48, Brattle St
Cambridge
Mass
8 p.m.

My dear Gregg,

I read your second table d'hôte with the greatest interest and pleasure. I have for years been trying here to impress my colleagues with the need to separate the scientific-economic in human affairs from the politico-social: the former may be developed logically, the latter is non-logic and demands the variety of clinical attention we gave to Western Electric affairs before we can develop logical procedures. (Pardon the unedited writing in my armchair). My colleagues, polite to the last, have composed interest but given to me only that modicum of attention that unfailing courtesy has demanded. And tonight my most eminent colleague read me his reply to your reflections – conclusions that I have heard before, conclusions from which he says the original emotional dislike of Germans has been excluded. I find myself doubting this claim. And in any event since we know that our (English) attitude did much to "discredit the newly chosen leaders of the Weimar Republic" and to make Hitler inevitable – with this conviction of guilt upon my conscience how can I gravely discuss the original sin of the German bridge or genes. I am reminded of my conventional nineteenth century childhood and the phrase "God have mercy upon me, a ~~miserable~~ sinner".

I hold that it is clear that our vicious nationalism follows from our refusal to permit science, invention, industry, logic to organize themselves across the non-logic of national boundaries; and that we need not consider the racial bridges until we are more certain that the problem is there.

All this however is comment not criticism; it may be that there are spots upon the sun, but only astronomers know them. And Henderson's personal ~~capacity~~ conquest of circumstance is very superior to mine.

Incidentally I am the proximate cause of his letter to you and I wanted to tell you so. Our endowment is low and I came back keenly determined to develop some relation with the studies of social disruption and industrial and other "strain" that Munro - Sir David Munro - is undertaking. Eugene Morrell is there already. Whitehead leaves us this week: there is only one senior colleague - Roethlisberger - left, and two youngsters, promising but untrained. I find that I shall be compelled to take small jobs from Macy's, perhaps General Motors perhaps Swift, to make up budget deficiencies if we cannot supplement endowment. And I have said so today to the Com^te on Industrial Physiology - hence the delegation. I look forward to the meeting, but without any feeling of urgency of a personal kind. I have a feeling of the end of all things that I have known, and I should like to be able to put up a final fight against the powers of darkness - by this I do not mean Germany & Russia - but chaos, muddle, misunderstanding, cheap methods (combined with the claim that such methods are "scientific"). And of course the need to disentangle the logical from the non-logical in industry, national organization and other departments of living. I don't believe that I really put up a good case to the Com^te today - though they were very nice to me about it. I think Burwell divined better what I was thinking than some other colleagues.

Many thanks again for an excellent table d'hôte

Yours very sincerely

Elton Mayo