

On Cooling the Mark Out*
Some Aspects of Adaptation to Failure

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In cases of criminal fraud, victims find they must suddenly adapt themselves to the loss of sources of security and status which they had taken for granted. A consideration of this adaptation to loss can lead us to an understanding of some relations in our society between involvements and the selves that are involved. In the argot of the criminal world, the term "mark" refers to any individual who is a victim or prospective victim of certain forms of planned illegal exploitation. The mark is the sucker-the person who is taken in. An instance of the operation of any particular racket, taken through the full cycle of its steps or phases, is sometimes called a play. The persons who operate the racket and "take" the mark are occasionally called operators.

The confidence game-the con, as its practitioners call it-is a way of obtaining money under false pretenses by the exercise of fraud and deceit. The con differs from politer forms of financial deceit in important ways. The con is practiced on private persons by talented actors who methodically and regularly build up informal social relationships just for the purpose of abusing them; white-collar crime is practiced on organizations by persons who learn to abuse positions of trust which they once filled faithfully. The one exploits, poise; the other, position. Further, a con man is someone who accepts a social role in the underworld community; he is part of a brotherhood whose members make no pretense to one another of being "legit." A white-collar criminal, on the other hand, has no colleagues, al-though he may have an associate with whom he plans his crime and a wife to whom he confesses it.

The con is said to be a good racket in the United States only because most Americans are willing, nay eager, to make easy money, and will engage in action that is less than legal in order to do so. The typical play has typical phases. The potential sucker is first spotted and one member of the working team (called the outside man, steerer, or roper) arranges to make social contact with him. The confidence of the mark is won, and he is given an opportunity to invest his money in a gambling venture which he understands to have been fixed in his favor. The venture, of course, is fixed, but not in his favor. The mark is permitted to win some money and then persuaded to invest more. There is an "accident" or "mistake," and the mark loses his total investment. The operators then depart in a ceremony that is called the blowoff or sting. They leave the mark but take his money. The mark is expected to go on his way, a little wiser and a lot poorer.

Sometimes, however, a mark is not quite prepared to accept his loss as a gain in experience and to say and do nothing about his venture. He may feel moved to [p. 452] complain to the police or to chase after the operators. In the terminology of the trade, the mark may squawk, beef, or come through. From the operators' point of view, this kind of behavior is bad for business. It gives the members of the mob a bad reputation with such police as have not yet been fixed and with marks who have not yet been taken. In order to avoid this adverse publicity, an additional phase is sometimes added at the end of the play. It is called cooling the mark out. After the blowoff has occurred, one of the operators stays with the mark and makes an effort to keep the anger of the mark within manageable and sensible proportions. The operator stays behind his team-mates in the capacity of what might be called a cooler and exercises upon the mark the art of consolation. An attempt is made to define the situation for the mark in a way that makes it

easy for him to accept the inevitable and quietly go home. The mark is given instruction in the philosophy of taking a loss.

When we call to mind the image of a mark who has just been separated from his money, we sometimes attempt to account for the greatness of his anger by the greatness of his financial loss. This is a narrow view. In many cases, especially in America, the mark's image of himself is built up on the belief that he is a pretty shrewd person when it comes to making deals and that he is not the sort of person who is taken in by any- thing. The mark's readiness to participate in a sure thing is based on more than avarice; it is based on a feeling that he will now be able to prove to himself that he is the sort of person who can "turn a -fast buck." For many, this capacity for high finance comes near to being a sign of masculinity and a test of fulfilling the male role.

It is well known that persons protect themselves with all kinds of rationalizations when they have a buried image of themselves which the facts of their status do not support. A person may tell himself many things: that he has not been given a fair chance; that he is not really interested in becoming something else; that the time for showing his mettle has not yet come; that the usual means of realizing his desires are personally or morally distasteful, or require too much dull effort. By means of such defenses, a person saves himself from committing a cardinal social sin- the sin of defining oneself in terms of a status while lacking the qualifications which an incumbent of that status is supposed to possess.

A mark's participation in a play, and his investment in it, clearly commit him in his own eyes to the proposition that he is a smart man. The process by which he comes to believe that he cannot lose is also the process by which he drops the de-fenses and compensations that previously protected him from defeats. When the blowoff comes, the mark finds that he has no defense for not being a shrewd man. He has defined himself as a shrewd man and must face the fact that he is only an-other easy mark. He has defined himself as possessing a certain set of qualities and then proven to himself that he is miser- ably lacking in them. This is a process of self- destruction of the self. It is no won-der that the mark needs to be cooled out and that it is good business policy for one of the operators to stay with the mark in order to talk him into a point of view from which it is possible to accept a loss.

In essence, then, the cooler has the job of handling persons who have been caught out on a limb- persons whose expectations and self- conceptions have been built up and then shattered. The mark is a person who has compromised himself, in his own eyes if not in the eyes of others.

