THE GAMESMAN. By Michael Maccoby. New York: Simon and Shuster. 1977. Pp. 245, App. 247-74. $8.95.

Reviewed by Donald E. Pease[1]

Michael Maccoby's *The Gamesman* is another of the myriad of books analyzing the motivations of persons who rise to high level management positions in business.[2] Novelists too have made executives the central characters in books analyzing the motives of executives, both in their business and private lives.[3]

The author places managers into four categories: the craftsman, the jungle fighter, the company man, and the gamesman. At the same time that Maccoby groups these persons, he admits that the subject matter defies boundaries and recognizes that "although the typologies may increase understanding, they must be treated dialectically, as conceptual tools."[4] With the understanding that the author has recognized that few people, if any, fit exactly the mold ascribed to them, he concludes that nevertheless it is possible to characterize the different types as distinct from one another with respect to their motivations.

The first type of manager is designated "the craftsman." This person is deemed to hold the "traditional values of the productive-hoarding character — the worth ethic, respect for his people, concern for quality and thrift."[5] He alleges that the primary concern of the craftsman is solving problems, that unlike the jungle fighter or the gamesman he does not compete against other people as much as he does against nature, materials and especially his own standards of quality. This is a person, according to the author, who is respected by his secretary, who describes him as a super person; his wife, who states that he is a very nice and a very gentle man who hardly ever loses his temper; and his children, who believe he is a good father. However, his wife states that he is not forward enough and that he could be more aggressive. Such a person's success can be attributed to his avoidance of sharp criticism of the "expressive controlling" types directly above him and avoiding conflict with his superiors.

Mr. Maccoby describes the second type of manager as "the jungle fighter" whose goal is "power." In this world it is eat or be eaten, and according to Maccoby, the winners destroy the losers. He places these managers in two sub-types: lions and foxes. The lions are the conquerors

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1. Member, legal department of E.I. du Pont de Nemours & Co.

2. *See, e.g.*, BASSETT, MANAGEMENT STYLES IN TRANSITION (1966); E. BENGE, HOW TO MANAGE FOR TOMORROW (1975); J. FENDROCK, MANAGING IN TIMES OF RADICAL CHANGE (1971); C. GREENEWALT, THE UNCOMMON MAN (1959); A. JAY, CORPORATION MAN (1971); M. PAGE, THE YAM FACTOR (1972); A. ZALENZNIK & M. KETS DE VRIES, POWER AND THE CORPORATE MIND (1975); and W. WHYTE, THE ORGANIZATION MAN (1956).

3. *See, e.g.*, HOWELLS, THE RISE OF SILAS LAPHAM (1949); J. DOS PASSOS, U.S.A. (1939); U. SINCLAIR, THE JUNGLE (1906); T. DREISER, THE TITAN (1914).

4. M. MACCOBY, THE GAMESMAN at 45 (1977).

5. *Id.* at 46.

who when successful may build an empire. In contrast, the foxes make their nests in the corporate heirarchy and move ahead by stealth and politicking.

Maccoby points to the robber barons of the post-Civil War America as the jungle fighters of the past, and says that Andrew Carnegie was the most intelligent, subtle and complex of these. I assume that the most notable jungle fighters of modern times are the heads of families in organized crime, or as the author points out, like the patriarch in *The Godfather.*

A prominent jungle fighter of recent years was Jimmy Hoffa, former head of the Teamsters Union. During a television interview he compared the modern world to a jungle and said that only the fittest survive. In the episode leading to his mysterious disappearance, he might have wished that he had more of the stealth of the fox than the compulsive conqueror's drive of the lion.

The third type of executive is "the company man." This person is the organization man about whom much has been written in recent years. His strongest traits are his concern with the human side of the company, his interest in the feelings of the people around him and his commitment to maintain the organization's integrity. But this person also has weaknesses — he is fearful and submissive, concerned with security even more than with success. Two things stand out in Maccoby's company man: he functions particularly well in the middle management of whatever size group he is in; and he overvalues the company in relation to his family life, where he is less at home than the craftsman.

The fourth type of executive is described as "the gamesman." Maccoby states that this is a new type and is the leading character in his study. He said that in the 60's the gamesman went all out to win. In contrast, in the 70's both the country and the corporations are more skeptical about adventurism and glory-seeking. The 70's, he said, have made it clear that America no longer is the land of unlimited abundance. The energy shortage, competition from foreign countries, inflation, unemployment and other problems in our nation show that we need some strong leadership, both in business and government. Maccoby believes that the gamesman is the new needed type of executive. He is a team player whose center is the corporation. Moreover, the gamesman sees his salary not in absolute terms of becoming rich, but in the comparative terms of staying ahead of others in his peer group.

