PEOPLE – THE PRIME MOVERS IN ORGANIZATIONS

Die artikel rig 'n oproep aan die bestuur van ondernemings om meer en beter gebruik te maak van die bevindings van die geesteswetenskappe omtrent die gedrag van die mens in organisasies. Die skrywer beklemtoon dat nuwe aannames omtrent die menslike natuur, en waarvan sommige al reeds geldig bewys is, 'n besliste uitdaging aan die bestuur van 'n onderneming rig om werkers met behulp van die nuwe kennis te lei.

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INTRODUCTION

IF we look outside the industrial enterprise for organizations in the management of which, as Douglas McGregor says, people may seek and find "satisfaction for their egoistic and self-fulfillment needs away from the job", we find some significant differences from the assumptions which go into conventional management theory.

In political groups, parent-teacher associations, voluntary charitable organizations, and voluntary non-hierarchical church groups, we find people giving generously of their talents and their innovative energy and skills. We find them assuming responsibility, exercising leadership, and integrating their personal objectives with those of the organization. There is no coercion, no punishment and often there is no reward other than the satisfaction of accomplishment.

Looking at such organisations through a "wide-angle lens" permits some empirical observations:

1. Voluntary organizations generally seem to be built around the interests and natural abilities of people rather than around the designations of functions.

2. Small, freely communicating, face-to-face groups under articulate and dedicated leadership appear to be important elements in such organizations.

3. There is a considerable amount of leadership displayed, but it is based on the ability to lead rather than on the power to direct or coerce.

4. The more successful of these organizations appear to have a clear and often difficult objective towards which they are working.

5. The more successful of these organizations also appear to be held together by a sense of common commitment to the objective based on a both logical and emotional involvement in the problem of achieving it.

6. The presence of lack of this "involvement" appears to be a critical factor

in discriminating between vital and successful organizations on the one hand and apathetic and unsuccessful organizations on the other.

These empirical observations, again, permit the following tentative conclusion: The more effective of such organizations are made up of interested and able people in small, freely communicating, face-to-face groups under articulate and dedicated leadership, deeply committed to a clear and challenging objective, and thoroughly involved in solving the problems which stand in the way of achievement of the objective.

Looking at the industrial enterprise, however, one is bound to become increasingly sceptical of the effectiveness of the traditional management approach to the utilization of human resources. Disenchantment with the gimmicks, programmes and procedures being applied in the name of management and management development, breeds contempt, primarily because no positive consequences are being produced. These procedures and programmes seem artificial and unrelated to the process of management, and are regarded by managers, generally, as an added and unwelcome burden.

The problem of how to manage should be approached only after a thorough review of what is known at the time about motivation of human behaviour. The attention should be turned to studying the organization and observing empirically the composition of its human resources, the behaviour of managers and managed, and the effects that organization structure and managerial behaviour seem to have on the development of people. An awareness of a consistent thread of challenge and discovery in the writings of mature behavioural scientists who are observing the industrial environment objectively, is then possible.

A search for guiding principles in the behavioural sciences leads to the writings of such behavioural scientists as Douglas McGregor, Rensis Likert, Mason Haire, and others, who seem to challenge industry not only to use some of the findings of behavioural science, but its own common sense in modifying current management theories.

From a review of the writings of these behavioural scientists it becomes clear that there is no question that human resources hold the key to the future of any organization. It will also be observed that the composition of human resources has changed dramatically since World War II, and that in many areas of large business the ratio of administrative, technical and professional people (exempt salaried people) is approaching or exceeding 50 per cent. It also becomes apparent that many of the traditional principles and practices in the area of organization, motivation and management are inappropriate to solve the problems of today's infinitely complex corporate structure and purpose. The formal statement of an organization's Planning Programme usually sets forth various improved techniques to be applied to planning and utilization of "non-human" resources. The same statement very rarely points out, however, that achievements must derive from the determination, judgement and imagination of the many people who participate in the creation and operation of the business. The challenges to be faced in operating major industrial corporations are becoming more complex every day. If future achievements are to match or exceed those of the past, it needs to be certain that the ways of organising and managing human resources are adequate to the task. No such certainty can be assumed on the basis of a comfortable reliance on past performance.