Although the term, mark, is commonly applied to a person who is given short-lived expectations by operators who have intentionally misrepresented the facts, a less restricted definition is desirable in analyzing the larger social scene. An expectation may finally prove false, even though it has been possible to sustain it for a long time and even though the operators acted in good faith. So, too, the disappointment of reasonable, expectations, as well as misguided ones, creates a need for consolation. Persons who participate in what is recognized as a confidence [453] game are found in only a few social settings, but persons who have to be cooled out are found in many. Cooling the mark out is one theme in a very basic social story.

For purposes of analysis, one may think of an individual in reference to the values or attributes of a socially recognized character which he possesses. Psychologists speak of a value as a personal involvement Sociologists speak of a value as a, status, role, or relationship. In either case, the character of the value that is possessed is taken in a certain way as the character of the person who possesses it.

An alteration in the kinds of attributes possessed brings an alteration to the self-conception of the person who possesses them.

The process by which someone acquires a value is the process by which he surrenders the claim he had to what he was and commits himself to the conception of self which the new value requires or allows him to have. It is the process that persons who fall in love or take dope call getting hooked. After a person is hooked, he must go through another process by which his new involvement finds its proper place, in space and time, relative to the other calls, demands, and commitments that he has upon himself. At this point certain other persons suddenly begin to play an important part in the individual's story; they impinge upon him by virtue of the relationship they happen to have to the value in which he has become involved. This is not the place to consider the general kinds of impingement that are institutionalized in our society and the general social relationships that arise: the personal relationship, the professional relationship, and the business relationship. Here we are concerned only with the end of the story, the way in which a person becomes disengaged from one of his involvements.

In our society, the story of a person's involvement can end in one of three general ways. According to one type of ending he may withdraw from one of his involvements or roles in order to acquire a sequentially related one that is considered better. This is the case when a youth becomes a man, when a student becomes a practitioner, or when a man from the ranks is given a commission.

Of course, the person who must change his self at any one of these points of promotion may have profound misgivings. He may feel disloyal to the way of life that must be left behind and to the persons who do not leave it with him. His new role may require action that seems insincere, dishonest, or unfriendly. This he may experience as a loss in moral cleanliness. His new role may require him to forgo the kinds of risk-taking and exertion that he previously enjoyed, and yet his new role may not provide the kind of heroic and exalted action that he expected to find in it.[1] This he may experience as a loss in moral strength.

There is no doubt that certain kinds of role success require certain kinds of moral failure. It may therefore be necessary, in a sense, to cool the dubious neophyte in rather than out. He may have to be convinced that his doubts are a matter of sentimentality. The adult social view will be impressed upon him. He will be required to understand that a promotional change in status is voluntary, desirable, and natural, and that loss of one's role in these circumstances is the ultimate test of having fulfilled it properly.

It has been suggested that a person may leave a role under circumstances that reflect favorably upon the way in which he performed it. In theory, at least, a related possibility must be considered. A person may leave a role and at the same time leave behind him the standards by which such roles are judged. The new thing that he becomes may be so different from the things he was that criteria such as success or failure cannot be easily applied to the change which has occurred. He becomes lost to others that he may [454] find himself; he is of the twice-born. In our society, perhaps the most obvious example of this kind of termination occurs when a woman voluntarily gives up a prestigious profession in order to become a wife and a mother. It is to be noted that this illustrates an institutionalized movement; those who make it do not make news. In America most other of this kind of termination are more a matter of talk than of occurrence. For example, one of the culture heroes of our dinner-table mythology is the man who walks out on an established calling in order to write or paint or live in the country. In other societies, the kind of abdication being considered here seems to have played a more important role. In medieval China, for instance, anchoretic withdrawal apparently gave to persons of quite different station a way of retreating from the occupational struggle while managing the retreat in an orderly, face-saving fashion.[2]

Two basic ways in which a person can lose a role have been considered; he can be promoted out of it or abdicate from it. There is, of course, a third basic ending to the status story. A person may be involuntarily deprived of his position or involvement and made in return something that is considered a lesser thing to be. It is mainly in this third ending to a person's role that occasions arise for cooling him out. It is here that one deals in the full sense with the problem of persons' losing their roles.

Involuntary loss seems itself to be of two kinds. First, a person may lose a status in such a way that the loss is not taken as a reflection upon the loser. The loss of a loved one, either because of an accident that could not have been prevented or because of a disease that could not have been halted, is a case in point. Occupational retirement because of old age is another. Of course, the loss will inevitably alter the conception the loser has of himself and the conception others have of him, but the alteration itself will not be treated as a symbol of the fate he deserves to receive. No insult is added to injury. It may be necessary, none the less, to pacify the loser and resign him to his loss. The loser who is not held responsible for his loss may even find himself taking the mystical view that all involvements are part of a wider con game, for the more one takes pleasure in a particular role the more one must suffer when it is time to leave it. He may find little comfort in the fact that the play has provided him with an illusion that has lasted a lifetime. He may find little comfort in the fact that the operators had not meant to deceive him.

