

to rise as far as possible in the corporate hierarchy, one does not have to buy that philosophy to obtain insights from the information. Women in education, academia, and the arts will also profit.

At one point Harragan contrasts her approach with that of the usual self-help workshop for aspiring managerial women. In the workshops women turn the microscope on themselves. They examine their motives and talents and plot a career path. Harragan turns a telescope on the corporate world so that women may plot their career paths. To a degree, this contrast can serve to characterize the difference between these two books.

Hennig and Jardim come from an academic setting and by interviewing corporate women were able to synthesize the factors that led to their success. Many of these women had close relations with their fathers and had much opportunity to learn about business while young. Although many of these women did not have much family life in their early careers, by their mid-thirties they began to devote more time to their personal and emotional needs. Hennig and Jardim recognize the limitations of such a model for most of us. Part III of their book outlines actions and paths women can take and is full of much useful information.

Many of the same observations are made by Harragan in a very different manner in *Games*. . . . The male corporate world is characterized as a series of little boys' games modelled after the military and team sports, especially football. The details that Harragan provides are fascinating. One point she makes forcefully is that the presence of women in corporate hierarchies is threatening to men because women are unknowns. It is not what you do that makes you unwelcome, it is that you might not know the rules and might upset their delicately balanced power structure. If you have ever publicly criticized your boss or considered going over your immediate superior's head because he or she was incompetent, then you do not know the simplest rules, and you had better consult these books. If you only have time for one, make it *Games Mother Never Taught You*.

In my informal survey of professional or managerial women and men, very few women had the knowledge and perspective of their work situations that these books afford, and not a single man found anything new in my descriptions. All of the women who have read these books have reported dramatic insights into their work situations and have significantly improved their batting averages.

Men and Women of the Corporation, Rosabeth Moss Kanter, New York, Basic Books, 1977, pp. 303, hardcover \$17.75.

Betty Campbell

As Rosabeth Moss Kanter points out in the opening chapter of her recently published book *Men and Women of the Corporation*: 'The title of William H. Whyte's 1956 bestseller, *The Organization Man*, did not reflect an unwitting failure to use a better generic term for all humanity: there were then and still are so few women in management that the Organization Man meant exactly what it said.'

Essentially, Whyte's book dealt with a new attitude among managers. A child of the business boom of the fifties, the Organization Man placed his career bets and total dependence on the beneficence of the corporation that employed him. He felt they had a common interest, and that what was good for the company was good for the employee.

Many influences hastened the demise of the Organization Man. Student upheaval, anti-war demonstrations, the women's liberation movement, and finally, the recession of the late Sixties, delivered the final death blow. The Organization Man discovered that the corporation ceased to be benign and paternalistic when that behaviour proved uneconomical.

Around 1970, a new type of business executive appeared whom Auren Uris dubbed 'Self Actualizing Man'. In his how-to-do-it book on enriching your working and personal life, *Thank God It's Monday*, Uris traces the changing aspects of the quality of working life within the corporate structure. While Organization Man seems in retrospect a creature spawned by the spirit of fat-cat-ism, Self Actualizing Man personified realism and enlightened self-interest. He looked beyond material comforts, sought personal fulfilment in his work, and felt little loyalty to the corporation.

This is very vague! Careers and personal lives seldom exist harmoniously. The working experience was often felt to be disappointing and frustrating and there was basic conflict between the attainment of personal goals and the reality of the job. Similarly the corporate structure was emerging as rigid, autocratic, and oppressive to all those who worked within it — except for a small élite power group at the top.

Traditionally, writers have viewed the corporation as a totally male domain. Rereading these critiques from the vantage point of 1978 consciousness level, it is startling to realize how very recently the presence of women has been recognized.

Kanter, unlike previous writers, includes in her study *Men and Women of the Corporation* the diagnosis of the unequal treatment of women by corporations, and demonstrates that this structure actually impedes everyone. Her book is no feminist tract, but it does deal in depth with the inferior status of women particularly in the better professional jobs. She views the corporate structure as too rigid to accommodate the extensive degree of change needed to achieve equality for women.

As associate professor of sociology at Yale, Kanter bases her book on a study of an unidentified large manufacturing corporation where she worked as consultant, researcher, and observer.

From her privileged position, Kanter is able to analyse the roles that are formative in the behavioural pattern of everyone from the most menial clerical worker to the highest-paid management executive. With respect to the non-exempt employees, most particularly secretaries, she graphs their limited advancement possibilities and reveals the necessity for a member of a secretarial pool to attach herself as a personal secretary to someone in management who is 'going somewhere'. The career of the average secretary is almost entirely predicated on the career of the person she is working for. Yet in analysing the problems of the secretarial force as a whole one comes to realize that lack of recognition is a paramount problem as common to the executive secretary as it is to the blue-collar worker. As Kanter succinctly points out, 'Neither persons nor organizations get "credit" doing the mandatory or the expected.'

