

Abstracts

Review of Extension Research: 1962. Darcie Byrn. Federal Extension Service, ESC-544, October, 1963. 104 pp. Review copies available from state leaders in agriculture, home economics, and 4-H, key specialists, Extension editors, leaders of Extension studies and training, and agricultural college and experiment station libraries.

This recent issue covers 163 items from a variety of sources—from individual theses to published books. As with previous issues (see p. 61, Spring, 1963, issues of this *Journal*), titles are categorized under such topics as organization, functions and duties of staff, training, clientele organization, local leadership, program content, methods and techniques, research methods, and research reporting devices. Studies that might be classified under more than one category are cross-referenced.

A summary of research items included provides a concise picture of the scope, method, findings, and conclusions. Published materials, other than research reports, are abstracted and annotated or reviewed. Special consideration is given to studies that are likely to have limited circulation.

The Representative Function: Neglected Dimension of Leadership Behavior. R. Jean Hills. *Administrative Science Quarterly*, VIII (June, 1963), 83-101. Available from Graduate School of Business and Public Administration, Cornell University, Ithaca, N.Y. Single copy \$2.00.

The thesis of this article is that "the responsibility of the leader to represent the interests of the group in relations between the group and its external environment is an equally important dimension of leadership behavior." The study on which the article is based involved elementary school principals and teachers and focuses on a twofold problem faced by administrators—obligations to accommodate external pressures (from the community or clientele groups) and those coming from his own staff (pressures to uphold the goals of the institution).

Even though findings are reported as tentative, the approach to viewing the leadership functions of administrators can provide insight into any situation where the leader (administrator) is faced with pressures from within his own organization and from external sources.

Graduate Study for Me? Mary L. Collings. Federal Extension Service, PA-522, December, 1962. 20 pp. Available from Federal Extension Service USDA, Washington, D.C. No charge.

This pamphlet is addressed to Extension workers who are consider-

ing graduate study. Six major decisions involved in drawing up a professional improvement plan are discussed: (1) do-it-yourself or academic study, (2) on-the-job or leave for study, (3) get-it-alone or seek financial help, (4) which institution to choose, (5) education or training, and (6) what field to study.

Eight specific possible areas of study are suggested. A four-page form designed to help in reaching a decision about graduate study covers items that should be considered regarding (1) what you may envision in your future if you *do not* undertake graduate study, (2) what you envision if you *do* undertake graduate study, (3) considerations regarding income, and (4) a budget outline. Careful study of this pamphlet should bring graduate study prospects into much clearer focus for many Extension personnel.

The Seven Deadly Sins of Supervision. Raymond F. Valentine. *Supervisory Management*, VIII (February, 1963), 4-8. Available from American Management Association, Inc., 1515 Broadway, New York 36, N.Y. Single copy \$1.00.

It's "up to the supervisor to check up on his own methods periodically to make sure he isn't unconsciously developing bad habits of supervision," the author maintains. He identifies seven such bad habits. Even though they are directed to the supervisor in a production situation, those in educational endeavors might well be susceptible to the same pitfalls.

Among the "sins" identified are these: giving vague instructions, being inconsistent, showing no concern for goals of subordinates, playing favorites, and resisting innovations. Specific examples illustrate the tendencies for a supervisor to commit one of these sins without realizing it. The author suggests periodic self-appraisals.

How the Supervisor Can Use the Exit Interview. Sylvia Auerbach. *Supervisory Management*, VIII (April, 1963), 18-22. Available from American Management Association, Inc., 1515 Broadway, N.Y. 36, N.Y. Single copies \$1.00.

Insights from informal interviews with employees who are leaving an organization can help prevent future turnover as well as provide useful information for improving operations, according to the author. The exit interview may reveal information not previously given as reasons for resigning. In such an interview, it is suggested that questions be raised regarding (1) what the employee has actually been doing on the job (this can vary considerably from what is specified in the job description), (2) what his future plans may be (such information can often lead to re-employment at a later date), (3) what possibilities he would suggest for improving the operation (operational and relationship problems may be uncovered), and (4) attitudes and relationships with co-workers that may not be revealed otherwise.

The Planning of Change: Readings in the Applied Behavioral Sciences. Warren G. Bennis, Kenneth D. Benne, and Robert Chin (eds.). 1962. 782 pp. Available from Holt, Rinehart and Winston, Inc., 383 Madison Ave., N.Y. 17, N.Y. \$8.50.

Problems of various professions of social practice provide the focus for content which includes emphasis on "applied group dynamics" as well as other aspects of planned change: how it is created, implemented, evaluated, maintained, and resisted. The book is organized around these major areas: (1) the roots of planned change, (2) social systems and change models, (3) dynamics of the influence process, and (4) programs and technologies of planned change.

The Search for Ability. David A. Goslin. 1963. 204 pp. Available from Russell Sage Foundation, 505 Park Ave., N.Y. 22, N.Y. \$4.00.

The first in a series of reports on the social consequence of ability testing, this book "analyzes the striking change which has taken place in our society during the past half-century in the development and use of ability tests in assigning individuals to positions in society, and in creating opportunities for social mobility."

Understanding Culture. John J. Honingmann. 1963. 468 pp. Available from Harper & Row, Publishers, Inc., 49 E. 33rd St., N.Y. 16, N.Y. \$6.75.

This introduction to anthropology is designed to develop the reader's understanding of his own and other cultures, with particular attention to culture in the United States. The nature and characteristics of present day as well as primitive cultures are analyzed.

The Meaning of Work. Sidney J. Levy. 1963. 18 pp. Available from the Center for the Study of Liberal Education for Adults, 4819 S. Greenwood Ave., Chicago 15, Ill. 75 cents.

The author approaches the meaning of work "through observation of similarities and differences in meaning among various segments and classes or occupational groups." Three categories of workers are discussed in terms of educational interests and needs: (1) the managerial-professional group, (2) blue-collar workers, and (3) women.

Focus: on Public School Adult Education. Third Yearbook, 1963. 208 pp. Available from the National Association of Public School Adult Educators, 1201 16th St., N.W., Washington 36, D.C. \$5.00 to non-members.

This yearbook is identified as a study of our time and of the role adult educators play in it. A number of contributors deal with such matters as the boom in adult education, the adult educator's degree of preparedness, and research.