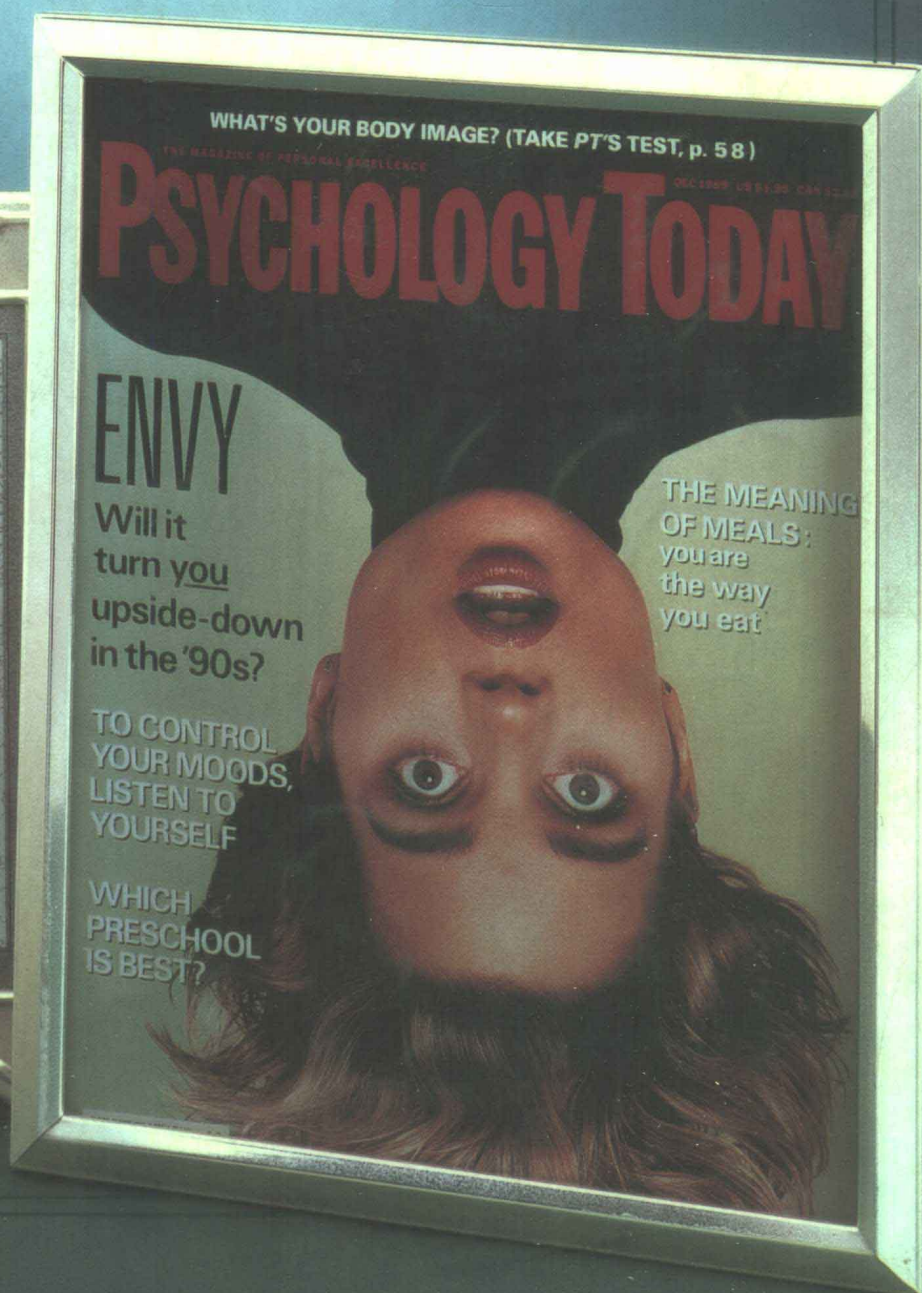
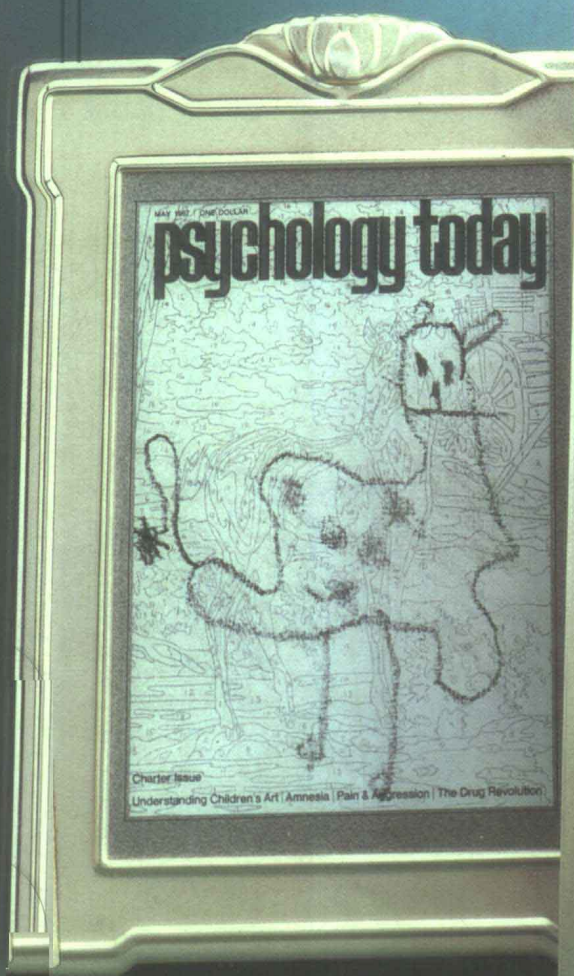


