

This is all that remains of the book that Fred took to America when he went to work with Russ Ackoff at S³ in 1982. He had obviously intended that it should be a joint production that they would together work on. Fred was never happy with the original as it went to press as an uneasy compromise between Fred and Russ. It neglected the necessity of open systems and the power of the genotypical design principles, both of which Russ rejected. This version reinstated those concepts, building them into a full scale exposition of the best of social science as we knew it then. However, it rapidly became obvious after we arrived that if anything, both men had hardened their positions and were never going to agree on a joint production. I have no idea what happened to this book but it never arrived back in Australia. ME

Market

OPS was deliberately aimed at the numerate people who had to work with socio-technical systems

e.g. engineers, architects, operational researchers, MBA's.

UBM (OBP or whatever) should be aimed at the innumerate people who tend to gravitate to the psycho-social systems

e.g. social workers
teachers
marketers
political
scientists sociologists
practising managers (private, public, associations)

Broad structure of book

It should map the open systems paradigm i.e.

L ₁₁	L ₁₂
L ₂₁	L ₂₂

This gives us four parts to the book, with trimmings.

Part 1. (L₁₁)

Changing Images (Doctrines) of Man.

- i the contrasting streams:-
 - α. Newton/Locke - Herbart - Thorndike - Freud - Hull - Lewin.
 - β. Leibnitz/Blake -- James -- Heider - Asch - Chein - OPS
- ii evolution of man:-
 - α. Type 2 E not type 1 or 3.
 - β. affects(SST), perceptual systems and retinex, language (Gerschwind).
 - λ. limitations in type 4 E
- iii limits to man

Part 2 (L₂₁)

Understanding Our Own World. (a non-Newtonian world)

- i. naive realism
- ii. *pox* systems
- iii. *ABX* systems

Part 3. (L₁₂)

On Grasping Our World, Alone and Together.

- i. in work
- ii. in planning
- iii. in play
- iv. in creativity

(it is assumed that these are functions common to all human lives and all human institutions.)

Part 4. (L₂₂)

In the Grip of the World.

Turbulence → ideals → matrix organizations → search

FOREWORD

This book is a joint effort. The authors have known and worked with each other long enough to know that there is strength in our numbers. That extra strength we needed to try and overcome some of the misinformation to which we have each been exposed in our professional growing-up, and, to which we are still exposed, when such misanthropic books like B.F. Skinner's Beyond Freedom and Dignity can appear at the check-out points of supermarkets then some rebuttal, at a similar level of scholarship seems over-due.

What the authors have found difficult to accept in the modern so-called science of behaviour are propositions such as the following:-

- a) that the motivations of human beings can be reliably predicted from the behaviour of rats or monkeys in laboratory experiments.
- b) that the motivations of human beings can be reliably predicted from the 'basic motivators' of hunger, thirst, pain, sex etc.
- c) that people can only know what is out there by making inferences about the current sensory feelings based on past experience and associations.
- d) that learning can only be built up by repeated associations that are accidentally and arbitrarily accompanied by feelings of pain or pleasure.
- e) that most of the time most people are not able or willing to think ; they prefer to make do with rationalizations, opinions and stereotypes.
- f) that even when a situation demands thinking the emotions typically take over.
- g) that people learn from others only to the extent of imitating them.
- h) that people can only guess at what other people are thinking and feeling.
- i) that people are blind victims of their own pasts.
- j) that people are basically free to act out their own desires, regardless of their current social ties.
- k) that each person is condemned to live in his own private world.
- l) that people are moved by the plight of others only when it serves their own selfish interests.
- m)
- n)

CONTENTS

Preface

vii

PART I *Introduction*

- 1 The Problem of the Image of Man 3

PART II *Basic Concepts and Psychological Processes*

- 2 Man or Robot? 17
3 Definition, Science, and Reality 44
4 Behavior, Mind, and Related Concepts 59
5 Consciousness, Subconsciousness, and Related Concepts 92
6 E.B. Titchener, the Behaviorist Revolution, and the Qualities of Experience 113
7 Some Reflections on Reality 138