Secondly, a person may be involuntarily deprived of a role under circumstances which reflect unfavorably on his capacity for it. The lost role may be one that he had already acquired or one that he had openly committed himself to preparing for. In either case the loss is more than a matter of ceasing to act in a given capacity; it is ultimate proof of an incapacity. And in many cases it is even more than this. The moment of failure often catches a person acting as one who feels that he is an appropriate sort of person for the role in question. Assumption becomes presumption, and failure becomes fraud. To loss of substance is thereby added loss of face. Of the many themes that can occur in the natural history of an involvement, this seems to be the most melancholy. Here it will be quite essential and quite difficult to cool the mark out. I shall be particularly concerned with this second kind of loss-the kind that involves humiliation.

It should be noted, parenthetically, that one circle of persons may define a particular loss as the kind that casts no reflection on the loser, and that a different circle of persons may treat the same loss as a symbol of what the loser deserves. One must also note that there is a tendency today to shift certain losses of status from the category of those that reflect upon the loser to the category of those that do not. When persons lose their jobs, their courage, or their minds, we tend, more and more to take a clinical or naturalistic [455] view of the loss and a nonmoral view of their failure. We want to define a person as something that is not destroyed by the destruction of one of his selves. This benevolent attitude is in line with the effort today to publicize the view that occupational retirement is not the end of all active capacities but the beginning of new and different ones.

A consideration of consolation as a social process leads to four general problems having to do with the self in society. First, where in modern life does one find persons conducting themselves as though they were entitled to the rights of a particular status and then having to face up to the fact that they do not possess the qualification for the status? In other words, at what points in the structures of our social life are persons likely to compromise themselves or find themselves compromised? When is it likely that a person will have to disengage himself or become disengaged from one of his involvements? Secondly, what are the typical ways in which persons who find themselves in this difficult position can be cooled out;

how can they be made to accept the great injury that has been done to their image of themselves, regroup their defenses, and carry on without raising, a squawk? Thirdly, what, in general, can happen when a person refuses to be cooled out, that is, when he refuses to be pacified by the cooler? Fourthly, what arrangements are made by operators and marks to avoid entirely the process of consolation?

In all personal-service organizations customers or clients sometimes make complaints. A customer may feel that he has been given service in a way that is unacceptable to him -- a way that he interprets as an offense to the conception he has of who and what he is. The management, therefore has the problem of cooling the mark out. Frequently this function is allotted to specialists within the organization. In restaurants of some size, for example, one of the crucial functions of the hostess is to pacify customers whose self-conceptions have been injured by waitresses or by the food. In large stores the complaint department and the floorwalker perform a similar function.

One may note that a service organization does not operate in an anonymous world, as does a con mob, and is therefore strongly obliged to make some effort to cool the mark out. An institution, after all, cannot take it on the lam; it must pacify its marks.

One may also note that coolers in service organizations tend to view their own activity in a light that softens the harsher details of the situation. The cooler protects himself from feelings of guilt by arguing that the customer is not really in need of the service he expected to receive, that bad service is not really deprivational, and that beefs and complaints are a sign of bile, not a sign of injury. In a similar way, the con man protects himself from remorseful images of bankrupt marks by arguing that the mark is a fool and not a full-fledged person, possessing an inclination towards illegal gain but not the decency to admit it or the capacity to succeed at it.

In organizations patterned after a bureaucratic model, it is customary for personnel to expect rewards of a specified kind upon fulfilling requirements of a specified nature. Personnel come to define their career line in terms of a sequence of legitimate expectations and to base their self-conceptions on the assumption that in due course they will be what the institution allows persons to become. Sometimes, however, a member of an organization may fulfill some of the requirements for a particular status, especially the requirements concerning technical proficiency and seniority, but not other requirements, especially the less codified ones having to do with the proper handling of social relationships at work. It must fall to someone to break the bad news to victim; someone must tell him that he has been fired, or that he has failed his examinations, or that he has been by-passed in promotion. And after the blowoff, someone has to cool the mark out. The necessity of disappointing the expectations that a person has taken for [456] granted may be infrequent in some organizations, but in others, such as training institutions, it occurs all the time. The process of personnel selection requires that many trainees be called but that few be chosen.

When one turns from places of work to other scenes in our social life, one finds that each has its own occasions for cooling the mark out. During informal social intercourse it is well understood that an effort on the part of one person (ego) to decrease his social distance from another person (alter) must be graciously accepted by alter or, if rejected, rejected tactfully so that the initiator of the move can save his social face. This rule is codified in books on etiquette and is followed in actual behavior. A friendly movement in the direction of alter is a movement outward on a limb; ego communicates his belief that he has defined himself as worthy of alter's society, while at the same time he places alter in the strategic position of being able to discredit this conception.