THE BEST OF

# PSYCHOLOGY TODAY

Paul Chance  
T George Harris



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# THE BEST OF PSYCHOLOGY TODAY

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EDITED BY

Paul Chance, Ph.D.

*Chesapeake College*

and

T George Harris

Editor-in-Chief, *Psychology Today*

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# ABOUT THE EDITORS

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PAUL CHANCE is a freelance writer specializing in psychology. He earned a bachelor's degree at Towson State University in Maryland, majoring in English with the intention of taking up a career in education. After teaching at the secondary level for two years, he decided to become a guidance counselor and enrolled at the University of Northern Colorado. In the process of earning his M.A., he discovered that counseling interested him less than basic research and he went on to earn a Ph.D. in psychology from Utah State University. He joined *Psychology Today* in 1972 as articles editor and later became assistant managing editor. He left *PT* in 1976, but has since been a consultant to the magazine and a frequent contributor to its pages. He is a faculty affiliate at Chesapeake College in Maryland. He is the author of two books: *Learning and Behavior* (2d ed., Wadsworth, 1988) and *Thinking in the Classroom* (Teachers College Press, 1986).

T GEORGE HARRIS is editor-in-chief of *Psychology Today*. His interest in psychology dates to his freshman year at the University of Kentucky. Though a history major, in his second quarter he took a graduate seminar in social psychology and read the works of John Dollard, Neal Miller, and others at Yale University. Fascinated with their work, he transferred to Yale and later graduated Phi Beta Kappa with a major in social psychology. That background came in handy when, as a reporter for *Time* magazine, he covered the civil rights movement during the 1950s and 1960s. He also covered the assassination of President John F. Kennedy in 1963, work that won him a post as *Time* bureau chief. In 1969 he joined *PT* as editor and later editor-in-chief. He left *PT* in 1976 and started *American Health* magazine, becoming its first editor-in-chief in 1981. In 1988 he and other investors purchased *PT* from the American Psychological Association and he again took over the top post.

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The editors wish to express their gratitude to those who helped in the preparation of *The Best of Psychology Today*. Barry Fetterolf of McGraw-Hill believed in the project from the start and helped get it off the ground. His colleague Susan Badger saw the project through the early editorial stages. Fred Burns took over and lovingly guided the manuscript through the final editorial stages and the production process. Marsha Scott edited the manuscript and kept us reasonably literate. The *PT* staff offered both moral support and valuable assistance. Hilda Cosmo, who spent hours digging through old contract files, and Managing Editor Patrice Horn, a walking archive of *PT* information, were especially helpful. Former *PT* editors Elizabeth Hall and Carol Tavis also came to our aid with several helpful suggestions. Lester Goodman and Tom Gould, former art directors of the magazine, were a great help in obtaining art permissions. A number of officers in the American Psychological Association encouraged our efforts, in particular Raymond Fowler, Charles Spielberger, Jack Wiggins, and Ellen McGrath. Finally, we wish to thank the panel of distinguished experts, listed below, who helped us pick the best of *PT*.

