one can then generalize. He does this as follows: provocation of pain only acts in the context of the organism's total relationship to its environment. This relationship is realized through the autonomic nervous system and reactions to pain derive their intentionality only from the context of this regulated relationship. In the course of his general discussion the author equates physical pain and mental anguish. He writes "In the language of dualism, the meaningfully motivated pain of mental anguish is contrasted with the physical pain caused by illness. From the phenomenological point of view, however, mental anguish is just as physical as bodily pain due to illness. Anguish has the methodological advantage of being directly understandable in terms of meaning. But physical pain too, as indeed all suffering due to illness, can only be described adequately in the context of an individual's psychic state, together with any changes in the latter and how it is related to the environment."

The essay is clearly argued and the author is thoroughly familiar with the literature on his subject. The last section of the book may perhaps not convince everyone, but it will certainly bore no one, not least because of the charmingly told story in it about the hunting dog called "Stoffel".

J. HOENIG.

Learning and Instinct in Animals. By W. H. THORPE. London: Methuen and Co. Ltd. 1963. Pp. 558. Price 63*s*.

Man is unique in the preponderance that learning plays in his behaviour. Yet he is but one among a host of animals. The very word "instinct" had become unfashionable among psychologists for 30 years. Its inevitable return is owed to ethologists. Here is a book, the second edition of one already recognized as authoritative, in which the author is not afraid to write of "instinct", and of the build-up of something from within—an urge to behave according to a certain in-built pattern, an urge so powerful that the behaviour may even break-out (as "vacuum activity") in the absence of the usual releasing stimulus. Puppies and calves evidently have an instinctive urge to suck and, if fed so that they do little sucking, there will be an "overflow", with sucking of, for instance, the ears and navels of companions (cf. thumb-sucking).

The book begins with an extensive theoretical survey of such concepts as drive, instinct, insight, habituation, and learning. Then Dr. Thorpe summarizes a great deal of work on lower animals, finally reaching the mammals. The space devoted reflects the author's interests: birds get 107 pages

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and mammals only 22. The account of primates does not adequately reflect the intensive studies of recent years. The author loses his sureness of touch when he refers to human studies—of chimpanzee to-and-fro rocking on the haunches when frightened, he says it is "quite unlike any human behaviour", whereas it would have been an ideal illustration of an instinctive behaviour pattern shared by primates, not least human infants in the first 2 years. The author's style does not make for exciting reading; many paragraphs are of gruelling length.

While most psychiatrists would consult it only as a reference source, the book is an important work of scholarship containing much to ponder upon. McDougall's acquisitive instinct is today rejected. It is, therefore, good to be reminded not only of rats and squirrels hoarding food, but also of the bone-burying of domestic dogs and wild foxes, simply because it is satisfying activity in itself, towards which they are inexorably driven by instinct.

IAN OSWALD.

Managers—Personality and Performance. By KENN ROGERS. Tavistock. 1963. Pp. vii+184. Price 30*s*.

This book is the result of a prolonged study which purports to show that there is a relationship between the success of firms in business and the personality of their executive and other staff. The author takes the view that manufacturing and marketing have an overt and symbolic meaning.

Dr. Rogers' four main hypotheses can be summarized as:

1. There is a relationship between the manager's perception of a business situation and his ability to be able to identify with the customers and staff of his firm.

2. The success of a firm is related to the attitude of its executives.

3. The attitudes of executives may be against company policy and, if so, will produce stress.

4. Top executives' attitudes determine the attitudes of others in the firm.

To most scientifically-minded students all was lost, as far as any useful conclusion from this study was concerned, when Dr. Rogers rejected any method of quantifying his observations during the pilot scheme and decided to rely solely on interview and participant observer techniques. Some of these interviews were prolonged, at times amounting to more than thirty hourly sessions. No indication is given that the author attempted to control or even acknowledge the effect of his interviews or observations on his subjects.

The household products industry was the subject of this study and firms were grouped according to the proportion of the total market which they had achieved. The reasons for one firm's marked improvement in its marketing performance were also studied.

Dr. Rogers attempts to show that, as household products are mainly used by the housewife, what executives think and feel about them determines their attitudes to the product their firm produces and to the way in which it will be sold. The attitudes to the housewife and her needs can be "closely associated with unresolved wishes to replace the husband . . . hence replace father". One is left with the impression that what the author is attempting to show may be true but his evidence is unconvincing.

There are a number of other unsatisfactory features in this book. Firstly, precautions are taken to disguise the firms which were studied, and although the anonymity should be respected, because of the way in which the argument had been developed the camouflage tended to be distracting. In a number of places careless statements are made and are then used as a step in the argument, e.g. "the working-class family has comparatively little tradition of thrift".

When discussing the personalities and backgrounds of executives of one successful firm, great importance is attached to one group with a particular background. This group were newcomers to the firm and their arrival coincided with improvements in the firm's fortunes. No clear indication is given that these men were in fact responsible for the firm's success, and hence that their backgrounds were also contributory.

We are told on the dust cover that Dr. Rogers has spent a number of years in industry, eight years in academic psychology and elsewhere that during the period of this study he was undergoing "an intensive personal psycho-analysis and was able to find an objective point of reference for his own attitudes". Although at the beginning there is some semblance of adherence to the scientific method with the formulation of hypotheses, we are left with an anecdotal and personal interpretive account, the real value of which it is difficult to assess and which would be almost impossible to repeat. As this is such a personal account it is surprising to find it appearing under the seal of the Tavistock Publications.

F. J. ROBERTS.

The Perception of Causality. By A. MICHOTTE. London: Methuen. 1963. Pp. 425. Price 45*s*.

La Perception de la Causalité, first published in 1946,

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