

ECONOMICS, LABOR & BUSINESS

more costly concessions to new industry than was wise (buying land, improving sites with roads and utility connections). And when new residents moved in, attracted by new job opportunities, the costs to the town of providing services were greater than the net tax revenues generated, especially if new water and sewerage facilities were needed. The worst error? Overestimating population growth and building facilities for people who never arrived.

*Distinctions,
Not Differences*

"Why Bosses Turn Bitchy" by Rosabeth Moss Kanter, in *Psychology Today* (May 1976), P.O. Box 2990, Boulder, Colo. 80302.

Why don't more women seek or find career success? Is it because of personality differences between the sexes—an unconscious avoidance of success or inability to handle power? Not at all, says Kanter, an associate professor of sociology at Brandeis. The answer lies in opportunity, power, and tokenism. "Lack of opportunity to succeed, not a personality style that shuns success, is often what separates the unambitious from the climbers—and the women from the men." The author finds no convincing research evidence that men and women differ in their leadership styles, or that people who work for women have lower morale. A successful boss must have real power (which comes from enjoying influence in the higher, usually male echelons of the organization) to back up decisions and thus insure the confidence of subordinates. The petty, domineering female boss usually lacks such power; she tries, instead, to coerce employees into supporting her. When women do get real power, whether in politics or business, they perform just as well—or badly—as men do. Obvious "tokenism" in hiring or promotion, whether racial or sexual, implies management's lack of trust and forces the token employee to cope with stereotypes (women nurses often "test" male nurses to see if they will side with female coworkers against other men). Greater success for women will come, not from changing their personalities or attitudes, Kanter argues, but from interrupting self-perpetuating cycles of blocked opportunity and tokenism.

*Meaningful Jobs
For the Unfulfilled*

"The Coming Age of People Work" by Brigitte Berger, in *Change* (May 1976), NBW Tower, New Rochelle, N.Y. 10801.

America's universities are producing too many qualified applicants for a shrinking job market, and the situation is likely to get worse. (The U.S. Bureau of Labor Statistics predicts an annual "surplus" of 140,000 college graduates by 1980.) Berger, a sociology professor at Long Island University, rejects various proposed solutions: lowered retirement age, prolonged education, government manipulation of both the job market