Kanter also exposes the ultra-conservatism extant at the management level, which dictates everything from attitudes to dress code. The constant overlap of office life and private life allows for a minimum of personal freedom, to the point where a man's career can actually be damaged by the activities or opinions expressed by his wife in the corporate-social milieu. For this reason Kanter includes a chapter on the wives of the executive set, considering them in their various capacities as hostess, socializer, or even occasional office help, as true women of the corporation — whether they are on the payroll or not.

With respect to the women who actually do achieve a degree

of recognition in the world of management, the reader is made aware of the tenuous tightrope they are forced to walk. 'The upper-level women become public creatures.' Not only are these few successes set up as role models for other aspiring women, but every word or gesture carries with it the dreadful responsibility of being representative of all women, since 'the characteristics of a token tend to be distorted to fit the generalization.'

Perhaps the most poignant situation is the position of employees in dead-end jobs. This is not entirely restricted to the non-exempt personnel who are engaged in the low-paying jobs, but encompasses those in higher management who, perhaps through some error, have been by-passed time and time again for promotion. These managers, who may once have been considered eminently mobile (colloquially christened 'water-walkers' or 'boy/girl wonders') are now contemptuously referred to as 'zombies'. This underlines the pressure to achieve and the necessity of being upwardly mobile in a large corporation. Yet Kanter also illustrates that the promotional reward system is not only inadequate as an incentive because there is not always 'room at the top', but such a system often promotes good technical people to management level where they may never function as competently.

It is all of the low-status positions in the corporation that Kanter champions, and more often than not women will fall into this category. As she points out, in the world of big business it is not only power but powerlessness that corrupts. The autocratic framework of any major industry puts power in the hands of the few. 'On the other hand, empowering more people through generating more autonomy, more participation in decisions, and more access to resources increases the total capacity for effective action rather than increases domination.' The exploration of the situations of both sexes in various job ghettos or 'stuck' jobs reveals an impressive set of facts that indicate that in the case of either gender ambition is definitely shaped by opportunity. The corporate structure must be transformed for as Kanter believes 'Feminists and men in dead-end jobs both have a stake in seeing that organizations change to open opportunity channels and decentralize power.'

The Longest War: Sex Differences in Perspective, Carol Tavris & Carole Offir, New York, Harcourt, Brace, Jovanovich, 1977, pp. 333, paperback \$7.65.

Esther R. Greenglass

Rarely does one find a book that is informative and enjoyable. This one is both. It examines sex differences from various perspectives including the biological, the psychoanalytical, the learning, the sociological, and the evolutionary. For the most part, the authors make good use of extensive background and reference material in their discussions of psychological and sociological differences between the sexes. Because of its interdisciplinary flavour, *The Longest War* can be used in psychology, social science, sociology, and political science and anthropology courses. It could also be used as a text in undergraduate courses on women's studies and those dealing with sex differences or human development. But if an instructor does use this book, she/he is advised to supplement the students' readings with additional material delving into selected topics in somewhat greater detail.

Because the book tries to cover so many aspects of the topic of sex differences, it tends to be superficial in its treatment of certain areas. So, for example, an anthropologist would no doubt find Tavris and Offir's discussion of the cross-cultural

topic inadequate and may wish to provide students with additional material on the cross-cultural perspective of sex differences. Also, I think, sociologists and some psychologists would want to provide their students with more material on the family, which the book discusses primarily from an economic perspective. Not emphasized enough are the ideas of the family as the cradle of socialization as well as an agent of the perpetuation of traditional sex roles.

On the positive side, the book is one of the most readable on this topic. The authors go out of their way not to use technical terms. However, in avoiding excessively technical language, at times the authors sound a bit too chatty, thus possibly reinforcing the all-too-frequently heard view that this subject-matter is trivial (non-scholarly).

While you may not always agree with the authors' interpretation of the data (who does?), they do provide the undergraduate student with a systematic overview of some of the salient issues in an area which is replete with contradictory research findings.

There are some notable omissions in this book, which I may say is true of most texts in this general area. First, there is a lack of Canadian content. While no doubt the topic is an international one, as a Canadian I would like to see some texts on sex differences that cite Canadian examples. Can we assume that Canadians think, feel, and behave in the same ways as our American counterparts? Maybe and maybe not. In the area of sexual behaviour, for example, the little evidence on Canadians suggests that Canadian college students are more conservative. The impression that our students may get from continually being exposed to books that cite the American example as the norm is that there is no worthwhile research being conducted on sex differences in this country. We know of course that this is simply not true. See, for example, *The Canadian Newsletter of Research on Women*. Research on the topics described in this book is being carried out in practically every Canadian university. What is needed, then, is texts that include good research studies done with Canadians and, where appropriate, comparisons between them and their American counterparts.

Secondly, having systematically described the many social problems resulting from sex inequity, the authors provide few recommendations for change. The few suggestions they have are saved for the last chapter. They might well have provided more recommendations for social change that would improve the situation. These could have been developed in each chapter as they relate to specific topics.

Lastly, the reader will probably be interested to know that the authors of the book have provided an *Instructor's Guide* to accompany it. This manual provides chapter outlines, key concepts, approaches to teaching each chapter, as well as suggested readings and test questions. This guide should enhance the attractiveness of *The Longest War*, particularly to the person beginning her/his teaching in the area of sex differences.