It may be possible that the principles of organising and managing are adequate and consistent throughout a particular

organization. It is also possible that the people in the organization are contributing all they possibly can contribute towards the success of the enterprise and that there are no different or better principles of organization and management which would contribute to better motivation and higher performance. It seems obvious, however, that one cannot be sure of these things until the problem has been explored with the same creative vigour usually devoted to product research, development and production. If this premise is acceptable, one can begin by considering the ideas that are emerging from research projects in the fields of human organization and motivation, checking one's own ideas against them and communicating the results of one's own thinking to each other. The evolution of a new concept and underlying philosophy of management and management development, then, is contained in the following:

In searching further for "ideas that are emerging from research", one is convinced that behavioural science findings suggest that many traditional management approaches are ineffective or operate to destroy motivation. It is our premise that a view of people as the independent variable of organization (the "prime movers") leads to some interesting and, hopefully, productive hypotheses as to how business enterprise might be better organized to achieve a continued and profitable existence.

People as the Independent Variable

Deeply rooted assumptions about human nature and human behaviour are behind traditional managerial practices and policy. It is commonly assumed that the average human being has an inherent dislike of work and will avoid it if he can, and that most people, must, therefore, be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achieve-

ment of organizational objectives, and that the average individual prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.
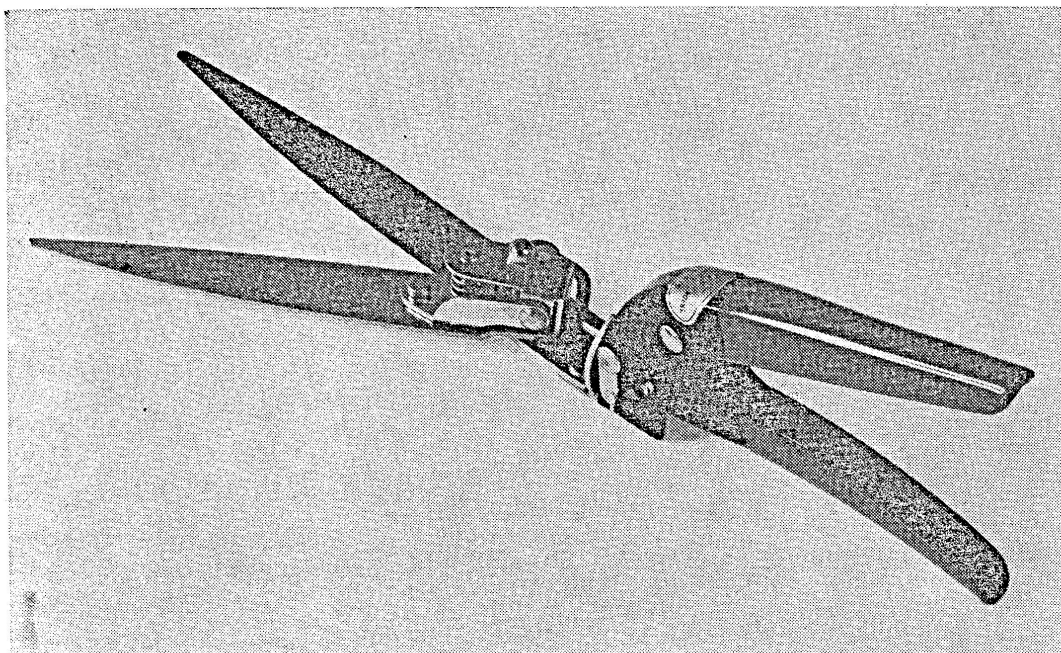
It was Rensis Likert who pointed out that management has been able to get increased production, and sometimes even increased efficiency for short periods of time, by following management systems which have implicit in them assumptions based on increased pressure, hard driving, pushing people, crowding them, using punishment as a spur. The question is: Hasn't the point of diminishing returns been reached? If so, where is the break-through to be found? The answer to these questions is that a new set of assumptions about human nature and human behaviour is needed.

