

## **Theory X and Theory Y**

– from Douglas McGregor, *The Human Side of Enterprise*, 1960

### **Theory X**

“The average human being has an inherent dislike of work and will avoid it if he can.” - p. 33

### **Theory Y**

“The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work...Man will exercise self-direction and self-control in the service of objectives to which he is committed.” p.47

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“The conventional principles were derived primarily from the study of models (the military and the Catholic church) which differ in important respects from modern industrial organizations.” – p. 16

“If there is a single assumption which pervades conventional organizational theory it is that authority is the central, indispensable means of managerial control.”  
– p. 18

Yet...

“The outstanding fact about relationships in the modern industrial organization is that they involve a high degree of *interdependence*.” –

– ***Resource Relations***