of the American culture brilliantly illustrating its evolution from the ivory tower to the shop floor

**Rockefeller Philanthropy and Modern Social Science** David L Seim, 2015-10-06 Making use of untapped resources Seim looks at the impact of the Rockefellers viewed through the lens of their philanthropic support of social science from 1890 1940 Focusing specifically on the Rockefeller Foundation and the Laura Spelman Rockefeller Memorial Seim connects the family's business success with its philanthropic enterprises

**Historical Perspectives in Industrial and Organizational Psychology** Laura Koppes Bryan, 2020-12-30 *Historical Perspectives in Industrial and Organizational Psychology* Second Edition updates the first edition with the latest creative and scholarly views of I O psychology to provide a complete up to date understanding of this discipline's history within a contemporary context This new edition includes updated chapters from the first edition as well as three completely new chapters a history of LGBTQ employees workplace experiences the evolution of worker well being and work life issues and a reflection on the importance of context when studying workplaces and whether or not the science and practice of I O psychology is prepared for the future *Historical Perspectives in Industrial and Organizational Psychology* Second Edition compiles chapters written from the historical perspectives of I O psychologists historians and other experts in their fields all of whom use historical analyses as the method of inquiry rather than provide summarized overviews of the topics Chapter authors rely on archival materials primary and secondary sources as well as interviews with luminaries and experts *Historical Perspectives in Industrial and Organizational Psychology* Second Edition is essential reading for contemporary and aspiring scholars of I O psychology and related fields such as history of psychology human resource management organizational behavior and public administration Both scientists



and practitioners will benefit from reading this text      Management Innovators Daniel A. Wren, the late Ronald G. Greenwood, 1998-04-16 Here is a who's who of business thirty one profiles of inventors financiers organizers motivators and gurus a vivid informative look at the history of management as seen through the lives of its most influential figures We meet Eli Whitney creator of the cotton gin and father of the machine tool industry who failed to profit from his genius Thomas Edison who once vowed he would never invent anything he couldn't sell and Andrew Carnegie who applied the railroad management system to the steel industry with spectacular results There are profiles of such railroad giants as James J Hill and Edward H Harriman and colorful portraits of Samuel Morse and Graham Bell the two men who launched the communications industry in the U S The great innovators of management and organization are here as well including the founders of systematic management Frederick W Taylor and Frank and Lillian Gilbreth There's an intriguing side by side look at William C Durant builder of General Motors a visionary but a weak manager and organizer and Alfred P Sloan who gave GM the structure it needed and provided the model for all large multiproduct firms to come And there are thought provoking profiles of motivational experts Elton Mayo and Abraham Maslow quality advocates W Edwards Deming and Joseph Moses Juran Taiichi Ohno inventor of just in time manufacturing and finally Peter Drucker the most influential management thinker of our time This is the distilled essence of management genius a stimulating and at times inspiring look at the pioneers who shaped how we do business today      **Anthropologists and the Rediscovery of America, 1886-1965** John S. Gilkeson, 2010-09-20 This book examines the intersection of cultural anthropology and American cultural nationalism from 1886 when Franz Boas left Germany for the United States until 1965 when the National Endowment for the Humanities was established Five chapters trace the development within academic anthropology of the concepts of culture social class national character value and civilization and their dissemination to non anthropologists As Americans came to think of culture anthropologically as a complex whole far broader and more inclusive than Matthew Arnold's the best which has been thought and said so too did they come to see American communities as stratified into social classes distinguished by their subcultures to attribute the making of the American character to socialization rather than birth to locate the distinctiveness of American culture in its unconscious canons of choice and to view American culture and civilization in a global perspective

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