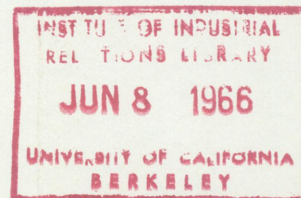


LABOR  
MGMT.

National Association of Manufacturers

✓  
L-11

34<sup>TH</sup>  
NAM  
INSTITUTE  
ON INDUSTRIAL RELATIONS



*Edgewater Gulf Hotel*

*Edgewater Park • Mississippi • March 18-23, 1962*



# 34<sup>TH</sup> NAM INSTITUTE ON INDUSTRIAL RELATIONS

March 18-23, 1962  
Edgewater Gulf Hotel  
Edgewater Park, Mississippi

## KEYNOTE ADDRESS

DONALD J.  
HARDENBROOK  
President  
National Association of  
Manufacturers



## SIX FORUM PRESENTATIONS

- 1 Automation in Perspective
- 2 Business Strategy to Challenge Totalitarianism
- 3 Changing NLRB Policy
- 4 Collective Bargaining in a New Era
- 5 Sound Employee Relations Nullified
- 6 A Look at Programmed Learning and Teaching Machines

## SIX ROUND-TABLE SEMINARS

- 7 How Managers Make Things Happen
- 8 The Art of Participative Management
- 9 Foremen Out—Managers In
- 10 Strengthening the Supervisory Echelon
- 11 Dealing Constructively with Human Frailties
- 12 Pros and Cons of Compensation Incentives Analyzed

NATIONAL ASSOCIATION OF MANUFACTURERS

2 EAST 48TH STREET, NEW YORK 17, N.Y.

## INSTITUTE SPEAKERS

1



KENNETH D. CASSIDY  
Vice President  
Industrial Relations  
Ford Motor Co.  
Dearborn, Mich.

2



NICHOLAS GONCHAROFF  
Secretary for Public Affairs  
Program Services Department  
National Council of the  
YMCA

3



CHARLES A. KOTHE  
Vice President  
Industrial Relations  
National Association of  
Manufacturers

4



R. HEATH LARRY  
Administrative Vice President  
Personnel Services  
United States Steel Corp.  
Pittsburgh, Pa.

5



K. C. FLORY  
Manager, Industrial and  
Community Relations  
Allis-Chalmers  
Manufacturing Co.  
Pittsburgh, Pa.

6



MILTON C. ROHM  
Manager, Training Section  
Allis-Chalmers  
Manufacturing Co.  
Milwaukee, Wis.

7



OLIVER S. YORK  
Supervisor of Maintenance  
Engineering Consultants  
E. I. du Pont de Nemours & Co.  
Wilmington, Del.

8



DR. GEORGE S. ODIORNE  
Director, Bureau of Industrial  
Relations, School of Business  
Administration  
University of Michigan  
Ann Arbor, Mich.

9



DR. RENSIS LIKERT  
Director of the Institute of  
Social Research  
University of Michigan  
Ann Arbor, Mich.

10



CLAYTON F. MUGRIDGE  
C. F. Mugridge Co.  
New York, N. Y.

11



FRED D. HUNTER  
Director of Employee Relations  
American Brake Shoe Co.  
New York, N. Y.

12



F. LOWRY WYATT  
Vice President, Personnel  
Weyerhaeuser Co.  
Tacoma, Wash.



NICHOLAS L. A.  
MARTUCCI  
Industrial Relations Director  
Kennecott Refining Corp.  
Baltimore, Md.



LUCAS S. MIEL  
President  
Commercial Steel Treating  
Corp.  
Detroit, Mich.

34th NAM INSTITUTE ON INDUSTRIAL RELATIONS

The Edgewater Gulf Hotel  
Edgewater Park, Mississippi

March 18-23, 1962

TABLE OF CONTENTS

	<u>Page</u>
General Information .....	1
Master Schedule .....	5
General Assembly and Orientation .....	7
<u>Conference Outlines for Seminar Sessions</u>	
Strengthening the Supervisory Echelon F. D. Hunter .....	8
The Art of Participative Management R. Likert .....	12
Pros and Cons of Compensation Incentives Analyzed N. L. A. Martucci and L. S. Miel .....	15
Foremen Out - Managers In C. F. Mugridge .....	19
How Managers Make Things Happen G. S. Odiorne .....	24
Management Action to Deal Constructively with Human Frailties F. L. Wyatt .....	26
Forum Sessions .....	29
<u>Outlines for Forum Sessions</u>	
Business Strategy to Challenge Totalitarianism N. A. Goncharoff .....	32
A Look at Programmed Learning and Teaching Machines C. S. York .....	34
Biographies .....	36

GENERAL INFORMATIONWELCOME TO THE 34th NAM INSTITUTE

It is our sincere desire that your week at Edgewater Park will prove to be noteworthy in every way and will be meaningful in the contributions it makes to improved labor-management relationships at your home plant. We hope that your participation in the Institute not only will enrich your industrial relations experience, but also will serve as a thoroughly enjoyable period of relaxation, offering a time to renew old friendships and make new friends.

The program for the 1962 NAM Institute has been planned to include many new and divergent concepts. Some of the discussions may disturb you, but, we hope they stimulate you as well. Many of the opinions you will hear expressed will be departures from accepted views on the subject and may tend to explode established concepts. We urge you to keep an open mind, and at the close of the Institute's meetings we are confident that you will think more profoundly and in new ways about many subjects.