The gamesmen are not without their defects, according to Maccoby. At their worst moments, gamesmen are unrealistic, manipulative and compulsive workaholics. "Their hyped-up activity hides doubt about who they are and where they are going."[6] And when they are let down, their feelings make them feel powerless. The most compulsive players in the gamesman category must be "turned on" or energized by competitive pressures; otherwise, they tend to become bored and somewhat depressed.

One of the young managers of the gamesman type interviewed by Maccoby expressed a view which I believe is most important in the psyche of

6. *Id.* at 107.

all managers, particularly those at high levels. This was a 36-year-old who managed 4,000 persons in a division of a multinational corporation. He said that his goal was to have power. He experienced power as not being pushed around by the company; as a kind of freedom. He could tell others what to do and set the direction, the strategy and the tone.

One might, however, question his loyalty, for he said that one way to the top was to get a relationship with a powerful customer to use against the company. A large customer is required, one who is always in trouble and demands changes from the company. This gave him power in the company as well as with the customer.

The Gamesman is an interestingly written book, well documented and obviously expresses the author's strong opinions about the characteristics of management types. I believe there are some excesses in the book: for example, in the introduction he talks of being invited by a friend to a place on the West Coast called Bohemian Grove where corporate presidents meet cabinet secretaries, senators, generals and university presidents and a few movie stars who meet to solve the world's problems. I have some doubts about such a meeting.

Maccoby also recognizes the role of the wife in the executive's climb to the top. He admits that it is most unusual for one to get ahead in the corporate world unless he has a supportive wife. He further notes that people at the top generally have attractive and respected wives. An executive's wife, in many cases, is placed in situations where good judgment, patience, tolerance and understanding are absolutely indispensible to the success of the executive.

There is a characterization in the book with which I strongly disagree, and I believe this is a notion which is held by many writers who attempt to analyze the motives of top executives. In describing a character named Wakefield, he says that Wakefield's conclusion is that he would never enter top management because it is like a club, and maybe it is a place you can't enter if one is too concerned with humanization. He would like to feel it is true, but, he said, in fact those few managers who do push hard for more social concern and responsibility on the part of their companies are never quite fully trusted by their top-level managers even though they may be highly respected and liked in all other aspects.

I have the feeling that although Maccoby is ascribing this notion to Wakefield, it is in fact that author's opinion of top-level managers. And in this respect I also take issue with Maccoby. It has been my experience that this is a misconception of top management and that they would respect more a younger manager who would fit within the philosophy that corporations should be increasingly responsive to developing public and social concerns.

A CONCISE TEXTBOOK ON LEGAL CAPITAL. By Bayless Manning. New York: The Foundation Press, Inc. 1977. Pp. xvi, 163. $5.00.

Reviewed by William T. Quillen[1]

At Harvard Law School about twenty years ago, at the start of the second full year of Corporations, the professor would say: "Welcome to Corporations II. We would call it Accounting II except no one would take it." Evidently the same sort of experience was being felt at Yale, Stanford and Virginia because Bayless Manning has written a "textbook" entitled "Legal Capital" which is "to be read by law students and other interested persons without the aid of an instructor." It would be interesting to know how many law schools now bother with Accounting I.

It is worth noting that, as part of the acknowledgments, the author expresses indebtedness to Ernie Folk for "[pushing him] and [helping him] to climb up and over the high wall that separates an almost completed manuscript from a completed one." At the outset one begins to wonder whether the subject fails to achieve a place in the corporation curriculum because of an absence of students or an absence of professors. The Preface makes it quite clear that it is the latter. It also rationalizes that the real problem is that the study, at least on a comparative basis, is not worthwhile, "the game is not worth the candle." The author apparently wrote the book not as a text at all but as a justification for not teaching.

The real surprise after all of the preaching is that the book is good and worthwhile. The subject, due to its conceptual nature, its accounting verities and varieties, and its disbalance in student preparedness, is not easy. But one suspects that Professor Manning would be able to *successfully* teach legal capital and corporate finance in an elementary corporation course if he put his mind to it. Indeed, one suspects he has successfully taught such matters but nonetheless did not like it very much. One also suspects that, if some of our scholar-law practitioner professionals spent less time at the former and more at the latter, there would be more and better teaching of corporate finance as well as fewer and better statutes on corporate capital structure.

The book is wisely and well divided into two parts, the first being a descriptive analysis of the legal capital concepts, both historically and statutorily, and the second being a most beneficial series of practical examples of corporate financial transactions. The unique definitions of the legal capital area and the creditor-shareholder dynamics are fruitfully and simply explored. A major accomplishment is the author's ability to deal with a spectrum of alternative statutory schemes without getting bogged down in the detail of any. An extra bonus, perhaps inspired more by the preaching than the teaching, is the inclusion at some length in Chapter VI of the key

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1. Mr. Quillen served as Judge of the Superior Court of Delaware from 1966-73 and as Chancellor of the Delaware Court of Chancery from 1973-76. He is presently an Adjunct Professor at the Delaware Law School of Widener College.