George Albee  
*University of Vermont*

Elliot Aronson  
*University of California, Santa Cruz*

Dorothea Braginsky  
*Fairfield University*

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*University of California, Los Angeles*

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*University of California, Berkeley*

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*Claremont Graduate School*

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*York University, Canada*

Fred Fiedler  
*University of Washington, Seattle*

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*University of Pittsburgh*

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Logan Wright  
*Logan Wright Foundation*  
*Oklahoma*

Philip Zimbardo  
*Stanford University*



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# THE 101 NOMINEES FOR *THE BEST* OF PSYCHOLOGY TODAY

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The following articles were judged by the editors and the editorial staff of *Psychology Today* to be among the best ever published in *PT*. It was from this list of nominees that our expert panel selected the articles for *The Best of Psychology Today*.

## PART 1 FOUR VIEWS OF HUMAN NATURE

Richard I. Evans. Man must know that the horse he is riding may be wild and should be bridled: A conversation with Konrad Lorenz. November 1974.

Elizabeth Hall. Will success spoil B. F. Skinner?: A conversation. November 1972.

Elizabeth Hall. Ethology's warning: A conversation with Niko Tinbergen. March 1974.

Mary Harrington Hall. An interview with "Mr. Behaviorist": B. F. Skinner. September 1967.

Mary Harrington Hall. An interview with "Mr. Humanist": Rollo May. September 1967.

Mary Harrington Hall. The psychology of universality: A conversation with Abraham Maslow. July 1968.

Mary Harrington Hall. The psychology of vengeance: A conversation with Karl Menninger. February 1969.

Mary Harrington Hall. A conversation with Bruno Bettelheim. May 1969.

## PART 2 THE BRAIN

Michael Gazzaniga. The social brain. November 1985.

Janet Hopson. A love affair with the brain: A conversation with Marian Diamond. November 1984.

Joseph Kamiya. Conscious control of brain waves. April 1968.

Kim McDonald. Mending the brain. July-August 1988.

Theodore Melnechuk. The dream machine. November 1983.

James Olds. Ten milliseconds into the brain. May 1975.

Robert E. Ornstein. Right and left thinking. May 1973.

## PART 3 LEARNING

Richard C. Atkinson. The computer is a tutor. January 1968.

Paul Chance. Master of mastery: A profile of Benjamin S. Bloom. April 1987.

Roland Fisher. I can't remember what I said last night, but it must have been good. August 1976.

N. H. Pronko. On learning to play the violin at the age of four . . . without tears. May 1969.

Karen Pryor. Behavior modification: The porpoise caper. December 1969.

Martin E. P. Seligman and Joanne Hager. Biological boundaries of learning (the sauce-Bernaise syndrome). August 1972.

## PART 4 COGNITION

Jim Ellison. The seven frames of mind: A conversation with Howard Gardner. June 1984.

Baruch Fischhoff. The silly certainty of hindsight. April 1975.

Elizabeth Loftus. Reconstructing memory: The incredible eyewitness. December 1974.

Lawrence E. Marks. Synesthesia: The lucky people with mixed-up senses. June 1975.

- Donald A. Norman. Post-Freudian slips. April 1980.  
James Pellegrino. Anatomy of analogy. October 1985.  
Jerome Singer. The importance of daydreaming. April 1968.  
Charles Stromeyer. Eidetikers. November 1970.  
Daniel Wegner. Try not to think of a white bear. June 1989.

## PART 5 MOTIVATION AND EMOTION

- Leonard Berkowitz. The case for bottling up rage. July 1973.  
Keith Davis. Near and dear: Friendship and love. February 1985.  
George Engel. Emotional stress and sudden death. November 1977.  
Barry Furlong. The fun in fun. June 1976.  
T George Harris. To know why men do what they do: A conversation with David McClelland. January 1971.  
Matina S. Horner. Fail: Bright women. November 1969.  
Albert Mehrabian. Three dimensions of emotional reaction. August 1976.  
Bruce Ogilve. Stimulus addiction: The sweet psychic jolt of danger. October 1974.  
Robert Plutchik. A language for the emotions. February 1980.  
Stanley Schachter. Eat, eat. April 1971.