This year's program has been especially designed with the idea of bringing a new light to a number of the major problems that confront today's industrial relations executive:

- ... Increasing company productivity and profitability
- ... Re-evaluating the organizational basis and practices of management
- ... Establishing the most effective role for the supervisory echelon
- ... Analyzing and comparing methods of compensation incentives
- ... Determining the implications of automation in full perspective
- ... Improving techniques in the art of motivation
- ... Reacting to changes in NLRB policy
- ... Projecting the impact of a new era of collective bargaining
- ... Evaluating the soundness of employee relations programs
- ... Re-emphasizing the role of leadership in industry
- ... Training human resources for fullest utilization under new technology
- ... Meeting the challenge of totalitarianism
- ... Dealing with the problems of human frailties

This syllabus contains all the information you will need about the Institute and how it operates; meeting schedules; outlines of seminar discussion topics to facilitate your note-taking; brief biographies of the experts who comprise the Institute faculty. If you do not find the answers to your questions in these pages, please inquire at NAM Institute Headquarters.

### NAM OFFICE

The NAM Institute Headquarters will be located in the main lobby of the Edgewater Gulf Hotel directly across from the hotel's registration desk and will be under the supervision of Institute Director, William G. Johnston.

### IDENTIFICATION BADGES

Each registrant will receive a red identification badge at the time of his registration. This badge should be worn during the entire week of the Institute because it serves as official recognition of your status as a registrant and verifies your right to participate in the off-the-record sessions.

Wives of registrants will receive blue badges which they are requested to wear at all scheduled functions.

### MASTER SCHEDULE

The green pages of this book contain a listing of time, place, speaker and discussion topic for all Institute sessions.

### ORIENTATION AND GENERAL ASSEMBLY

The 34th NAM Institute on Industrial Relations officially convenes with an orientation meeting for all registrants and their guests in the Garden Room promptly at 9:00 A.M., Monday, March 19.

### SEMINAR SESSIONS

You will note that each Institute registrant has been assigned to a specific group:

GROUP A  
GROUP B  
GROUP C

Each group has been assigned to its own conference room for all of its seminar sessions. It is requested that you remain in your group and follow the schedule of sessions assigned to it for these four seminar days. The schedule for seminar sessions is as follows:

Monday	9:45 - 12:45
	2:30 - 5:30

Tuesday	9:00 - 12:00
Thursday	9:00 - 12:00 3:00 - 6:00
Friday	9:00 - 12:00

### FORUM SESSIONS

On Wednesday, all registrants (e.g., Groups A,B and C) will meet in the Garden Room at 9:00 A.M. After the morning forum presentations all registrants will go the Ballroom where luncheon will be served at 12:00 noon. After the appearance of the luncheon speaker, the forum session will reconvene at 2:30 in the Garden Room.

A special bonus forum session will meet on Tuesday at 3:00 P.M. in the Garden Room. Those registrants wishing to attend should so indicate in order that space may be reserved for them.

### LOCATION OF MEETING ROOMS

As indicated above, each group has been assigned to its own seminar room which will serve as permanent headquarters for that group during the entire week. Room assignments are as follows:

GROUP A	East Terrace
GROUP B	West Terrace
GROUP C	Ballroom

Forum sessions will meet in the Garden Room.

### SPECIAL EVENTS

Monday evening, March 19, 7:00 P.M., Ballroom

NAM COCKTAIL RECEPTION for all Institute registrants and their wives. This gathering will provide an opportunity to become acquainted with others of the NAM party and prepare for an enjoyable week together.

Wednesday, March 21, 12:00 noon, Ballroom

FORUM LUNCHEON. Luncheon for all Institute registrants.

Thursday, March 22, 8:00 P.M., Garden Room

PLANTATION PARTY for all Institute registrants and their wives. This evening will feature dinner, dancing and special entertainment recreating the atmosphere of ante-bellum living.

### SPECIAL PROGRAM FOR THE LADIES

To take advantage of the Institute Week coinciding with Mississippi Pilgrimage Time, when the azaleas, camellias and jasmine are expected to be at their blossoming best, a special series of tours for the ladies of the NAM party has been scheduled. These tours will feature visits to a number of gardens, private homes, and estates especially opened for this occasion as well as trips to Marineland and to New Orleans for shopping.

A tour has been scheduled for each day of Institute Week. Details will be explained at a luncheon with the First Lady of NAM, Mrs. Donald Hardenbrook, Monday, March 19, 12:00 noon, in the Hawaiian Terrace.

### HOTEL ACCOMMODATIONS

All accounts due for rooms, meals and other hotel services are payable directly to the Edgewater Gulf Hotel.

### MEALS

The main dining room will serve at the following times:

Breakfast	7:00 - 10:00 A.M.
Lunch	12:00 - 2:30 P.M.
Dinner	6:00 - 9:00 P.M.

No special seating arrangement has been planned.

### SUGGESTIONS FOR DRESS

Comfortable, casual sports clothing will predominate at seminar and forum sessions. At the NAM Cocktail Reception on Monday evening cocktail dresses and dinner jackets are suggested.

### RECREATION AND SPORTS

The meeting schedule has been especially arranged so as to allow some time for recreation during daylight hours. The Edgewater Gulf Hotel's 18-hole golf course is a ten-minute walk from the hotel dining room and there will be no green fee for the NAM party. A private beach and pool are located directly in front of the hotel.

Tennis courts and facilities for sun and deck sports are conveniently located. The hotel has extensive gardens with walks planned to display its large collection of flowering plants.

De luxe gulf and bayou fishing and inland or sea cruises can be arranged. The spectacular new Marine Life Aquarium is less than a mile from the hotel.

