

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.

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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.

