Chapter 13:

The Shadows of Hitler (Michels, Mannheim, and Mills)

The attention of social theorists turned from social order to understanding social/political power and control.

The reason was the surprise rise of Hitler and fascism.

Fascism in Germany had surprised the intellectual world.

Fascism =authoritarianism anti-modernism anti-scientific anti-rational anti-democratic

Why would people allow for fascism?

Robert Michels (1876-1936)

historian in Germany

 Predicted and provided an explanation for the fascist government in Germany.

(Iron Law of Oligarchy)

Michels began by asking a series of questions:

If you expect democratic organizations (or governments) to begin replacing autocratic systems, who do you expect to hold the power?

The membership

In modern organizations and governments, does the membership actually hold the power?

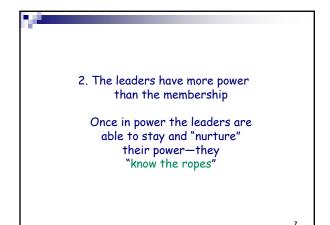
If not, who then?

The leaders

Michels proposed his now famous Iron Law of Oligarchy (4 parts or stages of development)

1. A small number of persons (leaders) actually make the decisions

The masses of people typically turn the day-to-day decisionmaking over—if everyone tried to be involved nothing would get done.



3. The leaders are in a different "social world" than the membership, subsequently they see things differently.

Leaders gradually develop their own values and purposes for the organization

The leader gives preference to her/his purposes over the membership's

4. Leaders have a variety of methods they use to stay in power and maintain their power. What might these be? 1 legitimacy

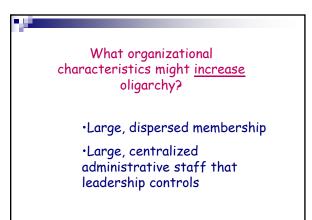
- better organized than membership
 control communications
 better informed
- 5 control finances



Michels concludes that the leaders of organizations often control their members rather than vice versa (i.e. oligarchy)

Do you agree? What would be some examples? Some exceptions?

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What organizational characteristics might <u>decrease</u> the control of leaders (i.e. oligarchy)?

•Involved membership

•Issues that get attention of many members

•Competition with other organizations for members

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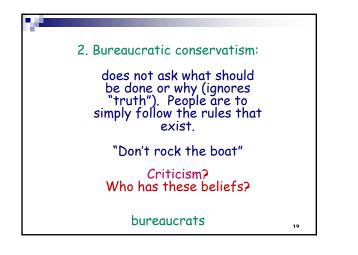


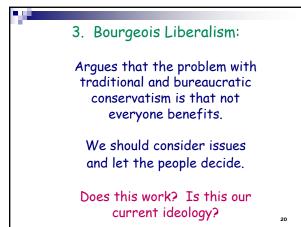
 Research has supported Michels view in the study of a variety of organizations
–for example, political parties, trade unions, charities, PTAs, professional associations, government agencies.
Of course, oligarchy is not necessarily the case.

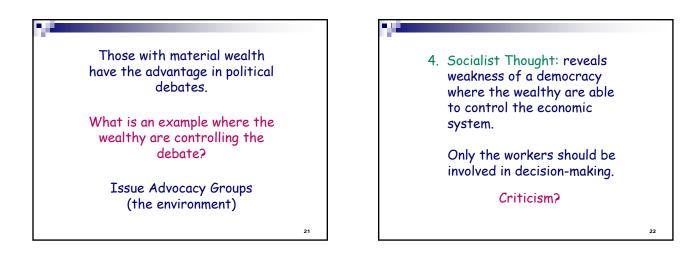


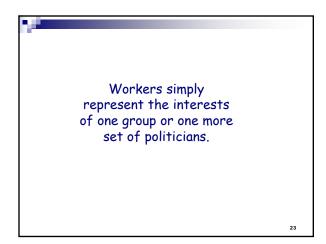






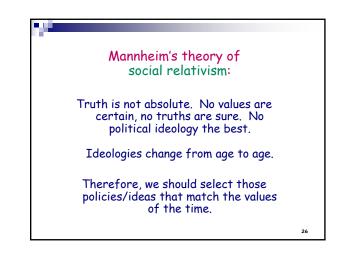








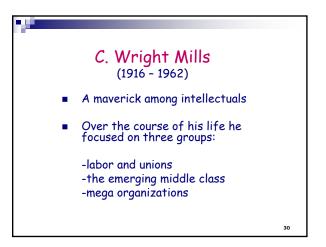
2 ²		
Which of the following five do you think is best? Or, do you favor something else?		
Bureaucratic conservatism - bureaucrats		
Traditional Conservatism -	aristocrats	
Bourgeois Liberalism -	middle class entreprenuers	
Socialist Thought –	workers	
Facism -	ideologues	
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Mannheim believed that current social problems are the result of two social conditions: 1. democratization/centralization a small number of leaders who lead by emotion and simplistic solutions rather than intelligent understanding. This is the opposite of what Saint simon recommended.

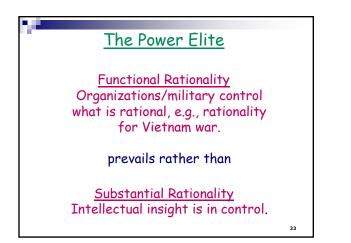
















- Bumbling planlessness, functional rationality
- Fascist dictatorship
- Planning by a humanistic elite
- Mills saw the U.S. clearly as the first form.

Do you agree or disagree?



How would you classify Mills, a conflict theorist or a functionalist?