MASTER SCHEDULE



MASTER SCHEDULE, 34th NAM INSTITUTE ON INDUSTRIAL RELATIONS,

	<p>MONDAY</p> <p>MARCH 19</p>		<p>TUESDAY</p> <p>MARCH 20</p>
<p>9:00-</p> <p>9:45</p>	<p><u>ORIENTATION for Entire Institute &amp; Guests: Garden Room</u></p> <p>D. HARDENBROOK: "Assuming The Role Of Industrial Leadership"</p>		<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> F. WYATT: "Dealing Constructively With Human Frailties"</p>
<p>9:45-</p> <p>12:45</p>	<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> G. ODIORNE: "How Managers Make Things Happen"</p> <p><u>GROUP B - West Terrace</u> F. WYATT: "Dealing Constructively With Human Frailties"</p> <p><u>GROUP C - Ballroom</u> C. MUGRIDGE: "Foremen Out - Managers In"</p>	<p>9:00-</p> <p>12:00</p>	<p><u>GROUP B - West Terrace</u> C. MUGRIDGE: "Foremen Out - Managers In"</p> <p><u>GROUP C - Ballroom</u> G. ODIORNE: "How Managers Make Things Happen"</p>
<p>12:45-</p> <p>2:30</p>	<p>Lunch Break</p>	<p>12:00-</p> <p>3:00</p>	<p>Lunch Break</p>
<p>2:30-</p> <p>5:30</p>	<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> C. MUGRIDGE: "Foremen Out - Managers In"</p> <p><u>GROUP B - West Terrace</u> G. ODIORNE: "How Managers Make Things Happen"</p> <p><u>GROUP C - Ballroom</u> F. WYATT: "Dealing Constructively With Human Frailties"</p>	<p>3:00-</p> <p>6:00</p>	<p><u>BONUS FORUM SESSION: Garden Room</u></p> <p>O. S. YORK: "A Look At Programmed Learning And Teaching Machines"</p>

<p>W E D N E S D A Y M A R C H 21</p>	<p>T H U R S D A Y M A R C H 22</p>	<p>F R I D A Y M A R C H 23</p>
<p><u>GROUPS A,B &amp; C-Garden Room</u></p> <p>C. A. KOTHE: "Changing NLRB Policy"</p> <p>-----</p> <p>K.G. FLORY &amp; M.C. ROHM: "Sound Employee Relations Nullified"</p> <p>-----</p> <p>N. GONCHAROFF: "Business Strategy To Challenge Totalitarianism"</p>	<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> R. LIKERT: "The Art Of Participative Management"</p> <p><u>GROUP B - West Terrace</u> F. HUNTER: "Strength- ening The Supervisory Echelon"</p> <p><u>GROUP C - Ballroom</u> L. MIEL &amp; N. MARTUCCI: "Pros And Cons Of Com- pensation Incentives Analyzed"</p>	<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> F. HUNTER: "Strength- ening The Supervisory Echelon"</p> <p><u>GROUP B - West Terrace</u> L. MIEL &amp; N. MARTUCCI: "Pros And Cons Of Com- pensation Incentives Analyzed"</p> <p><u>GROUP C - Ballroom</u> R. LIKERT: "The Art Of Participative Management"</p>
<p><u>LUNCHEON - Ballroom</u></p> <p>K.D. CASSIDY: "Automation In Perspective"</p>	<p>Lunch Break</p>	<p>Lunch</p>
<p><u>GROUPS A,B &amp; C-Garden Room</u></p> <p>R. H. LARRY: "Collective Bargaining In A New Era"</p>	<p>3 Concurrent Meetings:</p> <p><u>GROUP A - East Terrace</u> L. MIEL &amp; N. MARTUCCI: "Pros And Cons Of Com- pensation Incentives Analyzed"</p> <p><u>GROUP B - West Terrace</u> R. LIKERT: "The Art Of Participative Management"</p> <p><u>GROUP C - Ballroom</u> F. HUNTER: "Strength- ening The Supervisory Echelon"</p>	

GENERAL ASSEMBLY AND ORIENTATION

The 34th NAM Institute on Industrial Relations will open with a general assembly for all registrants and their guests, convening promptly at 9:00 A.M., Monday, March 19th in the Garden Room.

Official Welcome:

CHARLES A. KOTHE  
Vice President  
Industrial Relations Division  
National Association of Manufacturers

Keynote Address:

DONALD J. HARDENBROOK  
President  
National Association of Manufacturers  
  
"Assuming the Role of Industrial  
Leadership"

Institute Orientation:

WILLIAM G. JOHNSTON  
Director of Special Projects  
Industrial Relations Division  
National Association Manufacturers

At the adjournment of this assembly, each registrant is requested to proceed as quickly as possible to his first seminar meeting session in accordance with his permanent group assignment;

GROUP A meets in the East Terrace  
  
GROUP B meets in the West Terrace  
  
GROUP C meets in the Ballroom

NAM Institute on  
Industrial Relations  
March 18-23, 1962

STRENGTHENING THE SUPERVISORY ECHELON

FRED D. HUNTER  
Director of Employee Relations  
American Brake Shoe Co., New York, N.Y.

I. Basic Premise and Philosophy

- A. The opportunity for satisfying management-employer relationships reach their ultimate at the first line level
- B. The rank-and-file worker's boss should be management

II. Definition of Terms

- 1. What is a foreman?
- 2. The importance of job titles

III. Status of the Foreman

- A. The urgency of the foreman's full acceptance as management
  - 1. Foremen generally want to be considered part of management
  - 2. Foreman's functions not to be usurped by staff specialists
  - 3. Decisions should be made by him and through him
  - 4. The supervisor has two inalienable rights
    - a) The right to know - preferential access to information is a major source of power in any organization
    - b) The right to be heard - the foreman must have ready access to higher authority in management
- B. The supervisor should be looked upon and treated as the spokesman for top management
  - 1. Top management must "back up" foreman's decisions
  - 2. Supervisors should expect support rather than interference from higher authority in management

(Hunter - 1)



C. Top management should build up the prestige of the supervisor and his job so that he may be regarded as management

1. Strengthen rather than dilute the management function of the supervisor
2. Extend the supervisor's span of authority commensurate with his responsibilities

