

aggregates, and reveals itself only to the synoptic view, or the *vue d'ensemble*. It is, in fact, as already said, one of the principal aids towards the synoptic aspect—*i.e.*, to seeing things together.

The importance of “grasp,” that is, of seeing things together, is seen not only in the acquisition and increase of knowledge, but even more in the affairs of practical life. Here, also, we may distinguish two principal activities of the mind which rarely coexist, but on the alternation and mutual influence of which progress depends. Thus in all practical business we have the two extremes of expert knowledge with professional skill on the one side and of organising ability on the other.

No one who has spent any great time of his life in the pursuit of practical and public work will fail to recognise how necessary these two different and frequently opposed aspects are for the progress and success of large as well as of smaller enterprises.

Innumerable instances could be given, not only in the scholarly pursuit of knowledge, but likewise in the application to practical ends, of the failure as well as the success of these two directions of thought according as they work independently and inharmoniously or assist each other. Yet persons specially gifted with either of these two endowments—that of the expert and that of the organiser—very frequently fail to understand how indispensable to success is the activity of him who labours on the other side.

Experts with a knowledge of detail in some special field, or with skill in some special profession, frequently overlook and under-value the labour of those who