

JOSEPH PETERSON and QUENTIN J. DAVID *The Psychology of Handling Men in the Army* The Perine Book Co., Minneapolis, 1918, p. 142.

According to the title page, "the manuscript of this book was submitted to the War Department and permission for its publication for distribution among Army officers and soldiers was obtained under date of May 14, 1918." In the Preface the authors describe the general plan of the book in the following words "The general plan has been to have each chapter, with a few exceptions, made up of three parts the first by the junior author, an army officer (Lieutenant David), in a popular and somewhat personal style, to influence the young officers in the principles to be discussed, the second by the senior author (formerly Asst. Professor Peterson of the University of Minnesota) on the psychological bases of the subject considered, this to constitute the main part of the chapter; and part three to embody phases of more immediate application and also quotations, experiences and opinions of army officers which would be useful to those persons for whom the book is especially prepared. Some of the chapters, however, consist of only two parts."

The first chapter, which serves as a general introduction, deals with the subject of instincts, which, according to the senior author, "must be the basis of all appeals, of all stimulation to effort, to ambitions, to sacrifice, and to loyalty. Leadership, diplomacy, the ability to inspire men to superhuman effort, and greatest of all, the faculty of making friends and enjoying the world with them,—these are the results of proper appeals to instincts" (p. 12f). This statement is the keynote to the discussion of such topics as "Competition" in chapter two, "Play" in chapter three, "Teamplay" in chapter four, and it also underlies much of the discussion in the other chapters. "Leadership" is the subject of the fifth chapter, the psychological discussion being based largely upon Cooley's consideration of the same topic in his book, *Human Nature and the Social Order*. The next chapter deals with "Principles of Learning," in which two classes of learning are distinguished and treated separately "(1) the learning of practically new acts or of difficult combinations of acts only partly under control, and (2) the modification to a slighter degree and the perfection of habits or movements already under voluntary control" (p. 93). The topics of "Habit and Discipline," form the subject of chapter seven, and "discipline, as a condition in the men of the army, may be thought of," according to Peterson, "as a result of habit in the largest sense, including adaptation." But he immediately adds that discipline "involves not only ease and readiness and efficiency in the carrying out of orders, and in the performance of duties generally, but also endurance and morale" (p. 121). The last chapter which discusses "Loyalty," gives a rather abstract and more philosophical than psychological treatment and is perhaps the least satisfying of all.

In view of the authors' admission that their discussion "is necessarily incomplete and tentative in many respects," we merely wish to bring out two points by way of suggestion for a future revision. In the first place, the treatment of the whole subject of handling of men in the army has been limited too much to the case of the young officer confronted by new recruits in the army training camp. And in the second place, that great mass of psychological literature on the war, which has been published since the beginning of this war, especially in England and in France, should receive at least some recognition in a later treatment of this important topic.

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