#### IV. The Selection, Training and Upgrading of Supervisors

A. Management should provide a yardstick of proper qualifications for the selection of potential supervisory candidates

B. Training to educate supervisors in the production requirements and the human relations responsibilities of the job

1. Policy committees
2. Group discussion programs
3. Supervisory bulletins
4. Management letters to supervisors
5. Business economics courses
6. Regular supervisory meetings
7. Work simplification

C. Appraisal and counsel of foreman by top management

D. The foreman as the top manager of tomorrow

#### V. Functions of the Supervisor

A. Responsibilities for employee selection

B. Service as a trainer - if he cannot train, he cannot supervise

C. Opportunity to start the newcomer in the right direction

D. Capacity as a director and leader

E. Measurer of employee work and rater of subordinates

F. Role as observer and decision-maker

G. Consultant on both work and personal matters

H. Enthusiastic salesman to "sell" the employee on his job and his company

## VI. The Communications Factor

- A. The supervisor should know the answers and must be in a position to get needed information
  - 1. Supervisors should be advised as far in advance as possible of management decisions affecting employment and production problems
  - 2. As management members, supervisors should be informed on such problems as labor relations, taxes, legislation affecting the company, the company's business outlook and community relations of the company
- B. Communications are far less a technique than an attitude
  - 1. Problems-solutions don't revolve as much around "feeling" as around "facts"
  - 2. "Fear" causes more trouble than "facts"
  - 3. "Face to face" communications are still the most effective
  - 4. Stimulating the upward flow of feelings
  - 5. The supervisor must be a good listener
    - a) Hearing becomes listening when one pays attention
    - b) Listening must precede understanding
    - c) Listening is a form of self-mastery and is hard work
    - d) Listening requires spiritual, mental and physical control
- C. Members of management should be brought together frequently on both formal and informal basis
- D. Supervisors should know promptly of all important discussions with employees or their representatives. Supervisors' observations and suggestions upon production, personnel or operating problems should be encouraged

## VII. The Supervisor in an Organized Plant

- A. Must be conversant with the company's labor relations principles and policies
- B. Must possess full understanding of management rights and union rights
- C. Must realize that his actions regarding labor relations are interpreted as those of management

- D. Should preserve the right to initiate action
- E. Must administer the collective bargaining agreement
- F. Assume an important role in grievance handling

VIII. Employee Morale

- A. Failure to promote from ranks to foreman can affect morale adversely
- B. Injection of additional steps in the management hierarchy can make communication increasingly difficult
- C. Promotion should be on the basis of ability and knowledge rather than formal education

THE ART OF PARTICIPATIVE MANAGEMENT

"NEW PATTERNS OF MANAGEMENT"

DR. RENSIS LIKERT  
Director, Institute of Social Research  
University of Michigan, Ann Arbor, Mich.

- I. The Nature of Management
  - A. Management is neither art nor flight
  - B. Management is a profession with many bases
    - 1. Sciences and technologies
    - 2. Quantitative research on the processes of management
  - C. Essential that managers as professionals keep abreast of developments
- II. Highest Producing Managers Develop More Powerful Systems of Management
  - A. Illustrative of principles used by the high-producing manager
    - 1. General rather than close supervision
    - 2. Employee-centered, rather than process-centered
    - 3. Higher employee performance goals and less direct hierarchical pressure on employees to produce
    - 4. Increased feeling of freedom in doing the job and more self-pacing
    - 5. Greater coordination between manager and each management level
    - 6. Pulling for the employee as well as the company
    - 7. Well-informed organization, more information shared, less withheld
    - 8. Greater utilization of ideas and experience of subordinates
    - 9. Higher levels of confidence and trust
    - 10. More use of group meetings and group problem solving



III. Patterns of Management Used by Highest Producing Managers Can Be Integrated into Coordinated System

- A. Non-economic motives harnessed to reinforce economic motives
- B. Principle of supportive relationships provides a guide for accomplishment and applied effectively leads subordinates to answer favorably:
  - 1. To what extent does the superior try to understand the subordinate's problems and do something about them?
  - 2. How much is the superior really interested in helping the subordinate with his personal and family problems?
  - 3. How much help does the subordinate get from his superior in doing his work?
  - 4. To what extent does the superior try to keep the subordinate informed about matters related to his job?
  - 5. How fully does the superior share information about the company with his subordinates?
  - 6. How much confidence and trust does the subordinate have in his superior?
  - 7. Does the superior ask the subordinate's opinion when a problem comes up which involves his work?
- C. Multiple overlapping group form of organization
  - 1. Basic component of organization is the work group rather than the individual
  - 2. High level group process skills needed for effective functions
    - a) Group meetings
    - b) Confidence and trust among members
    - c) Adequate and efficient communications
    - d) Recognizing and dealing with important problems
    - e) Discussions based on sound evidence
    - f) Decisions reached by consensus
    - g) Establishment of clear-cut responsibilities
    - h) Establishment of emergency procedures
- D. Manager establishes high performance goals with reciprocal responsibility between needs of employees and objectives of organization
- E. Managers need for accurate feedback
  - 1. Accurate measurement of variables involved in verbal reports; reactions of peers and subordinates

2. Lack of accurate feedback to upper management
  - a) Reports tend to indicate successes only
  - b) Information often withheld about tough problems
  - c) Few subordinates tell bosses of inadequacies
3. How to encourage feedback process (interaction-influence system)
  - a) Periodically measure the casual, intervening and end-result variables
    - 1) Extent of member loyalty to organization
    - 2) Consistency of company's objectives compared with individual's goals and needs
    - 3) Extent to which goals unite to facilitate company's achievement of objectives
    - 4) Level of motivation among employees
    - 5) Extent to which atmosphere maintains individual's personal worth
    - 6) Degree of confidence and trust between hierarchy members
    - 7) Amount and quality of cooperation
    - 8) Amount of stress and anxiety in connection with absenteeism
    - 9) Character of organizational structure
    - 10) Character of the decision-making process
    - 11) Effective interaction of skills
    - 12) Efficiency and adequacy of the communication process
    - 13) Efficiency of the influence process
    - 14) Distinction between roles of members
    - 15) Level of leadership skills and abilities
    - 16) Behavior of managers and subordinates
    - 17) Personality traits of members
  - b) Build subordinates into effective group