The problem of cooling persons out in informal social intercourse is seen most clearly, perhaps, in courting situations and in what might be called de-courting situations. A proposal of marriage in our society tends to be a way in which a man sums up his social attributes and suggests to a woman that hers are not so much better as to preclude a merger or partnership in these matters. Refusal on the part of the woman, or refusal on the part of the man to propose when he is clearly in a position to do so, is a serious reflection on the rejected suitor. Courtship is a way not only of presenting oneself to alter for approval but also of saying that the opinion of alter in this matter is the opinion one is most concerned with. Refusing a proposal, or refusing to propose, is therefore a difficult operation. The mark must be carefully cooled out. The act of breaking a date or of refusing one, and the task of discouraging a "steady" can also be seen in this light, although in these cases great delicacy and tact may not be required, since the mark may not be deeply involved or openly committed.

Just as it is harder to refuse a proposal than to refuse a date, so it is more difficult to reject a spouse than to reject a suitor. The process of de-courting by which one person in a marriage maneuvers the other into accepting a divorce without fuss or fuss or undue rancor requires extreme finesse in the art of cooling the mark out.

In all of these cases where a person constructs a conception of himself which cannot be sustained, there is a possibility that he has not invested that which is most important to him in the soon-to-be-denied status. In the current idiom, there is a possibility that when he is hit, he will not be hit where he really lives. There is a set of cases, however, where the blowoff cannot help but strike a vital spot; these cases arise, of course, when a person must be dissuaded from life itself. The man with a fatal sickness or fatal injury, the criminal with a death sentence, the soldier with a hopeless objective -- these persons must be persuaded to accept quietly the loss of life itself, the loss of all one's earthly involvements. Here, certainly, it will be difficult to cool the mark out. It is a reflection on the conceptions men have -- as cooler and mark -- that it is possible to do so.

I have mentioned a few of the areas of social life where it becomes necessary, upon occasion, to cool a mark out. Attention may now be directed to some of the common ways in which individuals are cooled out in all of these areas of life.

For the mark, cooling represents a process of adjustment to an impossible situation -- a situation arising from having defined himself in a way which the social facts come to contradict. The mark must therefore be supplied with a new set of apologies for himself, a new framework in which to see himself and judge himself. A process of redefining the self along defensible lines must be instigated and carried along; since the mark himself is frequently in too weakened a condition to do this, the cooler must initially do it for him.

One general way of handling the problem [457] of cooling the mark out is to give the task to someone whose status relative to the mark will serve to ease the situation in some way. In formal organizations, frequently, someone who is two or three levels above the mark in line of command will do the hatchet work, on the assumption that words of consolation and redirection will have a greater power to convince if they come from high places. There also seems to be a feeling that persons of high status are better able to withstand the moral danger of having hate directed at them. Incidentally, persons protected by high office do not like to face this issue, and frequently attempt to define themselves as merely the agents of the deed and not the source of it. In some cases, on the other hand, the task of cooling the mark out is given to a friend and peer of the mark, on the assumption that such a person will know best how to hit upon a suitable rationalization for the mark and will know best how to control the mark should the need for

this arise. In some cases, as in those pertaining to death, the role of cooler is given to doctors or priests. Doctors must frequently help a family, and the member who is leaving it, to manage the leave-taking with tact and a minimum of emotional fuss.[3] A priest must not so much save a soul as create one that is consistent with what is about to become of it.

A second general solution to the problem of cooling the mark out consists of offering him a status which differs from the one he has lost or failed to gain but which provides at least a something or a somebody for him to become. Usually the alternative presented to the mark is a compromise of some kind, providing him with some of the trappings of his lost status as well as [xxx] some of its spirit. A lover may be asked to become a friend; a student of medicine may be asked to switch to the study of dentistry;[4] a boxer may become a trainer; a dying person may be asked to broaden and empty his worldly loves so as to embrace the All-Father that is about to receive him. Sometimes the mark is allowed to retain his status but is required to fulfill it in a different environment: the honest policeman is transferred to a lonely beat; the too zealous priest is encouraged to enter a monastery; an unsatisfactory plant manager is shipped off to another branch. Sometimes the mark is "kicked upstairs" and given a courtesy status such as "Vice President." In the game for social roles, transfer up, down, or away may all be consolation prizes.

A related way of handling the mark is to offer him another chance to qualify for the role at which he has failed. After his fall from grace, he is allowed to retrace his steps and try again. Officer selection programs in the army, for example, often provide for possibilities of this kind. In general, it seems that third and fourth chances are seldom given to marks, and that second chances, while often given, are seldom taken. Failure at a role removes a person from the company of those who have succeeded, but it does not bring him back -- in spirit, anyway -- to the society of those who have not tried or are in the process of trying. The person who has failed in a role is a constant source of embarrassment, for none of the standard patterns of treatment is quite applicable to him. Instead of taking a second chance, he usually goes away to another place where his past does not bring confusion to his present.

Another standard method of cooling the mark out -- one which is frequently employed in conjunction with other methods -- is to allow the mark to explode, to break down, to cause a scene, to give full vent to his reactions and feelings, to "blow his top." If this release of emotions does not find a target, then it at least serves a cathartic function. If it does find a target, as in "telling off the boss," it gives the mark a last-minute chance to re-erect his defenses and prove to himself and others that he had not really cared about the status all along. When a blow-up of this kind occurs, friends of the [458] mark or psychotherapists are frequently brought in. Friends are willing to take responsibility for the mark because their relationship to him is not limited to the role he has failed in. This, incidentally, provides one of the less obvious reasons why the cooler in a con mob must cultivate the friendship of the mark; friendship provides the cooler with an acceptable reason for staying around while the mark is cooled out. Psychotherapists, on the other hand, are willing to take responsibility for the mark because it is their business to offer a relationship to those who have failed in a relationship to others.

