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Dear Colleagues:

I found this draft in my files and thought it might be useful to you for some historical perspective. Should I flesh this out further? Any reactions?

*Ed Schein*  
/ae

*Ed -  
 Some stuff in  
 prep for  
 Friday - Tom A.  
 Points out on the last  
 paper that I  
 missed Herb Shepard  
 in my review - and  
 he thinks ZENNON  
 had some + groups  
 too as a grad  
 student  
 Cheers  
 Jan*

EHS:ac  
 Attachment

Organization Studies at the Sloan School: A Retrospective

Edgar H. Schein

July 1985

As we approach another recruiting cycle, it might be well to think about who we are, where we have been, what some of our contributions to the field have been, and what have been the critical success factors in our own history. I am not trying to be an accurate historian here, but I have been in and around Cambridge since 1949, and came into the Organization Studies Group in 1956. I will try to document what I remember and to anchor my memories in the publications that resulted from OSG efforts.

The Pre-OSG period. (1937 to 1954).

1. MIT's Industrial Relations Section in the Economics Dept.

DOUGLAS MCGREGOR was hired with a Ph.D. in Psychology from Harvard's Psych. Dept. as an Instructor, and worked his way up to Prof. of Psychology, 1937-48; Executive Director of Industrial Relations Section, 1943-48. McGregor was hired into the department as a Prof. of Psychology, setting the norm already then to bring in people from the disciplines.

Other colleagues mentioned by McGregor are IRVING KNICKERBOCKER, ALEX BAVELAS, MASON HAIRE, CHARLES MYERS, PAUL PIGORS, and DOUGLASS BROWN.

McGregor, D. "The conditions of effective leadership in industrial organizations." in Hoslett, S. D. (ed.) Human factors in management. N.Y.: Harper & Bros., 1951.

HERB SHEPARD and WARREN BENNIS started running T-groups for undergrads.

Bennis, W. G. & Shepard, H. A. A theory of group development. Human Relations, 1956, 9, 415-437.

PAUL PIGORS developed the Incident Process Method, and with CHARLIE MYERS wrote a classic text in Personnel Management, now in its 9th edition.

Pigors, P. & Myers, C. A. Personnel administration: A point of view. New York: McGraw Hill, 1947. 9th edition, 1981.

HERB GOODWIN and LEO MOORE develop a "production lab" in the basement of building 52 and encourage students to test their innovative and creative ideas in the redesign of production facilities.

Moore, L. Too much management, too little change. Harvard Business Review, 1956, 34, No. 1, 41-48.

JOE SCANLON, FRED LESIEUR, articulate the Scanlon Plan

Lesieur, F. G. The Scanlon Plan. N.Y.: Wiley, 1958.

KURT LEWIN moved to MIT in 1948(?) and created a very active Research Center for Group Dynamics. My understanding is that Lewin was anxious to leave Iowa or Michigan, wherever he was, and wanted to come to Harvard. Allport could not find a spot for him there and asked McGregor whether MIT could find a niche. MIT showed its mettle by inviting Lewin here in 1947. At this time a number of doctoral students received their degrees from the Center--Leavitt, Shepard, Bennis, Festinger, Schachter, Back, Thibaut, Deutsch, Others?.

Bavelas, A. A mathematical model for group structures. Applied Anthropology, 1948, 7, 16-30.

Bavelas, A. "Communication patterns in task oriented groups." in Lasswell, H. and Lerner, D. (eds.) The policy sciences. Stanford, Ca.: Stanford Univ. Press, 1951.

Leavitt, H. J. Some effects of certain communication patterns on group performance. J. abn. soc. Psychol., 1951, XLVI, 38-50.

Leavitt, H. J. & Muller, R. A. H. Some effects of feedback on communication. Human Relations, 1951, 4,

Festinger, L. & Thibaut, J. Communication in small groups. J. abn. soc. Psychol., 1951, XLVI, 92-99.

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Organization Studies Group under McGregor (1954 to 1964).

Douglas McGregor left in 1948 and returned to MIT from the Presidency of Antioch College in 1954; he became Prof. of Industrial Management in the newly formed School of Industrial Management to build up what came later to be known as the Organization Studies Group, and chaired it until his death in

1964.