#### IV. Results Indicated by Tests of Proposed Theory

- A. More influence and capacity to coordinate activity of organization
- B. Better communication in all directions; better knowledge of the organization's problems, experience and opportunities
- C. Greater Confidence and trust
- D. Less tension, conflict, hostility and anxiety
- E. Greater productivity and lower costs

(Likert - 3)

NAM Institute on  
Industrial Relations  
March 18-23, 1962

PROS AND CONS OF COMPENSATION INCENTIVES ANALYZED

N. L. A. MARTUCCI  
Industrial Relations Director  
Kennecott Refining Corp.  
Baltimore, Md.

LUCAS S. MIEL  
President  
Commercial Steel Treating Corp.  
Detroit, Mich.

I. The Philosophy of Incentives

A. What are the aims and objectives of incentive plans?

1. More money for the individual
2. More profit for the company
3. More payroll in the community
4. More security - the kind that comes from profits instead of losses
5. More satisfaction in the individual; in the human being
6. More peace, equity and contentment in labor-management relations
7. More perfection in the free enterprise system

B. The importance of desire

1. In planning a program
2. In selling a program
3. In administering a program
4. In appreciating a program

C. The common interest versus conflict of interest

1. Profits not losses
2. Profits and losses
3. Capital versus labor
4. New equipment versus old

(Martucci & Miel - 1)

D. Attracting, holding and motivating qualified personnel

1. Direct and indirect forms of pay
2. Changing nature of compensation
3. Implications of change - past and future
4. Company response to security needs of employees

II. Management's Responsibilities

- A. To understand
- B. To properly establish
- C. To properly administer, communicate, sell and evaluate

III. Employee Responsibilities

- A. To understand
- B. To appreciate
- C. To respond

IV. Government Responsibilities

- A. To understand
- B. To appreciate
- C. To perfect and protect

V. Pitfalls and Heartbreaks

- A. Ignorance, bias, blindness and dishonesty
- B. Unavoidable circumstances
- C. Nature of business cycles

VI. There are Practical Ideals

- A. The U. S. economic system wherein employees have a profit relationship as well as a wage relationship with the employer
- B. An understanding that profits are essential - not evils



- C. Payments are made only when there is "money in the till"
- D. A system that is sound:
  - 1. Considers stockholders, customers and employees
  - 2. Gives individual recognition, security and more income
  - 3. Provides basis for desire to produce service and quality at lowest possible price
  - 4. Is economically, politically and spiritually ideal

## VII. Incentive Compensation

- A. Objectives of extra pay - supplementary financial rewards
  - 1. Rewards for extra effort
  - 2. Sharing in returns that exceed the "norm"
  - 3. Principles of incentive management
  - 4. Not a substitute for fair and equitable base rates
  - 5. Integration of financial and non-financial incentives
- B. Methods, systems and plans
  - 1. Basic incentive plans used in factory and office
    - a) Extent of application - past, present and future
    - b) Advantages and disadvantages
    - c) Day-to-day administration problems
  - 2. Share-of-production and cost-savings plans
    - a) Hybrid profit-sharing
    - b) Group participation - production, clerical, supervisory, professional, and executive personnel
    - c) Principles of Rucker and Scanlon plans
    - d) Advantages and disadvantages
  - 3. Profit-sharing plans
    - a) definition of "employee-profit-sharing"
    - b) History and background
    - c) Plans providing for current cash payments
    - d) Plans providing for post-retirement payments
    - e) Plans providing for "wage-dividend" payments
    - f) Effects of Internal Revenue Code on qualified plans

- g) Evaluation of basic concepts of sharing profits with employees
- h) Organized labor's views - past and present
- i) An appraisal of claims as related to objectives, successes and failures

#### 4. Incentive bonus plans for exempt salaried personnel

- a) Distinction between incentive bonus plans and profit-sharing trusts
- b) Variations and similarities in plans
- c) Bonus fund determination
- d) Eligibility for, participation in, and distribution of bonus awards
- e) Forms of payment - cash and/or stock
- f) Methods of payment - immediate, earned-out, and deferred
- g) Shadow-stock and stock-unit compensation devices
- h) An appraisal of the incentive features of selected plans

#### 5. Stock ownership plans

- a) History and background
- b) Motives for getting employees to acquire company stock
- c) Formal stock purchase plans for exempt and non-exempt personnel
- d) Savings and investment plans
- e) Restricted stock option plans - prevalence among listed companies
- f) Limitations in cases of unlisted stock or closely-held companies
- g) Compliance with IRS and SEC regulations
- h) Stockholders' views
- i) Combination incentive bonus and stock option plans

### VIII. Selecting, Designing, Installing and Administering an Incentive Plan

- A. Knowledge of how different plans have worked out under varying conditions
- B. Selection of plan(s) to fit the purpose
- C. Careful appraisal of what others have gained from experience
- D. Setting the plan(s) in motion
- E. Keeping the plan(s) alive - importance of good communications
- F. Compliance with federal and state statutes, rules and regulations
- G. Advantages to employee and to the company under present tax laws
- H. Problems to anticipate in administration and control
- I. Sources of information and assistance

NAM Institute on  
Industrial Relations  
March 18-23, 1962

FOREMEN OUT - MANAGERS IN

CLAYTON F. MUGRIDGE  
Management Consultant  
C.F. Mugridge Company, New York, New York