It has been suggested that a mark may be cooled out by allowing him, under suitable guidance, to give full vent to his initial shock. Thus the manager of a commercial organization may listen with patience and understanding to the complaints of a customer, knowing that the full expression of a complaint is likely to weaken it. This possibility lies behind the role of a whole series of buffers in our society -- janitors, restaurant hostesses, grievance committees, floorwalkers, and so on -- who listen in silence, with apparent sympathy, until the mark has simmered down. Similarly, in the case of criminal trials, the defending lawyer may find it profitable to allow the public to simmer down before he brings his client to court.

A related procedure for cooling the mark out is found in what is called stalling. The feelings of the mark are not brought to a head because he is given no target at which to direct them. The operator may manage to avoid the presence of the mark or may convince the mark that there is still a slight chance that the loss not really occurred. When the mark is stalled, he is given a chance to become familiar with the new conception of self he will have to accept before he is absolutely sure that he will have to accept it.

As another cooling procedure, there is the possibility that the operator and the mark may enter into a tacit understanding according to which the mark agrees to act as if he were leaving of his own accord, and the operator agrees to preserve the illusion that this was the case. It is a form of bribery. In this way the mark may fail in his own eyes but prevent others from discovering the failure. The mark gives up his role but saves his face. This, after all, is one of the reasons why persons who are fleeced by con men are often willing to remain silent about their adventure. The same strategy is at work in the romantic custom of allowing a guilty officer to take his own life in a private way before it is taken from him publicly, and in the less romantic custom of allowing a person to resign for delicate reasons instead of firing him for indelicate ones.

Bribery is, of course, a form of exchange. In this case, the mark guarantees to leave quickly and quietly, and in exchange is allowed to leave under a cloud of his own choosing. A more important variation - on the same theme is found in the practice of financial compensation. A man can say to himself and others that he is happy to retire from his job and say this with more conviction if he is able to point to a comfortable pension. In this sense, pensions are automatic devices for providing consolation. So, too, a person who has been injured because of another's criminal or marital neglect can compensate for the loss by means of a court settlement.

I have suggested some general ways in which the mark is cooled out. The question now arises: what happens if the mark refuses to be cooled out? What are the possible lines of action he can take if he refuses to be cooled? Attempts to answer these questions will show more clearly, in general, the operator is so anxious to pacify the mark.

It has been suggested that a mark may be cooled by allowing him to blow his top. If the blow-up is too drastic or prolonged, however, difficulties may arise. We say that the mark becomes "disturbed mentally" or "personally disorganized." Instead of merely telling his boss off, the mark may go so far as to commit criminal [459] violence against him. Instead of merely blaming himself for failure, the mark may inflict great punishment upon himself by attempting suicide, or by acting so as to make it necessary for him to be cooled out in other areas of his social life.

Sustained personal disorganization is one way in which a mark can refuse to cool out. Another standard way is for the individual to raise a squawk, that is, to make a formal complaint to higher authorities obliged to take notice of such matters. The con mob worries lest the mark appeal to the police. The plant manager must make sure that the disgruntled department head does not carry a formal complaint to the general manager or, worse still, to the Board of Directors. The teacher worries lest the child's parent complain to the principal. Similarly, a woman who communicates her evaluation of self by accepting a proposal of marriage can sometimes protect her exposed position - should the necessity of doing so arise - by threatening her disaffected fiancé with a breach-of-promise suit. So, also, a woman who is de-courting her husband must fear lest he contest the divorce or sue her lover for alienation of affection. In much the same way, a customer who is angered by a salesperson can refuse to be mollified by the floorwalker and demand to see the manager. It is interesting to note that associations dedicated to the

rights and the honor of minority groups may sometimes encourage a mark to register a formal squawk; politically it may be more advantageous to provide a test case than to allow the mark to be cooled out.

Another line of action which a mark who refuses to be cooled out can pursue is that of turning "sour." The term derives from the argot of industry but the behavior it refers to occurs everywhere. The mark outwardly accepts his loss but withdraws all enthusiasm, good will, and vitality from whatever role he is allowed to maintain. He complies with the formal requirements of the role that is left him, but he withdraws his spirit and identification from it. When an employee turns sour, the interests of the organization suffer; every executive, therefore, has the problem of "sweetening" his workers. They must not come to feel that they are slowly being cooled out. This is one of the functions of granting periodic advancements in salary and status, of schemes such as profit-sharing, or of giving the "employee" at home an anniversary present. A similar view can be taken of the problem that a government faces in times of crisis when it must maintain the enthusiastic support of the nation's disadvantaged minorities, for whole groupings of the population can feel they are being cooled out and react by turning sour.

