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The second conception is a fuller appreciation than heretofore of the role played by elemental or instinctive responses in human behaviour. Whatever satisfaction one may find in explaining his own conduct to the last detail on logical grounds, the fact remains that certain basic instinctive tendencies constitute the bed-rock of our lives. On them the structure of mental habits and conscious motives is reared in the child and in the adult. Here again individual differences are significant but in addition we must reckon with the collective reactions, defensive or aggressive, which spring from men's gregarious inclinations. Like an explosive in a gun these forces in the individual, properly used, may serve him; misused or disregarded they may destroy him. In our handling of people we can no longer plead that we did not know the gun was loaded. Whether in the home, in school or at work, situations which persistently run counter to these native tendencies necessarily prevent a proper adjustment and in some measure frustrate success. The key-note in motivation, therefore, is the conception of a continuous growth process working within the individual so that in each situation there is a factor urging him forward toward more satisfying things. When this continuity of outlook is lost a crisis results, marked by the attitude of indifference, dissatisfaction or neglect of his task.

The first application of these views to "personnel" work in industry naturally took the form of recognizing different aptitudes in employees for different types of work and consequently an attempt to fit the right man to the right job. In so far as this is possible it is an important step in advance from the view that labour is merely a commodity to be purchased. A weakness of this "right man" theory, however, lies in its purely objective character. It regards jobs as one thing and men as another, the problem being to fit them together like pieces in a jig-saw puzzle. A man is tried in one place and if he doesn't fit is rejected or transferred elsewhere till he is found to fit. In this the principle of selecting men