I. The Rise of the Foreman

- A. Foremanship an outgrowth of developmental needs of industry
- B. Prestige of the position
  - 1. Broad range of duties and authority
  - 2. Kingpin in his department
  - 3. Often more valuable than some of his superiors
  - 4. Common practice to pirate foremen from competitors
  - 5. Worked satisfactorily - never a substantial "foreman problem"

II. Function of the Foreman Declines

- A. Surge of the staff function after World War I
  - 1. Advanced technology and higher speeds created need for more rigid controls
  - 2. Staff departments became the vogue
- B. Result of rapidly expanded staff echelon
  - 1. Foreman's major duties usurped
  - 2. Foremen merely carried out orders
  - 3. Foreman prestige deteriorated to a low point
  - 4. Retained power to discipline
  - 5. Declining interest in foremen development
  - 6. System worked satisfactorily - never a discernible "foreman problem"

### III. The Foreman Faces a Changing Environment

#### A. The Wagner Act - 1935

1. Inadequate foremen frequently catapulted into management jobs
2. Upsurge of trade unionism challenged sacred rights of the foreman
3. Existence of definite "foreman problem"

#### B. Foreman reaction

1. Bitterly resented intrusion of employee representatives
2. Ill-equipped to cope with new problems.
3. Fought to retain disciplinary authority
4. Sought relief in a union of their own

### IV. Industry's Attempted Remedies

- A. New staff with industrial relations serving as a prop for weak foremen
- B. Foreman training programs flourish
- C. Expansion of the number of foremen and staff

### V. The Situation as It Is

#### A. Dilution of foremen's responsibilities

1. Tendency to serve as relayers of orders, production pushers, mechanical aides
2. In many instances only hypothetically do foremen have major duties and authorities
3. Job frequently carries little prestige or status either in or out of factory

#### B. Rationalization tends to delay correction

1. If the obsolescence of foremen is generally recognized there is a tendency to ignore it
2. Job doesn't attract hard-hitting, alert, ambitious men



## VI. Outstanding Weaknesses of Foreman Structure

### A. Attitudes of foremen

1. Foremen feel rejected as true members of management team
2. Training programs frequently held in low regard
3. Jobs too often lack full clarification
4. Foremen frequently sympathize with workers and unions
5. If chaos exists it affords sense of security to the foreman

### B. Staff generally places insufficient reliance on the foreman

### C. Work standards

1. Inaccurate or loose standards too common
2. Maintenance of accurate standards requires strong front lines

### D. Foreman's relationship with union

1. Little actual responsibility for relationships
2. Tendency to relay grievances to industrial relations office
3. Avoids taking a positive stand
4. Favorable attitude toward union
5. Stewards often consider dealing with foremen a waste of time

## VII. The Foreman's Function

- A. The thousand and one tasks that support production
- B. Indispensable to smoothly flowing production
- C. Experience required for the job

## VIII. The Proposed Remedy

- A. Compact group of managers
  1. Clarify the foreman's job
  2. Assign foreman to supporting functions

3. Remove the foreman's hypothetical duties

- a) Grievances
- b) Work standards responsibility
- c) Company communications

4. Select a compact group of managers

- a) Qualified foreman
- b) Industrial engineers
- c) Other engineers
- d) Cost accountants
- e) Personnel

IX. How to Arrive at New Organization

A. Appoint do-it-yourself committee to follow through eight steps

1. Describe ideal frontline manager
2. Clarify foreman's job
  - a) Samples of present foreman's jobs
  - b) Prepare description of ideal foreman's job
  - c) Eliminate supporting functions
3. Prepare new organization (decide number of foremen and managers)
4. Complete job descriptions and organization charts
5. Select managers
6. Adjust positions of misplaced people and surplus foremen
  - a) Special personnel problems
  - b) Consideration of union implications
7. Prepare objective development program, if needed
8. Prepare plan for implementing new organization

X. Advantages of Do-It-Yourself Approach

1. Free from imposition
2. Committee looks upon new plan as its own
3. Enlists the minds of middle management

4. Acts as a device for gaining consent and cooperation
5. Assures proper organization

XI. Advantages of New Type of Organization

1. Places intelligent, hard-hitting managers at front lines
2. Supplies workers and union stewards with astute management leadership
3. Supplements staff with a cost-conscious line group
4. Shrinks number of foremen
5. Reduces overall factory costs substantially
6. Opens factory opportunities for high grade men
7. Provides real factory management
8. Improves communications substantially

XII. Possible Disadvantages of New Type of Organization

HOW MANAGERS MAKE THINGS HAPPEN

DR. GEORGE S. ODORNE  
Director, Bureau of Industrial Relations  
University of Michigan, Ann Arbor, Mich.

- I. Management as a Body of Knowledge and a Professional Activity Is Becoming Ever More Widely Accepted
  - A. Evidenced in a wide number of courses and seminars
  - B. Consists of a body of knowledge separate from other fields
  - C. Takes special skills, tools, and training
  - D. Comprised of many different kinds of knowledge
- II. How Does One Learn What Good Management Behavior Is?
  - A. Copying successful managers
  - B. Examination of case studies
  - C. Study of behavioral science and social science
  - D. Combining these into styles and theories of management
- III. What Leads to Successful Managerial Leadership?
  - A. Many people examine past records of top men
  - B. As past patterns change, one cannot always predict from past conditions what the future manager will need to be
- IV. Some Style Changes in Managerial Behavior
  - A. The old style "hard-nosed" type
  - B. The human relations and "happiness" school
  - C. The management-by-pressure type of the Fifties
  - D. Emergence of the "manager of situations" of the Sixties