## PART 6 DEVELOPMENT

- Jerome Bruner. Play is serious business. January 1975.  
Elizabeth Hall. A conversation with Erik Erikson. June 1983.  
Elizabeth Hall. What's a parent to do? A conversation with Sandra Scarr. May 1984.  
Lawrence Kohlberg. The child as a moral philosopher. September 1968.  
Lewis P. Lipsitt. Babies: They're a lot smarter than they look. December 1971.  
Maya Pines. Resilient children: A conversation with Michael Rutter. March 1984.  
Robert Sekuler and Randolph Blake. Sensory underload. December 1987.  
Robert B. Zajonc. Birth order and intelligence: Dumber by the dozen. January 1975.

## PART 7 PERSONALITY

- Russell Belk. My possessions, myself. July-August 1988.  
Richard Christie. The Machiavellis among us. November 1970.

- Hans J. Eysenck. Health's character. December 1988.  
Gordon Gallup. It's done with mirrors: Chimps and self-concept. March 1971.  
Alphie Kohn. Beyond selfishness. October 1988.  
Julian B. Rotter. Trust and gullibility. October 1980.  
Stephen Sales. Authoritarianism: But as for me, give me liberty, or give me, maybe, a great, big, strong, powerful leader I can honor, admire, respect, and obey. November 1972.  
Mark Snyder. The many me's of the self-monitor. March 1980.  
Philip Zimbardo, Paul Pilonis, and Robert Norwood. The social disease called shyness. May 1975.  
Marvin Zuckerman. The search for high sensation. February 1978.

## PART 8 ABNORMAL BEHAVIOR

- Marlene Boskind-Lodahl and Joyce Sirlin. The gorging-purging syndrome. March 1977.  
Benjamin Braginsky and Dorothea Braginsky. Mental hospitals as resorts. March 1973.  
Raymond D. Fowler. Howard Hughes: A psychological autopsy. May 1986.  
Molly Harrower. Were Hitler's henchmen mad? July 1976.  
Bernard Rimland. Inside the mind of the autistic savant. August 1978.  
Theodore R. Sarbin. Schizophrenia is a myth, born of metaphor, meaningless. June 1972.  
Martin E. P. Seligman. Fall into helplessness. June 1973.  
Martin E. P. Seligman. Boomer Blues. October 1988.  
E. Fuller Torrey. Tracking the causes of madness. March 1979.

## PART 9 THERAPY

- George Albee. The answer is prevention. February 1985.  
Harriet Braiker. The power of self talk. December 1989.  
Israel Goldiamond. A diary of self-modification. November 1973.  
Ernest R. Hilgard. Weapon against pain: Hypnosis is no mirage. November 1974.  
Neal Miller. Rx: Biofeedback. February 1985.  
David E. Orlinsky and Kenneth I. Howard. Inside psychotherapy. July 1968.  
Charles Slack and Warner Slack. Good! We are listening to you talk about your sadness. January 1974.  
Thomas Szasz. The crimes of commitment. March 1969.



## PART 10 SOCIAL PSYCHOLOGY

- Dane Archer and Robin M. Akert. How well do you read body language? October 1977.  
 Elliot Aronson. Who likes whom—and why. August 1970.  
 Leonard Berkowitz. Impulse, aggression and the gun. September 1968.  
 Ellen Berscheid and Elaine Hatfield. Beauty and the best. March 1972.  
 John Darley and Bibb Latané. When will people help in a crisis? December 1968.  
 Michael S. Kimmel. A prejudice against prejudice: A profile of Thomas Pettigrew. December 1986.  
 Bibb Latané, Kipling Williams, and Stephen Harkins. Social loafing. October 1979.  
 Alan Luks. Helper's high. October 1988.  
 Robert Rosenthal. Self-fulfilling prophecy. September 1968.  
 John Wilkes. A missionary for social psychology: A conversation with Elliot Aronson. August 1984.

