

learning setup most valuable. No amount of reading out of school books or looking at pictures or listening to recordings will by itself ever be a satisfactory substitute for the lessons the elders taught Mary and Johnny. The educational consequences of so new a

responsibility will be a major issue for decades to come. Unless schools can discover ways by which children can learn from people, the culture itself stands to lose a powerful instrument for its preservation and continuous improvement.



Notes on Working With a Group . . .

Routine tricks aren't the whole show. You can't sew discipline together out of rags. Often, especially when we get jittery or when misunderstanding superiors or colleagues put the thumb screws upon us for the wrong things—often, in that case, we develop an undue admiration for the organizational “gadget.” We develop the illusion that it could do the trick for us, would save us thinking, planning, loving, and understanding. Well, it won't.

If you overload your group atmosphere with the rattle of organizational machinery—try to have a “rule” for everything under the sun and another principle of revenge if that rule is broken for everything under the moon—you are just going to thwart your best efforts in the long run. Don't think you have to run around with your belt stuck full with guns and lollipops all the time either. Rely a little more on yourself, your “person” and your sense of humor. It saves you lots of headache and a load of disciplinary noise.

The “mystery of personality” is good, when it works. But it is a poor excuse for failure. This second statement is supposed to keep you from falling into the opposite extreme after reading the first. It is true that your personality and the way you get it across to children establishes most of what we usually call “respect” and “leadership.” However, there is no doubt that there is such a thing as the “everyday trifle” which is more easily settled through a rule or common agreement than by your magic gaze.

Children have—sometimes quite unconsciously—a need for regularity and predictability. If their whole life is dependent on the whims of your genius, that won't make them happy either and little frictions begin to increase. So—don't let your contempt for tricks lead you into mistaken contempt for all planning and organization as such.—Fritz Redl, *School of Public Affairs and Social Work of Wayne University, Detroit, Mich.*

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