Man is constantly wanting — physiological needs, social needs, egoistic needs related to his self-esteem (self-respect, self-confidence, autonomy, achievement, competence, knowledge), and his reputation (status, recognition, appreciation), and, finally, self-fulfillment needs, all organized in a hierarchical series of levels.
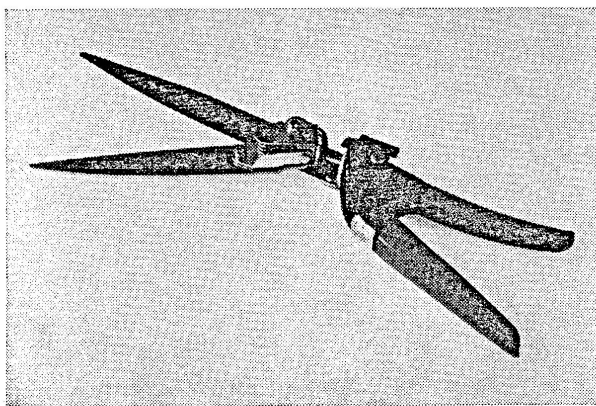
A satisfied need is not a motivator of behaviour and today's management practices have provided relatively well for the satisfaction of physiological and safety needs. This provision, however, has shifted the motivational emphasis to the social and egoistic needs. Unless there are opportunities *at work* to satisfy these higher level needs, people will feel deprived; and their behaviour will reflect this deprivation.

This accumulation of knowledge about human behaviour in many specialized fields has made possible the formulation of a number of generalizations about human behaviour in work organizations which provide a beginning for a new concept with respect to the management and development of human resources:

1. The expenditure of physical and mental effort in work is as natural as play or rest — the average individual in Western societies does not inherently dislike work; and the above average individual positively seeks it as a means of fulfilling his needs.

2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.

3. Commitment to objectives is a function of the rewards associated with their achievement — the satisfaction of ego and self-actualization needs.

4. The average human being learns, under proper conditions, not only to accept but also to seek responsibility.

5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.

6. Under conditions of modern industrial life the intellectual potentialities of the average human being are only partially utilized.

These assumptions about human nature are dynamic: they indicate the possibility of human growth and development; they stress the necessity for selective adaption rather than for a single absolute form of control; they are framed in terms of a resource which has substantial potentialities; they point up the fact that the limits of human collaboration in the organizational setting are not limits of human nature but of management's ingenuity in the utilization of this resource. If employees are lazy, indifferent, unwilling to take responsibility, intransigent, uncreative, un-cooperative, this theory implies that the causes lie in management's methods of organization and control.

Although not yet finally validated,

these assumptions are far more consistent with existing knowledge in the social sciences that are the traditional assumptions. Carrying their implications into practice, however, is not easy, because they are challenging a number of deeply ingrained managerial habits of thought and action.

An example of a manager planning the organization of a previously non-existent function may serve to illustrate the point. If he accepts the premise that people are indeed the prime movers of money, materials and equipment, it is suggested that his first aim might be to devise both principles and "people structures" of organization which are most likely to encourage people to give generously of their talents and their innovative and creative energy towards the objective of the organization. Our hypothetical manager then would hope to create the following kind of organization:

1. An organization in which each member, on his particular level of organization, can participate in setting objectives and in which each member can contribute what he considers desirable for the achievement of that objective and can assume responsibility for that achievement.

2. An organization in which the individual, on his particular organizational level, becomes responsible for decisions and the group on that level becomes responsible for his support.

3. An organization in which information is freely shared and many minds are brought to bear on the problems which must be solved.

The manager who is concerned about the vitality of his organization, then, would consciously attempt to manage the efforts of his personnel by a deliberately different set of assumptions about human behaviour in organizations which are far more consistent with existing knowledge.

Prerequisites for the Implementation of the Theory in Practice

The ultimate objective of a business is to maximize profitability. However, discretion cannot properly be exercised without a total picture of all the various functions of the organization. Specifically this requires commitment to:

1. Meeting the current market requirements for the organization's products with minimum expenditures of total resources per unit of quantity of given quality and,

2. ensuring the organization's ability to meet emerging market requirements with decreasing expenditures of total resources per unit of quantity of specified quality.