Finally, there is the possibility that the mark may, in a manner of speaking, go into business for himself. He can try to gather about him the persons and facilities required to establish a status similar to the one he has lost, albeit in relation to a different set of persons. This way of refusing to be cooled is often rehearsed in phantasies of the "I'll show them" kind, but sometimes it is actually realized in practice. The rejected marriage partner may make a better remarriage. A social stratum that has lost its status may decide to create its own social system. A leader who fails in a political party may establish his own splinter group.

All these ways in which a mark can refuse to be cooled out have consequences for other persons. There is, of course, a kind of refusal that has little consequence for others. Marks of all kinds may develop explanations and excuses to account in a creditable way for their loss. It is, perhaps, in this region of phantasy that the defeated self makes its last stand.

The process of cooling is a difficult one, both for the operator who cools the mark out and for the person who receives this treatment. Safeguards and strategies are therefore employed to ensure that the process itself need not and does not occur. One deals here with strategies of prevention, not strategies of cure.

From the point of view of the operator, there are two chief ways of avoiding the difficulties of cooling the mark out. First, [460] devices are commonly employed to weed out those applicants for a role, office, or relationship who might later prove to be unsuitable and require removal. The applicant is not given a chance to invest his self unwisely. A variation of this technique, that provides, in a way, a built-in mechanism for cooling the mark out, is found in the institution of probationary period and "temporary" staff. These definitions of the situation make it clear to the person that he must maintain his ego in readiness for the loss of his job, or, better still, that he ought not to think of himself as really having the job. If these safety measures fail, however, a second strategy is often employed. Operators of all kinds seem to be ready, to a surprising degree, to put up with or "carry" persons who have failed but who have not yet been treated as failures. This is especially true where the involvement of the mark is deep and where his conception of self had been publicly committed. Business offices, government agencies, spouses, and other kinds of operators are often careful to make a place for the mark, so that dissolution of the bond will not be necessary. Here, perhaps, is the most important source of private charity in our society.

A consideration of these preventive strategies brings to attention an interesting functional relationship among age-grading, recruitment, and the structure of the self. In our society, as in most others, the young in years are defined as not-yet-persons. To a certain degree, they are not subject to success and failure. A child can throw himself completely into a task, and fail at it, and by and large he will not be destroyed by his failure; it is only necessary to play at cooling him out. An adolescent can be bitterly disappointed in love, and yet he will not thereby, become, at least for others, a broken person. A youth can spend a certain amount of time shopping around for a congenial job or a congenial training course, because he is still thought to be able to change his mind without changing his self. And, should he fail at something to which he has tried to commit himself, no permanent damage may be done to his self. If many are to be called and few chosen, then it is more convenient for everyone concerned to call individuals who are not fully persons and cannot be destroyed by failing to be chosen. As the individual grows older, he becomes defined as someone who must not be engaged in a role for which he is unsuited. He becomes defined as something that must not fail, while at the same time arrangements are made to decrease the chances of his failing. Of course, when the mark reaches old age, he must remove himself or be removed from each of his roles, one by one, and participate in the problem of later maturity.

The strategies that are employed by operators to avoid the necessity of cooling the mark out have a counterpart in the strategies that are employed by the mark himself for the same purpose.

There is the strategy of hedging, by which a person makes sure that he is not completely committed. There is the strategy of secrecy, by which a person conceals from others and even from himself the facts of his commitment; there is also the practice of keeping two irons in the fire and the more delicate practice of maintaining a joking or unserious relationship to one's involvement. All of these strategies give the mark an out; in case of failure he can act as if the self that has failed is not one that is important to him. Here we must also consider the function of being quick to take offense and of taking hints quickly, for in these ways the mark can actively cooperate in the task of saving his face. There is also the strategy of playing it safe, as in cases where a calling is chosen because tenure is assured in it, or where a plain woman is married for much the same reason.

It has been suggested that preventive strategies are employed by operator and mark in order to reduce the chance of failing or to minimize the consequences of failure. The less importance one finds it necessary to give to the problem of cooling, the more importance one may have [462] given to the application of preventive strategies.

I have considered some of the situations in our society in which the necessity for cooling the mark out is likely to arise. I have also considered the standard ways in which a mark can be cooled out, the lines of action he can pursue if he refuses to be cooled, and the ways in which the whole problem can be avoided. Attention can now be turned to some very general questions concerning the self in society.

First, an attempt must be made to draw together what has been implied about the structure of persons. From the point of view of this paper, a person is an individual who becomes involved in a value of some kind -- a role, a status, a relationship, an ideology -- and then makes a public claim that he is to be defined and treated as someone who possesses the value or property in question. The limits to his claims, and hence the limits to his self, are primarily determined by the objective facts of his social life and secondarily determined by the degree to which a sympathetic interpretation of these facts can bend them in his favor. Any event which demonstrates that someone has made a false claim, defining himself as something which he is not, tends to destroy him. If others realize that the person's conception of self has been contradicted and discredited, then the person tends to be destroyed in the eyes of others. If the

person can keep the contra-diction a secret, he may succeed in keep-ing everyone but himself from treating him as a failure.

