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FORCES THAT UNDERMINE STAFF IMPROVEMENT

(Forces qui sapent le perfectionnement des cadres)

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The goal in improving the staff is a double one: improvement of results and development of capacity to assume new responsibilities. However, both these aspects of improvement are more dependent on attitudes than on knowledge.

The author, a professor of industrial psychology, studies the influences exerted by an organization upon the attitude of its members. In the initial stage some attitudes already acquired and deeply rooted must in the first place be altered, and then the materials to be taught and the pedagogic methods to be used must be determined. These attitudes are under the influence of the so-called "motive" forces, and of the so-called "conservative" forces which both proceed either from the individual, or from his entourage, or else from the enterprise. Stress is laid on the fact that the problem consists in arranging the management methods and organizations in such a way as to encourage staff improvement without sacrificing the other objectives of the enterprise.