3. In addition, a further requirement is a commitment to seeking continually the power and the information necessary to enable management to meet its responsibility.

Implicit in these three objectives are the following:

4. the creation of conditions in which employees at all levels will be encouraged and enabled to develop and to realize their potentialities while contributing towards the organization's objectives;

5. carrying out its productive and other operations in such a way as to safeguard the health and safety of its employees;

6. seeking to reduce any interference that may be caused by its activities to the amenities of all concerned, making use of the expertise and knowledge available in the organization.

Both a social system of people and their organization, and a technical system of physical equipment and resources, must be managed. Optimization of the organization's overall operations can be achieved only by jointly optimizing the operation of these two systems; attempts to optimize the two independently of each other or undue emphasis upon one of them at the expense or neglect of the other, must fail to achieve optimization for the organization as a whole.

People cannot be expected to develop within themselves and to exercise the level of responsibility and initiative that is required unless they can be involved in their task and unless, in the long run, it is possible to develop commitment to the objectives served by their task. In information handling, for example, and to a large degree in the exercise of craft skills, the problem is to avoid lapses of attention and errors in observing, diagnosing and communicating or acting upon information. The only promising way of avoiding these faults is for the individual to be *internally* motivated to exercise responsibility and initiative.

Management should recognize that it cannot expect its employees at all levels to develop adequate involvement and commitment spontaneously or in response to mere exhortation. It must set out to create the conditions under which such commitment may develop.

The work of social scientists has shown time and again that the creation of such conditions cannot be achieved simply by the provision of satisfactory terms of service, including remuneration. The provision of such terms of service is essential but is not in itself sufficient; for involvement and commitment at all levels it is necessary to go beyond this, to meet the general socio-psychological requirements that men have of their work.

The following are some of these requirements that relate to the content of the job:

a) The need for the content of the work to be reasonably demanding of the individual in terms of other than those of sheer endurance, and for it to provide some variety.

b) The need for an individual to know what his job is and how he is performing it.

c) The need to be able to learn on the job and go on learning.

d) The need for some area of decision-making where the individual can exercise his discretion.

e) The need for some degree of social support and recognition within the organization.

f) The need for an individual to be able to relate what he does and what he produces to the objectives of his organization and to his life in the community.

g) The need to feel that the job leads to some sort of desirable future which does not necessarily imply promotion.

These requirements exist in some form for the large majority of people and at all levels of employment. Their relative significance, however, will clearly vary from individual to individual and it is not possible to provide for their fulfillment in the same way for all kinds of people. Similarly, different jobs will provide varying degrees of opportunity for the fulfillment of particular requirement.

They cannot generally be met, however, simply by redesigning individual jobs. Most tasks involve more than one person, and, in any case, all jobs must be organizationally related to the organization's objectives. If the efforts to meet the above requirements for individuals are not to be frustrated, management must observe certain principles in developing its organization form. Thus, the individual must know not only what he is required to do, but also the way in which his work ties in with what others are doing, the part he plays in the communications network, and the limits within which he has genuine discretionary powers. Furthermore, the individual's responsibility should be defined in terms of objectives to be pursued; although procedural rules are necessary for coordination, they must be reviewed regularly in the light of experience gained in pursuing these objectives.

Responsibility and authority must go hand in hand in order to avoid situations in which people are delegated responsibility but not have the means to exercise it. Likewise, management must be ready to redefine responsibility when there are capabilities which are unused.

Last but not least, management must seek to ensure that the distribution of status and reward is consistent with the level of responsibility carried by the individual.

In following this course the organization will seek the fullest involvement of all employees and will make the best use of available knowledge and experience of the social sciences.

The concept of Unity of Purpose

The effective implementation and communication of this philosophy throughout the organization can be achieved only if its mode of implementation manifests the spirit of the philosophy. Verbal or written communications alone will not suffice; it is essential that all employees be enabled to relate the philosophy to themselves by participating in the implementation of the philosophy in their particular parts of the organization.

