

THE CONTRIBUTIONS OF THE NEW PSYCHOLOGY
TO BUSINESS AS A PROFESSION

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HAS psychology any quite fundamental contribution to make to business as a profession? There are many business men who doubt that it has. They are either those who have tried to introduce some made to order psychological devices into their business—like mental tests or character analyses—and have found these devices not at all as miraculously transforming as they had hoped; or they are the business men who were fortunate or unfortunate enough to have studied psychology in the university and who came from that study without the slightest idea as to how it could be put to practical use. I have a very large sympathy with both groups. Psychological devices for business have, I think, been a good deal overheralded. Taken simply as separate tools, to be applied to this or that problem in business, they have their legitimate uses; but they are by no means the fundamentally transformative agencies that they are sometimes made out to be. I should like to speak of psychology in a far more fundamental sense. For that reason, I wish to address myself to the kind of skepticism which is found among those of you who, a number of years ago, studied psychology and found it wanting.

In most cases the psychology thus studied was undertaken 15 or 20 years ago. It was a psychology not yet come to its own. Since that time much has happened in the science. A radically new point of view has grown into general acceptance. One who studies the science, therefore, from the vantage point of the year 1926, must cast aside or make