## PART 11 PSYCHOLOGY IN THE ORGANIZATION

- Sheldon Cohen. Sound effects on behavior. October 1981.  
 Fred Fiedler. Style or circumstance: The leadership enigma. March 1969.  
 Mary Harrington Hall. The psychology of managing management: A conversation with Peter Drucker. March 1968.

- Frederick Herzberg. Motivation, morale, and money. March 1963.  
 Irving L. Janis. Groupthink. November 1971.  
 Teresa Levitan, Robert Quinn, and Graham Staines. A woman is 58% of a man. March 1973.  
 Mitchell Lee Marks. The disappearing company man. September 1988.  
 Ann M. Morrison, Randall P. White, Ellen Van Velsor. Executive women: Substance plus style. August 1987.  
 Corey Rosen, Katherine J. Klein, and Karen M. Young. When employees share the profits. January 1986.  
 Albert Shapero. Who starts new businesses? The displaced, uncomfortable entrepreneur. November 1975.

## PART 12 THE PSYCHOLOGY OF PSYCHOLOGY

- Fred King. Animals in research: The case for experimentation. September 1984.  
 Alphonse Kohn. You know what they say. April 1988.  
 Stanley Milgram. The lost letter technique. June 1969.  
 Ralph Rosnow. When he lends a helping hand, bite it. June 1970.  
 Zick Rubin. Jokers wild in the lab. December 1970.  
 C. R. Snyder and Randee Jae Shenkel. The PT Barnum effect. March 1975.

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# PREFACE

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## *To Be Our Best*

The articles in this anthology are to me like warm visits with old friends. There's the conversation with Abraham Maslow, my advisor at *Psych Today* in his last three years and a psychologist of giant hates and loves. There's B. F. Skinner, a poet of a man and a novelist who showed us that his behavioral psychology, "Be Mod," could create a music-loving utopia, not a grim dictatorship. Bruno Bettelheim, a survivor of the Great War, is here to teach us to be wary of true believers. And there's Benjamin Bloom, a man who called for the fundamental restructuring of American education long before it became fashionable to do so.

There's Neal Miller on biofeedback. Neal discovered that our minds can control our innards so long as a feedback device tells the brain what the gut is doing. And there's Fred Fiedler's classic method for picking the executive capable of doing a particular job: You begin by inviting the prospective boss to describe the co-worker he hates most. The late Stanley Milgram, brilliant and eccentric, comes alive to tell us about his brilliant lost letter technique for checking out racial bigotry.

Through BPT, I visited once more with Elliot Aronson, a big, bushy-faced bear of a man who has poured his passion and great ability into proving that social psychologists can be effective community engineers, dealing with problems as diverse as energy conservation and racial integration. Aronson's idealism is no less compelling than that of Irving Janis in his studies of Groupthink. I can't hear the word *Groupthink* without remembering the bloody mistake of President John F. Kennedy's new administration: the doomed Bay of Pigs scheme to overthrow Cuba's Castro. It took the Janis data and tools of analysis to show them how mistakes can be headed off only by realizing how easily they happen.

These milestone reports drive me to a personal prejudice about scientific method. It sometimes masquerades as an argument that researchers must be cold and detached, unconcerned about outcome. But most of the great researchers I've known are passionately prejudiced about outcome. Nearly all are driven

by a desire to serve mankind, to help us understand ourselves so that we can function at our moral and personal best. This goal is pursued today, as in the last twenty-three years, with a passion few psychologists will quite admit. What scientific method does, at its best, is to discipline the passion so we don't let our hopes deceive us.

That discipline counts for more because we often do not know where research is leading us. In this book, for instance, I am astonished at how often I felt the importance of a particular experiment without realizing why. Martin Seligman's article on learned helplessness, for example, was clearly so valuable that I pestered Marty until we got it just right. As a veteran of the Battle of the Bulge in World War II, and as a forward observer who helped Patton's Third Army liberate a concentration camp piled high with emaciated bodies, I had seen the human spirit submit, and I had seen it defy domination. Seligman's experiments showed how most of us can turn in either direction. But I did not realize then that Marty was part of a concerted effort to give people the power to shape their own destinies.