A special burden of responsibility must rest with the senior managers who alone are in the position to exercise the leadership and provide the necessary impetus to translate the philosophy into a living reality. Starting with their commitment it will be possible to involve progressively the other levels of the employees in searching out the implications for themselves. As the philosophy begins to shape the activities of the organization it will be able more effectively to pursue its objectives.

However, organizations do not function readily and strictly according to official prescriptions; it is a fallacy to assume that business organizations do not possess within themselves unofficial structures,

such as political structure, which tend to modify the official structure. The forces which dominate and control the internal organization, can not be explained entirely in terms of the managerial concepts of the above theory. Many years ago Harold Lasswell put it simply and most meaningfully when he titled a book, *Politics — Who Gets What, When, How*, pinpointing the very complex network of interactions by which power is acquired, transferred and exercised upon others. We call this the process of *politics*. Lasswell went on to say that in politics the "unifying frame of reference... is the rich and variable meaning of 'influence and the influential', 'power and the powerful' ". Political processes run through the social structure of organizations. Those who participate in such hierarchies must learn to play the appropriate roles. Such roles require adaptability to the techniques of conflict, accommodation, and cooperation. Areas of political conflict arise around decisions for which there are no prescribed routine answers. Sparring for position among the various members of the group results. The combat may involve the pressure for production as opposed to the longer-run need for adequate maintenance, a clash between the operating people and the staff men, the controversy between labour and management in interpreting the broad terms of a contract, uncertainty about the standards and strategies of promotion, difficulty in identifying and rewarding worthy employees, and the problem of individual executives in squaring official doctrines with the reality-oriented claims of subordinates and associates.

Where these conditions prevail, a managerial team is not a team at all, but a collection of individual relationships with the boss in which each individual is vying with every other for power, prestige, recognition, and personal autonomy. The solution of the problem lies in the concept of "unity of purpose" in terms of which a spirit of teamwork within the group is created. Working together a great deal, demonstrating both a commitment to the objectives jointly evolved and a high degree of informal collaboration in achieving them are the prerequisities for unity of purpose. Getting the job done by whatever means seemed to make sense, is the primary concern. Unity of purpose largely obviates the necessity for such formal arrangements as unity of command, equality of authority and responsibility, and staff-line distinctions.

Implications of this Theory for Management Development.

The implications of these new assumptions about human behaviour in work organizations for management development become apparent when the attention is directed towards a hypothetical group of managers of various functions within one and the same organization concerned with the development of their own managerial capacities.

To make the whole process of management development successful, the very first step would be to get such a core group together to discuss the assumptions involved in this theory and to make decisions regarding the laws by which the group would live. But no group decisions are made with respect to an individual's work or his accountability for method, deadline and the like. Of course, the group of people concerned won't know much about the problem at this stage, since they have not really examined cause and effect in their own behaviour, as long as they share assumptions and agree on what would be assumed about each other as well as other people on other hierarchical levels of the organization: that they would operate the organizational system on the assumption that everybody in the organization has ability, is highly motivated, and has self-control.

The next logical decision which should emerge from these discussions by the group in question is that the group members would have no secrets from each other; that is, of course, business secrets. There are to be no privileged communications, and although a great amount of personal and confidential information is dealt with, it is treated as part of their environment. Everyone in the group should have access to the information; therefore, there is no reason for anyone to worry about secrets.

One of the earliest steps in management development, therefore, is an effort to develop further the "interaction mechanism". Only when members of a group interact with each other is it possible to co-ordinate and integrate the group's activities. The interpretation of the behavioural science findings is applied by the group themselves to give them a chance to experience the consequences. The following conditions, then, should prevail:

1. Full and efficient communication of all relevant information.

2. Opportunity for members of the group to exert appropriate influence on the others in ways related to their experience, knowledge and information.

3. Decision-making processes which intelligently use all the relevant information available in the organization and which are designed so that the members of the organization are highly motivated to carry out these decisions.
The long-term objective of the organization is then confirmed, i.e. the formal objective of their organization as a whole.