Secondly, one must take note of what is implied by the fact that it is possible for a person to be cooled out. Difficult as this may be, persons regularly define themselves in terms of a set of attributes and then have to accept the fact that they do not possess them -- and do this about-face with relatively little fuss or trouble for the operators. This implies that there is a norm in our society persuading persons to keep their chins up and make the best of it -- a sort of social sanitation enjoining torn and tattered persons to keep themselves packaged up. More important still, the capacity of a person to sustain these profound embarrassments implies a certain looseness and lack of interpenetration in the organization of his several life-activities. A man may fail in his job, yet go on succeeding with his wife. His wife may ask him for a divorce, or refuse to grant him one, and yet he may push his way onto the same streetcar at the usual time on the way to the same job. He may know that he is shortly going to have to leave the status of the living, but still march with the other prisoners, or eat breakfast with his family at their usual time and from behind his usual paper. He may be conned of his life's savings an eastbound train but return to his home town and succeed in acting as if nothing of interest had happened.

Lack of rigid integration of a person's social roles allows for compensation; he can seek comfort in one role for injuries incurred in others. There are always cases, of course, in which the mark cannot sustain the injury to his ego and cannot act like a "good scout." On these occasions the shattering experience in one area of social life may spread out to all the sectors of his activity. He may define away the barriers between his several social roles and become a source of difficulty in all of them. In such cases the play is the mark's entire social life, and the operators, really, are the society. In an increasing number of these cases, the mark is given psychological guidance by professionals of some kind. The psychotherapist is, in this sense, the society's cooler. His job is to pacify and reorient the disorganized person; his job is to send the patient back to an old world or a new one; and to send him back in a condition in which he can no longer cause trouble to others or can no longer make a fuss. In short, if one takes the society, and not the person as the unit, the psychotherapist has the basic task of cooling the mark out.

A third point of interest arises' if one views all of social life from the perspective of this paper. It has been argued that a person must not openly or even privately [462] commit himself to a conception of himself which the flow of events is likely to discredit. He must not put himself in a position of having to be cooled out. Conversely, however, he must make sure that none of the persons with whom he has dealings are of the sort who may prove unsuitable and need to be cooled out. He must make doubly sure that should it become necessary to cool his associates out, they will be the sort who allow themselves to be gotten rid of. The con man who wants the mark to go home quietly and absorb a loss, the restaurant hostess who wants a customer to eat quietly and go away without causing trouble, and, if this is not possible, quietly to take his patronage elsewhere - these are the persons and these are the relationships which set the tone of some of our social life. Underlying this tone there is the assumption that persons are institutionally related to each other in such a way that if a mark allows himself to be cooled out, then the cooler need have no further concern with him; but if the mark refuses to be cooled out, he can put institutional machinery into action against the cooler. Underlying this tone there is also the assumption that persons are sentimentally related to each other in such a way that if a person allows himself to be cooled out, however great the loss he has sustained, then the cooler withdraws all emotional identification from him; but if the mark cannot absorb the injury to his self and if he becomes personally disorganized in some way, then the cooler cannot help but feel guilt and concern over the predicament. It is this feeling of guilt -- this small measure of involvement in the feelings of others -- which helps to make the job of cooling the mark but distasteful, wherever it appears. It is this incapacity to be insensitive to the suffering of another person

when he brings his suffering right to your door which tends to make the job of cooling a species of dirty work.

One must not, of course, make too much of the margin of sympathy connecting operator and mark. For one thing, the operator may rid himself of the mark by application or threat of pure force or open insult.[5] In Chicago in the 1920's small businessmen who suffered a loss in profits and in independence because of the "protection" services that racketeers gave to them were cooled out in this way. No doubt it is frivolous to suggest that Freud's notion of castration threat has something to do with the efforts of fathers to cool their sons out of oedipal involvements. Furthermore, there are many occasions when operators of different kinds must act as middlemen, with two marks on their hands; the calculated use of one mark as a sacrifice or fall guy may be the only way of cooling the other mark out.

Finally, there are barbarous ceremonies in our society, such as criminal trials and the drumming-out ritual employed in court-martial procedures, that are expressly designed to prevent the mark from saving his face. And even in those cases where the cooler makes an effort to make things easier for the person he is getting rid of, we often find that there are bystanders who have no such scruples.[6] Onlookers who are close enough to observe the blowoff but who are not obliged to assist in the dirty work often enjoy the scene, taking pleasure in the discomfiture of the cooler and in the destruction of the mark. What is trouble for some is Schadenfreude for others.

This paper has dealt chiefly with adaptations to loss; with defenses, strategies, consolations, mitigations, compensations, and the like. The kinds of sugar-coating have been examined, and not the pill. I would like to close this paper by referring briefly to the sort of thing that would be studied if one were interested in loss as such, and not in adaptations to it.

