

INSTITUTE OF HUMAN RELATIONS

YALE UNIVERSITY

*THE PLANS OF MEN*

THE  
PLANS OF MEN

BY

LEONARD W. DOOB

*Assistant Professor of Psychology  
in Yale University*

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To  
BENTON MacKAYE

## PREFACE

LATE in the year 1930 I was attempting to perform a psychological experiment. It was important to keep the laboratory quiet. The experiment seemed to be progressing splendidly: the subjects were behaving as my German professor predicted they would. Suddenly there were noises outside the university which penetrated the laboratory and distracted the subjects. The experiment was ruined, at least for the day. As I tried to leave the building, the porter told me to go out a side entrance: the police, in trying to control a riot which had broken out among Nazi sympathizers and socialist-communist students, were closing the main doors of the university.

I never completed this experiment. The noises from the growing reactionary forces in Germany at that time increased. For months there might be physical quiet; but somehow it did not seem important to add a detail to a theory which had no relevance to what was happening on the street. I had to begin to think systematically about theory and practice.

This book represents my attempt to integrate certain aspects of the social sciences with some of the practical issues that face everyone. I do not claim to be an oracle of social science and I certainly am not sensitive to all of the difficulties of this era. I have, however, one very strong conviction: I believe that connections between science and society cannot be established simply by maintaining that there is or should be a connection.

Instead of preaching, therefore, I have attempted to be very specific. I have said that social science can assist men in plan-

ning their lives and in selecting those plans which promote human welfare. I am aware that scientists in America imagine they must be coolly objective and not concern themselves with the problem of direction and control; but I agree with Robert S. Lynd in his recent book, *Knowledge for What?*, that such a view of social science is both narrow and impossible, especially in a war-torn, maladjusted world.

My aim has been, therefore, to evaluate the difficulties and the potentialities of planning by means of social science. I am of the opinion that only through the motivation of socially oriented research can social scientists become more potent both as planners and scientists. In order to make concrete proposals to planning and social science, I have stressed the significance of regional planning in the United States. I have not convinced even myself that regionalism is the short cut to utopia—it simply appears to me to suggest a very promising way of thinking and acting.

I am especially indebted to my colleagues at the Institute of Human Relations for stimulation and ideas they have unwittingly given me. They—and John Dollard in particular—have created an atmosphere of intellectual inquiry which I have tried vainly to reflect. F. S. C. Northrop has been a goad to my thoughts, although I have not consulted him or made him aware of his rôle. Specific suggestions on various technical matters have been accepted gratefully from William A. Briggs, Patterson H. French, L. H. Herrington, E. A. J. Johnson, George P. Murdock, and Robert R. Sears. Gordon W. Allport, Eveline Bates, and Mark A. May have been good enough to criticize the entire manuscript carefully and have enabled me, therefore, to eliminate a few of its faults. The late James MacKaye is the one person I feel could appreciate

what I have tried to do because he himself was about to do so much better. My very deep appreciation to Benton MacKaye, who has made me see the value in planning, I have tried to express by dedicating this book to him.

For permission to quote brief passages from their books, I thank the following publishers: D. Appleton-Century Company; Farrar & Rinehart; *Fortune*; Ginn & Company; Harcourt, Brace & Company; Harper & Brothers; Henry Holt & Company; Little, Brown & Company; The Macmillan Company; McGraw-Hill Book Company; W. W. Norton & Company; Prentice-Hall, Inc.; Simon & Schuster; University of Chicago Press.

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