I now realize this goal underlies the thinking of workers as different as Maslow and Skinner, Miller and Bettelheim. The excitement of this quest drives the present generation of *Psych Today* editors as it drives many a faculty member. The kind of burning questions quietly faced in today's psychological research has a very different quality from that being raised in many other disciplines. Trendy intellectuals write about the end of the post-industrial era, the end of art, of culture, of history, of nature. . . . The built-in message is often wildly optimistic, not end-of-the-world apocalyptic. Man's knowledge has so conquered our zones of mystery and conflict, the Enders believe, that all we have left to entertain ourselves are technical problems soon to be conquered by specialists working under the triumphant freedom of liberal democracy.

So one might wish. But the last two decades of psychological research, much of the best of it gathered here, makes it clear that the real frontier is in ourselves. We are embarked upon a

journey toward the empowerment of the human spirit. The articles now in the *Psych Today* pipeline are to me as exciting as any ever done before. Like the best research of the past, the new work is not boring or detached. It is an effort driven by passion to better the human condition. One of the fastest-growing areas, for example, is health psychology, informed by the notion that health means energy to empower the individual to take joyful control of life. By the same impulse, the surge of psychotherapy that has made clinical psychology the largest force in the discipline focuses only a limited part of its resources on pathology. The chief customers of psychotherapists are able, educated people determined to use their talents to their fullest. And organizational psychology drives the new vision of building work groups without bosses,

and of finding out when the chain of command kills creativity, intrinsic motivation, and spontaneity, not to mention fun.

Every branch of psychology now makes major contributions to the knowledge that allows us to live up to personal capacities that would otherwise lie dormant. It is, in fact, only fair to call psychology the discipline of personal empowerment. That is why the articles in *BPT* mean even more to me now than when they first appeared in *Psych Today*. For these articles not only provide important insights into human nature, they document the emergence of psychology as the only field aimed at the development of personal excellence.

T George Harris

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# INTRODUCTION

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## *Go Ahead, Ask.*

"How come you didn't include that wonderful article by so-and-so?"

It's bound to happen, I just know it. Put together an anthology, especially one called the best of something, and you're going to hear from people. This is especially true where *Psychology Today* is concerned. As someone who has been a contributor to and editor of the magazine off and on for nearly two decades, I know first hand that *PT* readers are an unusually outspoken and intellectually lively group. They have strongly held opinions, especially concerning *PT*.

So, let me begin by explaining how these articles, the best of *Psychology Today*, were selected. First, I went through every issue of the magazine, from May 1967 through those scheduled for May 1989, and compiled a list of candidate articles. Then George Harris and other *PT* editors reviewed this list and added to it. Finally we managed to whittle the list to about one hundred nominees.

Next, George and I compiled a list of experts in the major areas of psychology. The list consisted of people with impeccable credentials, people widely recognized for their expertise in their specialty. Our hope was that a few of these experts would help us select the best of the nominated articles. I had little expectation that the experts would take on the job. After all, these are the sort of people who schedule their time months in advance, and our funds (an advance against royalties) were very limited. Could we really expect busy people to judge a bunch of magazine articles for a token honorarium?

To my delight, nearly all the experts I contacted were enthusiastic about the project. Not everyone could find time to help, but most did, enough to make up one of the most prestigious panels of psychologists ever assembled.

The next step was to send the nominated articles to the experts. These judges read and ranked from six to ten articles in their area of expertise. I asked them to base their rankings on both the importance and interest of the work described. I also asked them not to hold the age of an article against it, especially since I planned to follow each published article with an

addendum in which I would, when indicated, mention subsequent findings. The *PT* editors and I wanted the final selection of articles to represent the best ever published in *PT*, and we did not want older articles to be penalized merely because they were not published yesterday. Not surprisingly, several of the judges were also authors of nominated articles, and of course they did *not* rank their own work.

With the judges' ratings in, I had only to tabulate the results. The articles published here are those that earned average ranks of first, second, and third in each of the twelve major areas of psychology. However, the articles are listed within each section by the date of their publication, *not* according to their rank.

There were some exceptions to the procedure just described. We decided in advance that the book should include an interview with a prominent figure representing each of four views of human nature: behavioral, humanistic, psychoanalytic, and ethological. Instead of asking judges to rank the articles in this category, I asked them to choose the stronger of two candidates representing each of the four views.