PART III *The Problem of the Actor*

- 8 Personality: Integumented or Open? 161
9 The Self and Its Body: First Inquiry about the Actor 184
10 Who Is the Actor? Continuation of the Inquiry: The Self and the Ego 210
11 Ego and Superego 230
12 The Id 244
13 A Question of Entropy vs. Commitment 259
14 *Ecce Homo!* 278

PART IV *The Scientific Enterprise*

- 15 Two Subcultures of Behavioral Science 301
16 Verity vs. Truth in the Scientific Enterprise 319

Index 337

- 1 DOCTRINES OF MAN 3
 Doctrines of Man: *The biological concept of man; The extension of the biological concept of man; the sociological concept of man; The sociological approach to man; The Freudian concept of man.* Neglected aspects. Consequences of psychological theories. Need for re-examination. Why social psychology? *The individualistic thesis; The thesis of social determinism.*

PART II. ORGANISATION IN PSYCHOLOGICAL EVENTS

- 2 STRUCTURED PROPERTIES OF EXPERIENCE AND ACTION 43
 The organism-environment relation: *Objective orientation.* Organisation in psychological processes: *Elementarism in psychology; The gestalt thesis.* Confronting two theories: framework and orientation. Consequences for method. The necessity for phenomenal description.
- 3 PSYCHOLOGICAL INVARIANCE AND CHANGE 72
 The basis of invariance and change: two traditional answers. The common denominator of instinct and environmentalist doctrines. Consequences for psychology of man. Novelty in psychological processes. Need and motive: *Self-regulation in motivated action; The role of the object in internal conditions; The role of the object in instinctive action; The basis of self-regulatory processes.* Past experience: *Elementaristic conceptions of learning; Trial-and-error and the doctrine of evolution; Insight and learning; The indirectness of signs.* The cognitive basis of emotions.

PART III. HUMAN INTERACTION

- 4 THE TRANSFORMATION OF MAN IN SOCIETY 117
 The extension of the human horizon. The need for a social medium. The transformation of psychological functions in society: *Cognitive Functions in the social medium; Emotional functions on the social medium.* The transformation of purpose in society.
- 5 THE PROBLEM OF HUMAN INTERACTION 139
 Detour conceptions of interaction: *The inference doctrine; The stimulus response concept of interaction.* The two doctrines reconsidered. The perception of actions and motives: *The causal relation of person and act; The expressive character of action; The media of psychological interaction.* The special character of psychological interaction. Social facts and individualistic interpretations: an excursion.
- 6 SOCIAL FACTS: THE PRODUCTS OF INTERACTION 170
 The reciprocal character of social action. The structure of cooperative action: an example of a group process. Social reality. The objectivity of social facts.
- 7 THE EXPRESSION OF EMOTIONS 183
 The functions of emotional expression. The specificity of emotional expression. The perception of emotional expression. Cultural differences in emotional expression.
- 8 KNOWLEDGE OF PERSONS AND GROUPS 205
 Impressions of persons: *A summative formulation; A gestalt formulation.* Impressions of groups: *Groups as perceptual units; Noting the psychological properties of groups; Grasping the group relations of individuals; Impressions of extended groups.*
- 9 AN INTRODUCTION TO GROUP THEORY 240
 Two extreme doctrines: *The individualistic thesis; The group mind thesis.* The grounds for the extreme doctrines. A structural account of the individual-group relation. The distinctness and inseparability of individual and group. The general concept of group and group process. Formal organisation. Transphenomenal properties of group... The individual in history.

PART IV. SOCIAL NEEDS

- 10 THE EGO 275
- I. EGO AND SELF
- Organism, ego, self: *Personal identity as a condition of social action.* First steps in the formation of self. The other and the self. Consequences of having a self.
- II. IS THE EGO THE CENTER OF THE WORLD?
- A problem and its solution. Some experimental evidence. Participation in the surroundings: *A problem; Objective interest.* Task- and ego-orientation. Possible functional differences

between task- and ego-orientation. The ego and its requirements. The “private profit” theory of society. Interest and self-interest: a reconsideration of the pleasure-pain principle. Accentuation of the self.