During my graduate school days in Harvard's Social Relations Department where I was concentrating on Social Psychology (1949-1952) I had taken a seminar with ALEX BAVELAS (1950) and was very intrigued with what appeared to be a wonderful combination of doing experiments and yet working on real life problems. Bavelas was an inspirational teacher in that he stimulated students to think for themselves but gave enough guidance to make this process productive.

I went to Walter Reed for four years as a Research Social Psychologist (under the auspices of the Army Clinical Psychology Program to which I owed 3 years in return for two years of graduate school under their program). In 1956 I wanted to return to academia so I let my professors at Harvard (Allport and Solomon) know of my interest. This resulted in an offer from MIT in the form of a very nice letter from McGregor inquiring whether I had given any thought to a place like a school of management.

I am sure that I pursued this in part because of the connection to Bavelas and the fact that he was on the faculty doing experimental work on groups of the sort I was interested in. I explored the option, found it to be very intriguing because of the beautiful laboratory set-up that Bavelas had built in the basement of the Sloan School, and decided to come to MIT in spite of the fact that Bavelas was leaving in 1956.

Two others were hired, MARVIN SHAW, a social psychologist who has since written about groups, and WARREN TORGERSON, a psychologist interested in scaling. The three of us made up a kind of new cohort and felt ourselves to be real innovators in that none of us knew anything much about industry, business, organizations, or management.

Both McGregor and the then Dean Brooks encouraged us to make our own way and to be innovative. The building of a school on the basis of disciplines--psychology, economics, and mathematics--was going to be the new thrust that would make our school different. I have found this to be a key assumption throughout our history, namely that innovative research in management will result if faculty trained in the disciplines develop their own approach to applied problems. I urge us to examine this assumption now. Is it still valid? Which disciplines are most relevant today?

McGregor pulled together his case materials from consultation and his interviews of Sloan Fellows (work with TED ALFRED) into papers and books on management development that turned out to be landmarks.

McGregor, D. The human side of enterprise. N.Y.: McGraw Hill, 1960.

McGregor, D. Leadership and motivation. Cambridge, Ma.: MIT Press, 1966. (The collected essays of Doug McGregor, edited by Bennis and Schein).

McGregor, D. The professional manager. N.Y.: McGraw-Hill, 1967.

Alfred, T. M. Checkers or choice in manpower management. Harvard Business Review, Jan./Feb., 1967, 45, No. 1, 157-167.

McGregor encouraged young faculty to go to Bethel to the National Training Labs workshops. I went in 1957 and got involved in a major way with laboratory training. Through NTL we met various of the early leaders in Organization Development such as Lee Bradford, Bob Tannenbaum, Richard Beckhard, Bob Blake, and many others.

I teamed up with WARREN BENNIS (who had been hired in 1958? and DAVE BERLEW, a new faculty member who had been a student of Dave McClelland's, to run the NTL intern program for several years. I developed a theoretical interest in group dynamics and ended up writing a book with Warren Bennis in the area of group and interpersonal dynamics.

Schein, E. H. & Bennis, W. G. Personal and organizational change through group methods: The laboratory approach. N.Y.: Wiley, 1967.

Bennis, W. G., Schein, E. H., Berlew, D. E. & Steele, F. I. Interpersonal dynamics: Essays and readings on human interaction. Homewood, Ill.: Dorsey Press, 1964. Revised in 1968. Third edition in 1973. Fourth edition included John Van Maanen and dropped Dave Berlew, consisted only of essays, 1979.

McGregor brought DICK BECKHARD on board in 1960 (?), first as a consultant to help us young faculty resolve some curriculum disagreements and then as a half-time appointment to begin to develop courses in "planned change." A core group group involving BECKHARD, BENNIS, BERLEW, SCHEIN, IRV RUBIN, and DAVE KOLB later developed many of the ideas of organization development and "self-directed learning."

My Work on "Coercive Persuasion" was begun in the army while studying repatriated prisoners of war of the Korean conflict in 1953. After coming to MIT I did two follow-up projects funded by the U. S. government through the MIT Center for International Studies. One project involved the follow-up of a selected sample of repatriates, and the other project involved a new sample of civilian repatriates from the mainland of China. The latter group was of special interest because they had been indoctrinated more heavily and seemed to have undergone more extensive attitude change. Both of these projects were unrelated to the immediate

issues of management, but McGregor was highly supportive of my doing whatever made most sense to me.