Along with this, of course, goes a great deal of discussion not embodied in the formal objective. One of the hazards to be faced would be that of being confused with the "happiness boys", although the real aim is to contribute to profit. This impression by others could be overcome if the principles evolved give promise of contributing to a more profitable, more effective organization.

An interesting idea is what may be termed the "50/50 ratio". Sometimes people become concerned with what appears to them to be overfunctionalisation and specialization in staff areas. They may feel that the narrowness of staff jobs in many areas contributes to apathy and lack of challenge and perhaps one way around this would be to eliminate functionalism. The idea of eliminating functionalism will most probably be discarded on the grounds that each man is bringing into his organization certain special experience, training, education and interest which is unique and valuable. This uniqueness is to be preserved, but what is also needed is to "double in brass", so that the group can be kept small enough to provide great challenges and personal growth to the people in the group. The "50/50 ratio" then simply means that individuals have prime accountability in the function in which their interest, training and ability leads them to take a leading role. Each man also has secondary accountability for assisting other people in different functions. The point is that the group has a common goal, and the pursuit of functional and individual objectives all contribute to the over-all objective.

The next very important process is to try and unscramble the role of the individual from the role of the group. The behavioural sciences tend to place great emphasis on *group dynamics,* but there tends to be in industry an equally strong coterie of rugged individuals. Life really is not that way in either sense. In other words, there is need to have a role for the group and a role for the individual. A simple decision may prove to be extremely useful, i.e. a decision that the group would make those kinds of decisions that require a coordinated team to implement, and that individuals make those kinds of

decisions requiring an individual to im-
plement. The primary role of the group
is, nevertheless, to communicate, to pro-
vide a forum for discussion, to provide
help — a place for individuals to bounce
their ideas around and get criticism or
assistance. This may prove to be the
answer to the rather formal and futile
idea of delegating decision-making to the
lowest possible level.

Very few functional lines exist in such
a group. There may be people who have
a unique interest in training, in educa-
tion, in salary, and what have you. A
process of deliberately breaking down the
lines between these things is to be
created, making jobs *whole,* so that *one*
man takes accountability for *one* job and
enlists whatever help he needs. As a
result, everybody should become able to
handle more and more work.

Implications for the Organization as a Whole

The above kinds of decisions made by
the management development group leads
us into another interesting area. What
are the implications for the organization
as a whole when this approach permeates
all hierarchical levels of the organiza-
tional system? What are the implications
with respect to authority and accounta-
bility? How about the decisions that
involve the spending of money, that
involve communications w i t h o t h e r
people? Who travels? Who decides who
goes to meetings of professional societies
and conventions? These kinds of prob-
lems plague all organizations. At this
point a great principle is: Follow the
principle! If, for example, individuals are
to make decisions, they must make these
kinds of decisions too. On this basis,
spending authority should then be estab-
lished for everyone in the organization.
The logical progression of the application
of these principles is inescapable. Before
anyone can say what spending authority

he needs, it is necessary for him to deter-
mine his short-term objectives or projects
for the forthcoming year and to estimate
the cost of achieving these objectives.

Decisions to travel or not to travel, to
attend a conference or not to attend it,
then rest with the individual. Remember,
communications are free. Everyone has a
responsibility to communicate, to attempt
to influence in ways appropriate to his
experience and ability. He also takes
accountability, of course, for that com-
munication. This should create no prob-
lem since at this stage the management
developmental group should have deter-
mined what their individual roles in the
organization as a whole would be, what
relationships they would have to other
people in the organization at large and
by what principles they are going to
operate. Should they decide that they
would be conceptual and consultative,
that they would be available but not in-
sistent, that they would not interfere in
line operations, that they would defend
principles but not try to impose them, and
that they would have to make the same
assumptions about other people they
made about themselves, it would be neces-
sary to set up a control system to make
decisions and communications "safe".

Here the modus operandi should be as
follows:

1. No information is to be withheld. It
   is assumed that confidential informa-
   tion is as safe with the newest mem-
   bers of the various departments of the
   organization as it is with anyone else.
   Even the newest member of the
   organization will then be fully aware
   of the environment in which he oper-
   ates. If there happen to be financial
   or other problems which might affect
   their operation, such problems are
   freely discussed. As a consequence,
   for example, when it becomes time to
   budget against a tight year, there
   would be no problems. When it be-

comes time to reduce expenditures, to curtail programmes, or to expand them, everybody in the organization is fully aware of what is going on.