## V. Characteristics of Present Executive Behavior

- A. Goal orientation toward profits, growth and survival
- B. Greater training in administrative practices
- C. A new style of leadership that consists of three elements:
  - 1. The man in the leadership position
  - 2. His followers
  - 3. The situation
- D. How much service orientation?
- E. How much participation of subordinates in decision-making?
  - 1. High among scientists and key managers
  - 2. Moderate to high among engineers and middle managers
  - 3. Low among laborers and lower level persons in manufacturing and military style situations
  - 4. Participation as a middle-class value criterion
  - 5. Tight technical organization and tight discipline as an alternative to participative management
  - 6. Other alternatives
  - 7. Effectiveness of decision-making
- F. The value systems in which managers function
  - 1. Present value systems of managers
  - 2. Some effects of emphasizing results with limiting means

## VI. How Does a Manager Develop Professionally?

- A. Concentration upon building followers' abilities
- B. Knowledge that the "executive personality" is a myth
- C. Growth from specialist to generalist
- D. Work through organization, not personal effort
- E. Development of personal habits of productivity and effectiveness
- F. Clarification of personal goals and tough-mindedness in overcoming obstacles
- G. Relates to his environment and controls it

NAM Institute on  
Industrial Relations  
March 18-23, 1962

MANAGEMENT ACTION TO DEAL CONSTRUCTIVELY WITH HUMAN FRAILTIES

F. LOWRY WYATT  
Vice President - Personnel  
Weyerhaeuser Company, Tacoma, Washington

I. Why Men Fail

- A. Importance of looking at ourselves
  - 1. Finding individual deficiencies
  - 2. Organization as a contributor to failure
- B. Should we look for strengths or weaknesses?
  - 1. The relativity of "excellence" or "success"
  - 2. The naturalness of imperfection
- C. The structure of success
  - 1. Analysis of generally accepted concepts
  - 2. Some newer concepts
- D. The anatomy of failure
  - 1. Symptoms or causes?
  - 2. Failure as a therapeutic

II. Human Aspects of Administration

- A. What is our understanding of "human" in organizational sense?
  - 1. "Human", "constructive", and "frailty" defined
  - 2. Varying manifestations
    - a) Employee level
    - b) Management level
- B. Why a "human aspect"?
  - 1. As a search for "happiness" or "to make employees feel good"

2. More practical reasons

- C. Do we supervise INDIVIDUALS or GROUPS?

1. Recognition of these individual differences which are compatible with group (organization) objectives
2. Examination of both halves of the story
3. Common judgments by comparison of individual thoughts

### III. The Morale Factor

- A. A matter of atmosphere

1. Role of rewards

- a) Rewards for ideas
- b) Rewards for challenge
- c) Rewards for success
- d) Financial vs. non-financial

2. Role of participation and association

- a) Sense of belonging
- b) Sense of purpose

3. Ten points to high morale

- a) Are they within our control?
- b) Work climate as a function

4. Role of communications

- a) Technique or way of life?
- b) Communicating performance criteria
  - (i) Standards
  - (ii) Results
  - (iii) Job-oriented vs. personality-oriented

### IV. The Problem Employee

- A. Symptoms vs. real causes

- B. Three common types and the approaches to each

- C. Management mistakes

- D. Limits of management obligation

- E. What are the odds?

## V. A Course for the Future

### A. How do we conduct ourselves? Six constructive acts

1. Make our goals theirs
2. Point up requirements of the situation as contrasted with arbitrary or personal demands
3. Use of personal criticism
4. Flexible recognition of and reaction to individual differences
5. Don't forget to listen
6. Assess your own contribution

### B. Conclusions



## FORUM SESSIONS

The 1962 Institute program has been expanded beyond those of previous years to enable participants to probe an increased number of the problems with which top management is confronted. Six special forum sessions will focus on six subjects that have a particularly vital impact on the industrial relations function.

The first forum session will be a special meeting for those with a particular interest in the newest developments for training human resources for greater productivity.

### Tuesday Bonus Forum (3:00 P.M., Garden Room)

OLIVER S. YORK  
Supervisor of Maintenance Engineering Consultants  
E. I. du Pont de Nemours & Company  
Wilmington, Delaware

#### "A LOOK AT PROGRAMMED LEARNING AND TEACHING MACHINES"

Pioneer experience with pilot projects -- the value and use concept -- adapting programs to meet company needs -- keeping economically competitive with advancing technology -- increasing manpower effectiveness -- personnel motivation -- union contract considerations.

The entire meeting-day, Wednesday, March 21st, will be devoted to forum sessions. All Institute registrants (that is, Groups A,B and C) will meet together in the Garden Room, where the forum session will begin PROMPTLY at 9:00 A.M. At noon all registrants will reconvene in the Ballroom for a special Forum Luncheon after which the group will return to the Garden Room for the day's final session.

### Wednesday Morning Forum (9:00 A.M., Garden Room)

CHARLES A. KOTHE  
Vice President, Industrial Relations  
National Association of Manufacturers

#### "CHANGING NLRB POLICY"

Changing legal concepts affecting industrial relations -- analysis of the impact of recent administrative, judicial and arbitration decisions -- examination of emerging doctrines of property rights in jobs -- limitation on freedom of speech -- forecasting trends.

K. C. FLORY  
 Manager, Industrial  
 and Community Relations  
 Allis-Chalmers Manufacturing Co.  
 Pittsburgh, Pennsylvania

MILTON C. ROHM  
 Manager, Training Section  
 Allis-Chalmers Manufacturing Co.  
 Milwaukee, Wisconsin

"SOUND EMPLOYEE RELATIONS NULLIFIED"

Satirical reverse-twist illustrated presentation: "How to encourage your employees to join unions" -- common management mistakes that breach the best employee relations practices and cause employees to invite union representation.

NICHOLAS GONCHAROFF  
 Secretary for Public Affairs  
 Program Services Department  
 National Council of the YMCA  
 New York, New York

"BUSINESS STRATEGY TO CHALLENGE TOTALITARIANISM"

The essence of present Soviet economic system: "State Capitalism" -- the new Soviet managerial class -- crux of the present ideological conflict -- the unique asset and role of American businessmen -- convincing American labor of its new responsibilities -- instead of a cold war, a hot war of ideas.