A mark who requires cooling out is a person who can no longer sustain one of his social roles and is about to be removed from it; he is a person who is losing one of his social lives and is about to die one of the deaths that are possible for him. This leads one to consider the ways in which we can go or be sent to our death in each of our social capacities, the ways, in other words, of handling the passage from the role that we had to a state of [463] having it no longer. One might consider the social processes of firing and layingoff; of resigning and being asked to resign; of farewell and departure; of deportation, excommunication, and going to jail; of defeat at games, contests, and wars; of being dropped from a circle of friends or an intimate social relationship; of corporate dissolution; of retirement in old age; and, lastly, of the deaths that heirs are interested in.

And, finally, attention must be directed to the things we become after we have died in one of the many social senses and capacities in which death can come to us. As one might expect, a process of sifting and sorting occurs by which the socially dead come to be effectively hidden from us. This movement of ex-persons throughout the social structure proceeds in more than one direction.

There is, first of all, the dramatic process by which persons who have died in important ways come gradually to be brought together into a common graveyard that is separated ecologically from the living community.[7] For the dead, this is at once a punishment and a defense. Jails and mental institutions are, perhaps, the most familiar examples, but other important ones exist. In America today, there is the interesting tendency to set aside certain regions and towns in California as asylums for those who have died in their capacity as workers and as parents but who are still alive financially.[8][8] For the old in America who have also died financially, there are old-folks homes and rooming-house areas. And, of course, large cities have their Skid Rows which are, as Park put it, "... full of junk, much of it human, i.e.,

men and women who, for this reason or other, have fallen out of line in the march of industrial progress and have been scrapped by the industrial organization of which they were once a part." [9] Hobo jungles, located near freight yards on the outskirts of towns, provide another case in point.

Just as a residential area may become a graveyard, so also certain institutions and occupational roles may take on a similar function. The ministry in Britain, for example, has sometimes served as a limbo for the occupational stillborn of better families, as have British universities. Mayhew, writing of London in the mid-nineteenth-century, provides another example: artisans of different kinds, who had failed to maintain a position in the practice of their trade, could be found working as dustmen. [10] In the United States, the jobs of waitress, cab driver, and night watchman, and the profession of prostitution, tend to be ending places where persons of certain kinds, starting from different places, can come to rest.

But perhaps the most important movement of those who fail is one we never see. Where roles are ranked and somewhat related, persons who have been rejected from the one above may be difficult to distinguish from persons who have risen from the one below. For example, in America, upper-class women who fail to make a marriage in their own circle may follow the recognized route of marrying an upper-middle class professional. Successful lower-middle class women may arrive at the same station in life, coming from the other direction. Similarly, among those who mingle with one another as colleagues in the profession of dentistry, it is possible to find some who have failed to become physicians and others who have succeeded at not becoming pharmacists or optometrists. No doubt there are few positions in life that do not throw together some persons who are there by virtue of failure and other persons who are there by virtue of success. In this sense, the dead are sorted but not segregated, and continue to walk among the living.

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† Terminology regarding criminal activity is taken primarily from D. W. Maurer, *The Big Con* (New York, Bobbs-Merrill, 1940), and also from E. Sutherland, *The Professional Thief* (Chicago, Univ. of Chicago Press 1937). The approach that this paper attempts to utilize is taken from Everett C. Hughes of the University of Chicago, who is not responsible for any misapplications of it which may occur here. The sociological problem of failure was first suggested to me by James Littlejohn of the University of Edinburgh. I am grateful to Professor E. A. Shills for criticism and to my wife, Angelica S. Goffman, for assistance.

[1] Mr. Hughes has lectured on this kind of disappointment, and one of his students has undertaken a special study of it. See Miriam Wagenschein, 'Reality Shock': A Study of Beginning School Teachers," M.A. thesis, Dept. of Sociology, Univ. of Chicago, 2950.

[2] See, for example, Max Weber, *The Religion of China* (H.. H. Gerth, tr.); Glencoe, Ill.. Free Press, 1951; p. 178.

[3] This role of the doctor has been stressed by W. L. Warner in his lectures at the University of Chicago on symbolic roles in "Yankee City."

[4] In his seminars, Mr. Hughes has used the term "second-choice" professions to refer to cases of this kind.

[5] Suggested by Saul Mendlovitz in conversation.

[6] Suggested by Howard S. Becker in conversation.

[7] Suggested by Howard S. Becker in conversation.

[8] Some early writers on caste report a like situation in India at the turn of the nineteenth century. Hindus who were taken to the Ganges to die, and who then recovered, were apparently denied all legal rights and all social relations with the living. Apparently these excluded persons found it necessary to congregate in a few villages of their own. In California, of course, settlements of the old have a voluntary character, and members maintain ceremonial contact with younger kin by the exchange of periodic visits and letters.

[9] E. Park, *Human Communities*, Glencoe, M.; Free Press, 1952; p. 60.

[10] Henry Mayhew, *London Labour and the London Poor*; London, Griffin Bohn, 1861; Vol. II, pp. 177-178.