Schein, E. H. Coercive persuasion. N.Y.: Norton, 1961.

Numerous papers on brainwashing and the POW follow-up.

All of the equipment used by Bavelas and Leavitt was sitting in our basement, so in 1956-7 I also undertook what were essentially extensions of the Leavitt experiment to gather some further data on leadership patterns in the communication networks. I found the work to be tedious and to produce relatively little in the way of important or interesting findings, so gradually did less and less of it. No publications resulted.

On the other hand, as I learned more about business and management I began to see some applications of the coercive persuasion ideas to management development. Things came together in joining the ideas of coercive persuasion and the ideas of self-directed learning and process consultation learned at NTL. I began to see that one cannot ignore either the institutional organizational side of things, nor can one ignore the individual side of things, and, as I now look back, I have always bounced back and forth between these extremes and attempted to understand how one can conceptualize individual/organization interaction fruitfully. The focus on adult socialization was one result, and the clarifying of what constituted "organizational psychology" was the other result.

Schein, E. H. Management development as a process of influence. Industrial Management Review (MIT), 1961, 2, 59-77.

Schein, E. H. & Ott, J. S. The legitimacy of organizational influence. Amer. J. Sociology, 1962, 67, 682-689.

Schein, E. H. Forces which undermine management development. Calif. Mgt. Rev., 1963, 5, No. 4, 23-34.

Schein, E. H. How to break in the college graduate. Harvard Business Review, 1964, 42, 68-76.

Another major area was launched when McGregor hired DON MARQUIS from Michigan, and helped develop a program on the management of R & D with major funding from NASA. TOM ALLEN and ED ROBERTS become major contributors to this area, first as students, later as faculty members, and the group eventually spins off as the R & D group within the school.

I launched my panel study on organizational socialization in 1961.

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Organization Studies under Warren Bennis (1964- )

Development of concept of Organizational Psychology, first books with that title being published by Bernie Bass and Ed Schein in 1965. KOLB, RUBIN, & MCINTYRE also developed a highly successful version of 15.311 on a completely lecture and self-administered learning group model, culminating in new kind of text that consisted of self-administered exercises and a correlated text of readings.

Schein, E. H. Organizational psychology. Englewood Cliffs, N.J.: Prentice Hall, 1965. 3d Ed. in 1980.

Kolb, D. A., Rubin, I. M. & McIntyre, J. M. Organizational psychology: a book of readings. Englewood Cliffs, N.J.: Prentice Hall, 1970.

Kolb, D. A., Rubin, I. M. & McIntyre, J. M. Organizational psychology: an experiential approach. Englewood Cliffs, N.J.: Prentice Hall, 1971.

BECKHARD, BENNIS, and SCHEIN launched the Addison-Wesley Series on Organization Development in 1969 with six books by Beckhard, Bennis, Walton, Lawrence & Lorsch, Blake & Mouton, and Schein.

Beckhard, R. Organization development: strategies and models. Reading, Ma.: Addison-Wesley, 1969.

Bennis, W. G. Organization development: its nature, origins, and prospects. Reading, Ma.: Addison-Wesley, 1969.

Schein, E. H. Process consultation: its role in organization development. Reading, Ma.: Addison-Wesley, 1969.

Career research developed with graduate students BILL MCKELVEY (now professor at UCLA), DAVE PETERS (now deceased but had successful career on the west coast), TIM HALL (now professor at BU), and with DAVE BERLEW'S interest in this area.

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Organization Studies under Mason Haire (196- to 1971?)

JAY GALBRAITH, GEORGE FARRIS, AL PATZ

I go on leave to be undergraduate planning professor from 1969 to

1971, and take a years' leave with funding from the Carnegie Project on the Future of Higher Education.

Schein, E. H. Professional education: some new directions. N.Y. McGraw-Hill, 1972.

(I need help in filling in here)

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Organization Studies under Ed Schein (1971-1981)

Focus on sociology/anthropology increases.

Career research, survey research built around alumni surveys done originally for MIT with Lotte Bailyn, who joins faculty in 1969.

John Van Maanen joins faculty in 1972.

Increased focus on culture as a key variable in organizational analysis.

Beckhard & Nevis redesign and sharpen the O.D. curriculum.

(This needs filling in )