



9-1-1977

### The human dimension in management

G. Kent Stewart

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#### Recommended Citation

Stewart, G. Kent (1977) "The human dimension in management," *Educational Considerations*: Vol. 5: No. 1. <https://doi.org/10.4148/0146-9282.2016>

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Review

# The human dimension in management

Causing Others to Want  
Your Leadership

by

Robert L. DeBruyn,  
Robert L. DeBruyn and Associates,  
Manhattan, Kansas,  
1976, 184 pages, \$12.95.

Dr. Robert L. DeBruyn opens his book by stating there are two distinct sides to management—"things" and "people." The things of management are important, and usually represent the principal thrust of virtually every graduate course in educational administration. However, when they are taught *in absentia* from the human dimension of administration, the aspiring educational executive is rendered potentially ineffective. Success in managerial effort requires training and skill development in human engineering. Educational managers are in the people business; and, it is to this principle that Dr. DeBruyn has dedicated his work.

The book refreshes the readers' recollection of basic tenets of human nature. These include the physiological and psychological unlearned primary human motives—the requirements to be free from hunger, thirst, pain and so on; and the secondary motives—gregariousness, affiliation, achievement, power, status and so on.

From brief discussion of these basic truths, DeBruyn examines the nine priorities common to virtually every human being—the need for esteem and love, predictability, autonomy, exhibition, introspection, avoidance of confrontations, sympathy, endurance and heterosexuality.

By becoming familiar with human motives and the personal priorities of people, the practicing executive is able to: (1) Understand what people's actions **actually** mean rather than guessing at what they **appear** to mean; (2) React **objectively** rather than **subjectively** to human behavior; and (3) View problem situations **professionally** rather than **personally**.

In closing Part I, DeBruyn presents the seven key motivators underlying human activity. These are: (1) Personal Gain—what is in this for me? (2) Prestige—how will this activity help me feel or look important? (3) Pleasure—will I derive some measure of pleasure from this activity? (4) Imitation—the theory of third person support, or, others are doing this, too; (5) Security—will what I am doing enhance or weaken my position? (6) Convenience—will this activity make things easier for me? (7) Desire to Avoid Fear—fear of anything new dominates the activities of many individuals.

In Part II of the book, DeBruyn aggressively examines the foundations of management, the principles of managing oneself and the laws of managing others. He closes Part II with a brief section on problem situations and guidelines for problem analysis.

Before managers can manage others, they must first be able to manage themselves. Self management comes

from maturity, discipline and particularly from an understanding of the human principles described earlier in this review.

There are four universals which form the foundation for management of any institution. (1) The Law of Origin—the institution must operate within the reason for its origin or existence. (2) The Law of Total Responsibility—the administrator is responsible for everything that happens within the organization which he or she directs. (3) The Law of Top-down Management—leadership is a management responsibility and filters through the organization from the top down. (4) The Law of Ever-present Leadership—if the appointed manager is to be successful in goal achievement, his or her leadership is continuous or it is lost in the informal structure.

To maintain oneself in a positive relationship with these principles, DeBruyn provides seven fundamental truths of self-management of one's work as an executive. These fundamentals are: (1) The Law of Managerial Survival—successful managers deal honestly and sincerely with those they lead; (2) The Law of Whole Truth—expressions of no truth or half-truths result in loss of staff confidence; (3) The Fallacy of Standardized Procedure—contrary to popular belief, standard operating procedures are important for all projects and responsibilities; (4) The Law of Managements' Measurement of Achievement—the only practical goal of management is improvement; (5) The Law of Planning—planning is a condition precedent to organizational success; (6) Myth of the Perfect Plan—most plans are never without some imperfection; (7) The Principle of Management Adjustment—to be an effective leader one must adjust one's own behavior in relation to that of the employees.

The most essential chapter in the book is Chapter 7—The Laws and Principles of People Management. Here DeBruyn sets forth important guidelines for working successfully with people. Briefly, these 12 principles remind the Practitioner that: (1) people are more important than things; (2) in every administrator-employee relationship a blended or third personality emerges; (3) when positive reinforcement is absent, negative attitudes emerge; (4) administrator appreciation of employee effort develops

loyalty; (5) pride is essential to organizational effectiveness; (6) mutual trust is a basic requirement in effective administrator-employee relationships; (7) delegation is a requirement for effective organizational (and project) success; (8) dominance is a destructive managerial technique; (9) information received from employees is usually filtered in favor of the sender; (10) the attitudes and opinions of staff members must be known and understood by the leader; (11) messages communicated by the administrator must be personalized for employee appeal to be accepted; and (12) problems magnify with the passage of time.

The final part of the book (Part III) is devoted to blending the fundamental truths, principles and laws about people and management into a workable plan for utilization by executives. Here DeBruyn provides his readers with a rationale for developing a personal leadership plan, and a rationale for the necessity to base this plan on a thorough understanding of human motivation and human management. Finally, he provides five key ingredients of successful administration—competency, co-operation, control, communication and caring—and challenges the executive to provide a continuous training program for everyone associated with the organization.

### Conclusion

**Causing Others To Want Your Leadership** should be required for every potential and every practicing executive. It is an outstanding deskbook for managers.

Success in administration is derived through, by, with and because of other people. Yet, many administrators are not aware of this concept. Consequently, some are forced to move so often that they make a life-long success of a series of failures. Still others struggle at a level of mediocrity while a king's ransom begs to be embraced.

As administrators and as trainers of administrators, we are in the people business. Unfortunately, many executives and managers have yet to accept this universal principle. But let us begin.

G. Kent Stewart

Center for Extended Services

College of Education, Kansas State University  
Manhattan

## Review

# A history of teacher organization

Donley, Marshall O., Jr. *Power to the Teacher*. Bloomington: Indiana University Press, 1976. 242 pages. Paper \$3.95.

Power, a dynamic term—very direct, forceful and aggressive—sets the stage for this text on teacher militancy. Donley has provided the reader with an exceptionally well organized and presented work dealing

primarily with the history of teacher organization. The book is comprehensive yet gives a plethora of specific information. It extends the history of teacher activism into the 1970's, and offers insights into reasons teachers organized, how their unions and associations evolved, and where teachers and their groups are directing their efforts.

The author has provided a more than adequate discussion of the Society of Associated Teachers of New York City, the National Teachers Association (NEA), the American Federation of Teachers (AFT), the United Federation of Teachers and the National Education Association. He also identifies contributions made by Harris, McAndrew, Cruikshank, Crabtree, DuShane, Young, Philbrick, Shanker, Cogen, Selden, Koontz, the Taylor Laws and many more. Furthermore, numerous examples of early strikes and rallies (including those in Virginia, Tennessee, New York and Illinois) are discussed and the conflict between the NEA and the AFT is analyzed in detail.

As a history text, the book by Donley is exceptional. Although the author appears at point blank range on his in-