There is also one article included that was not submitted to judges because it had not been published at the time. *PT's* editors, noting that psychology does not stop for deadlines, added Daniel Wegner's *Try Not to Think of a White Bear*, published in June 1989.

A word about sexist language: The sexist assumptions of the past were, of course, reflected in our language. All of us who have lived through the last twenty years have changed and seen change in others. Psychologists have both studied and supported these changes. But published work from an earlier era necessarily reminds us how far we have come. I urge readers of the 1990s not to judge work harshly merely because it was expressed in the language of the 1960s.

With the article selected, I went back to the authors and other experts for "a second look." This led to information about the context of the work, the effects it had on psychology (and the authors), and new developments in the field. What I learned is summarized in a brief passage following each article.

Next, I wrote a set of questions to help readers think imaginatively and critically about each article. Instructors who use the book may want to use the questions to kick off class discussions, but their real value, I hope, will be to help readers come to appreciate the impact a science of behavior, if fully utilized, could have upon human affairs.

Finally, working together, the authors and I came up with a short reading list related to each article. I hope the second look, the questions, and the readings will enrich the experience of reading the articles that are the heart of this book.

One more thing: Let me hear from you. Tell me what you like about the book and what you'd like to see changed. If you find the material I've added wanting, tell me so. And if you want to know why I didn't include that wonderful article by so-and-so, go ahead, ask.

Paul Chance  
*c/o Psychology Today*  
80 Fifth Avenue  
New York, NY 10011

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PART **1**

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FOUR VIEWS OF  
HUMAN NATURE

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*Conversations with*  
B. F. Skinner  
Abraham Maslow  
Bruno Bettelheim  
Konrad Lorenz

September 1967

MARY HARRINGTON HALL

# THE BEHAVIORAL VIEW: A Conversation with B. F. Skinner

*The founder of radical behaviorism talks about the science of behavior and its application to pigeons and people.*

Burrhus Frederic Skinner is very much the man of today. And when history makes its judgment, he may well be known as the major contributor to psychology in this century.

He is the modern spokesman for behaviorism and for behavioral engineering in the design of societies; he brought experimentation in animal behavior to a quantitative scientific level; and he is known as the father of the teaching machine and programmed learning—education's revolutionary wave of the future.

B. F. Skinner has great feeling for the importance of his work. But on the personal level, he doesn't just wear his fame lightly, he seems totally unaware of it. He is casual and modest. At 63, he is relaxed and attractive, his hair is sandy, and he looks a fit and trim 50.

He does value his productive working hours, and he programs his time very carefully indeed. He is Harvard's Edgar Pierce Professor of Psychology, and he has a perfectly good office on campus. However, he claims to be more productive at home. He does his best thinking (and charts his productive hours) in a remarkable study in his basement. It is a modern, ordered study which is soundproofed, air-filtered, and temperature-controlled. He can turn off the outside world or turn it back on with an elaborate electronic sound system.

His is a veritable air crib of an office. Skinner has always been as imaginative as he is inventive. The Skinners' younger daughter, Deborah, spent most of the first 30 months of her life in the Skinner-designed air crib, a mechanical baby tender. The air crib, a big box with cleanliness and climate controls and a sliding glass door of clear safety glass, has never caught on with the baby-raising public.

His novel, *Walden Two*, certainly has. Published in 1948, this Utopian novel is far more popular now than when it was first published. Skinner is such a stubborn iconoclast that he would be hopelessly out of place in his own *Walden Two*, a society designed so perfectly that even frustrations had to be introduced artificially.

The genial Carl Rogers, father of Rogerian Therapy, once said: "The most awful fate I can imagine for Fred would be to have him constantly 'happy.' It is the fact that he is very unhappy about many things which makes me prize him."

Skinner's scientific contributions and his point of view are based on his principle of operant conditioning—control of behavior through systems of positive and negative reinforcement. In the course of refining his work, Skinner taught pigeons to play table tennis by reinforcing correct responses with a few grains of corn. His pigeons also have played the piano—just a few simple tunes—and have operated systems for guiding submarines and bombs. Skinner has a raffish sense of humor, and the pigeon-guidance systems