2. Each man on whatever organizational level helps to set his group's objective and then set objectives for himself which, if achieved, would contribute to achieving the group's objective, which, in turn, contributes to the organization's objective. Everyone is available to everyone else, but everyone sets his own deadline, plans his own work, and works his own way.

3. In communicating and setting the example for free communication within the group and outside of it, the leader of the group has a primary responsibility. If he doesn't communicate, nobody else does. If he doesn't insist that people communciate, communication falls off.

4. When a problem is to be tackled, it is each man's individual responsibility not to recommend a solution to the boss, but to help the people involved to solve their own problems. This is an important difference.

5. The boss should have a conscious objective of seeing that, in so far as is humanly possible, everyone in the group knows what he knows. No privileged communications, no playing one man off against another.

6. A basic and fundamental objective should be the growth of every individual to greater performance. It should be a conscious objective and it should be discussed and openly pursued. Only by this means can the organization grow in effectiveness.

What kind of "organizational" behaviour can be expected from this approach?

Since there aren't any secrets, nobody will spend any time ferreting them out and secrets will have no status value.

It is exepected that few confidences, if any, will ever be violated.

Everyone will be reaching for new work and everyone will believe he can do more.

Everyone will be aware that there is only so much work and that adding unnecessary people will only lessen the challenge and opportunity for each individual.

Everyone will learn to communicate, and, incidentally, will learn for himself that busy executives appreciate clarity, brevity, honesty and are impatient with inconsequential matters.

New ideas will be constantly generated and inter-generated because each man will be interacting freely with others in the group.

Nobody will have to study the boss for acceptance. They will be far too busy studying real problems and working with managers to help the managers solve problems.

In short, the organization will be alive, dynamic and flexible and vitally interested in achieving the goals that have been set.

This is not to be confused with soft management. The standards of expectation in this kind of operation are usually very high. Neither should it be confused with abdicative management. The manager here has a very positive role. It is his job to be the principal upward influence, to be the defender of the faith, if you will. It is his job to constantly seek new innovative ways of applying these principles, not only in his group but in the larger organization as well. He must communicate and insist on communication. He must commit himself to these principles and behave by them. He must encourage openness and collaboration on complex tasks with other groups in the organization. He must fight for the integrity of the total operation. He must be prepared to accept mistakes and support the principles, the people and the objectives.

There is no sociological goal involved here. A business after all is profit-oriented. The happiness of people is not a goal, although people will probably be happier working this way. In profit-oriented terms, an organization operating by these principles can operate with fewer people, lower costs, far greater effectiveness and higher individual rewards for the people who are so involved. What one department can do, others can do. The steps, the procedures, the specifics will be different, but the principles are sound, timeless and universally applicable.

Conclusion

How, then, should we manage — by myth, magic or knowledge?

Things and numbers have their place; but the real problem of industry today is not the manipulation of capital but the integration of special talents and skills, all of which are both products and prisoners of the human resource. *The price of specialization is interdependence* — dependence on one another — and while the good instinctive manager may have always sensed this, the problems are too severe these days to rely solely on an unreliable supply of "born managers".

Interdependence among people is a fact, but recognition of this fact is not an easy thing to achieve and, if we are to achieve it in our industrial organizations, we must rely on knowledge. We can no longer manage organized human effort on the basis of myth or magic.

The implications here for management are tremendously significant. It means that we will need more leaders in industry who are willing to lay aside traditional mythology, accept knowledge in its place, and lead in the changes that must follow. We will need to be concerned, as executives, managers and supervisors, that change takes place. We will need to seek managerial and non-managerial learning processes of a nature entirely different from the past. We will need managers who would attempt to manage the efforts of their personnel by a deliberately different set of assumptions, and one of the key decisions in this respect is that he would follow these assumptions and principles to the furthest possible end so that he would have not only an on-going, hopefully dynamic and useful organization, but an on-going action research programme.