11	SOCIAL INTEREST	324
	Doctrines of social interest: <i>The instinctivist solution: the instinct of gregariousness; An environmentalist solution: “learning” to be social; Freud’s theory of human ties; convergence of environmentalist and Freudian doctrines; Unsolved problems.</i> Social interest and feeling. The formation of new motives. Conclusions about social interest.	
12	RULES AND VALUES	350
	Social rules. The problem of value.	
13	THE FACT OF CULTURE AND THE PROBLEM OF RELATIVISM	364
	The thesis of cultural relativism. The theory of society of William Graham Sumner. The psychological basis of cultural relativism. Relational determination versus relativism.	
PART V. EFFECTS OF GROUP CONDITIONS ON JUDGEMENTS AND ATTITUDES		
14	THE DOCTRINE OF SUGGESTION	387
	Imitation as a cognitive process: <i>A stimulus-response account of imitation.</i> The induction of opinion: <i>The doctrine of suggestion; Experimental studies of social influence.</i> Sensible and arbitrary social influence: <i>The motif of indirectness.</i>	
15	STRUCTURAL FACTORS IN THE UNDERSTANDING OF ASSERTIONS	418
	Structural relations of context and part: <i>Thesis I. Arbitrary attachment of prestige; Thesis II. Structural relations of part and whole; Transformation of cognitive content; Further examples; Self-determination of part and whole; A confirmatory investigation; Relational understanding versus relativism.</i> Experimental variations: <i>Reactions to the factor of authorship; Transition from one context to another; Omission of context; The role of attitude.</i> Consequences for understanding social issues.	
16	GROUP FORCES IN THE MODIFICATION AND DISTORTION OF JUDGEMENTS	450
	A minority of one vs. a unanimous majority: <i>The experimental procedure; Quantitative results; Reactions to the experimental situation; Independence and submission.</i> Variations of the experimental conditions: <i>Increasing the contradiction; Reducing the size of the majority; Introducing a partner; A naive majority; Group differences.</i> Independence, conformity, and consensus: <i>The dynamics of consensus; Social and personal implications of independence and failure of independence.</i>	
17	THE STUDY OF SMALL GROUPS	502
	A pioneer investigation of group leadership. First approaches to the study of group decisions. Group process.	
18	OPINION AND ATTITUDE: THEIR SOCIOLOGICAL SHAPE	521
	The sociological shape of opinions and attitudes: <i>The evaluation of occupations; The shape of ethnic prejudice; The class-determined character of political alignments; Values and limitations of sociological data.</i> The “measurement” of attitudes. The study of public opinion: <i>Some psychological issues in polling; Interrelationships among opinion; The intensive survey of opinion.</i>	
19	SENTIMENTS AND ATTITUDES	562
	Social beliefs: <i>Their cognitive basis; Sociological determination of cognitive content; Needs and interests as sociological determiners of beliefs; Sociological functions of beliefs.</i> Sentiments: <i>The relation of sentiments to other psychological functions; The contribution of Shand; Intrinsically social attitudes.</i> Attitudes as cognitive structures: <i>Interaction of attitude with fact; Attitude as preconception.</i> Personal-social roots of attitudes: <i>Social contradictions and personality dynamics; Social effects of personal conditions; The Berkeley investigations.</i>	
20	SOME REMARKS ON PROPAGANDA	617
	Propaganda and education: <i>“Propaganda analysis.”</i> The exploitation of sentiments. Limitations of propaganda.	
	NAME INDEX	635
	SUBJECT INDEX	639

Contents

CHAPTER 1 INTRODUCTION	1
CHAPTER 2 PERCEIVING THE OTHER PERSON	20
CHAPTER 3 THE OTHER PERSON AS PERCEIVER	59
CHAPTER 4 THE NAIVE ANALYSIS OF ACTION	79
CHAPTER 5 DESIRE AND PLEASURE	125
CHAPTER 6 ENVIRONMENTAL EFFECTS	164
CHAPTER 7 SENTIMENT	174
CHAPTER 8 OUGHT AND VALUE	218
CHAPTER 9 REQUEST AND COMMAND	244
CHAPTER 10 BENEFIT AND HARM	252
CHAPTER 11 REACTION TO THE LOT OF THE OTHER PERSON	277
CHAPTER 12 CONCLUSION	295
APPENDIX: A NOTATION FOR REPRESENTING INTERPERSONAL RELATIONS	299
BIBLIOGRAPHY	303
AUTHOR INDEX	313
SUBJECT INDEX	317