



JAMES-STEIN ESTIMATORS for the 18 baseball players were calculated by “shrinking” the individual batting averages toward the overall “average of the averages.” In this case the grand average is .265 and each of the averages is shrunk about 80 percent of the distance to this value. Thus the theorem on which Stein’s method is based asserts that the true batting abilities are more tightly clustered than the preliminary batting averages would seem to suggest they are.