Forum Luncheon (12:00 noon, Ballroom)

KENNETH D. CASSIDY  
 Vice President - Industrial Relations  
 Ford Motor Company  
 Dearborn, Michigan

"AUTOMATION IN PERSPECTIVE"

Automation as a national issue -- rationale of those who advocate delay -- propaganda versus fact -- industrial planning and social conscience -- management's role under automation -- promoting positive public understanding -- re-evaluation of present personnel placement and selection practices.

Wednesday Afternoon Forum (2:30 P.M., Garden Room)

R. HEATH LARRY  
 Administrative Vice President - Personnel Services  
 United States Steel Corp.  
 Pittsburgh, Pennsylvania

"COLLECTIVE BARGAINING IN A NEW ERA"

Can collective bargaining under emerging patterns con-

time in private hands? -- new environmental factors -- is the strike out-dated? -- the menace of intervention -- the importance of an informed citizenry -- long range planning and pre-negotiation activity -- management action to improve the negotiating process.

NAM Institute on  
Industrial Relations  
March 18-23, 1962

BUSINESS STRATEGY TO CHALLENGE TOTALITARIANISM

NICHOLAS GONCHAROFF  
Secretary for Public Affairs  
Program Services Department  
National Council of the YMCA

- I. The Businessman as a Standard-bearer for Free Enterprise
  - A. Formulating the businessman's philosophy (see footnote next page)\*
  - B. Manifestation of leadership by business community
  - C. Businessmen as effective examples for democracy in action
    - 1. Dangers of the authoritarian approach wherever encountered
    - 2. Recognition of possible totalitarian thinking in some union organizations.
  - D. Sharing the image of a progressive country and its people
- II. World Revolutions Challenge Democracy and Order
  - A. Second industrial revolution
  - B. Revolution of communications
  - C. Fuel and power revolution
  - D. Anti-colonial revolution of the Afro-Asian nations
  - E. Communist revolution
  - F. Demographic revolution
  - G. Revolution of space travel
  - H. Personnel revolutions
- III. What Is the Direction for the West?
  - A. The fight for a working world-order
  - B. Unpredictability in continuous arms races

- C. The "uncommitted world" in continuous search
- D. The factors of private initiative and public investment

#### IV. Challenges to the Global Economic "Cold War"

- A. Distinction between economic goals
- B. American investment and reinvestment abroad
- C. Attention to the democratic-minded elements
- D. Joint enterprises which represent joint investment in joint business operations
- E. Effect of pay differentials

#### V. Implications and Conclusions

---

\* Mr. Goncharoff recommends reading the following as the best background source:

"THE PROFILE OF COMMUNISM: A FACT-BY-FACT PRIMER"  
Edited by Moshe Decter  
Collier Books, New York, N.Y., 1961  
Paperback edition #AS31 -- 95¢

"GOALS FOR AMERICANS" -- Report of the  
President's Commission on National Goals  
Prentice Hall, Inc., New York, N.Y., 1960  
Paperback edition - Spectrum Book #S-AA-3 -- \$1.00

(Goncharoff - 2)

NAM Institute on  
Industrial Relations  
March 18-23, 1962

A LOOK AT PROGRAMMED LEARNING AND TEACHING MACHINES

OLIVER S. YORK

Supervisor of Maintenance, Engineering Consultants  
E.I. Du Pont de Nemours & Co., Wilmington, Delaware

- I. Introduction
  - A. Definition of terms
  - B. Du Pont's original interest
- II. Programmed Instruction Approaches
  - A. "Skinnerian" approach or constructed response
  - B. Intrinsically programmed course or multiple-choice teaching
- III. Some Experiences with Programmed Instruction
  - A. Educational institutions
  - B. Government agencies
  - C. Industrial
- IV. The Du Pont Experience
  - A. Experimental study
  - B. Programmed instruction course, "Reading Engineering Drawings", to train maintenance mechanics
    - 1. Controlled experiment
    - 2. Results
    - 3. Conclusions
  - C. Programmed instruction course, "Introduction to Analog Computation", to train graduate engineers
    - 1. Results
    - 2. Conclusions

- V. Potential Uses for Programmed Instruction in Industrial Training
- VI. Cost Evaluation Factors
  - A. Cost to develop programmed instruction courses
  - B. Conventional training costs
  - C. Cost of training using programmed instruction versus group instruction
  - D. Value and use concept
- VII. Development of Programmed Instruction Material for Industrial Training Purposes
  - A. Development of course
  - B. Personnel required
  - C. Evaluation techniques
- VIII. Acceptance of Programmed Instruction
  - A. Motivation
  - B. Effectiveness
- IX. Future of Programmed Instruction
  - A. Du Pont's plans
  - B. Other plans

BIOGRAPHICAL NOTESKENNETH D. CASSIDY

Vice President - Industrial Relations,  
Ford Motor Company,  
Dearborn, Mich.

Mr. Cassidy began his career in the automobile industry as an accountant more than 25 years ago. A native of Detroit, he attended the University of Detroit, receiving both a Bachelor of Arts and a Bachelor of Laws degree. After serving as an associate editor of the Michigan Manufacturer and Financial Record ten years, he joined Fisher Body in 1934, specializing in cost accounting. In 1946, he became an executive assistant at Bendix Aviation Corporation and later in that year became a supervisor in the controller's office of the Ford Motor Company. He later served as Controller of the Parts and Equipment Manufacturing Division, and became General Manager of the Manufacturing Services Division in 1951. He successively served as General Manager of the Steel Division, Group Executive - General Products, Group Director - Body Group, and in 1959, was elected to his present post as Vice President - Industrial Relations.

Mr. Cassidy directs the Ford Motor Company's labor negotiations as well as all programs and activities.

K. C. FLORY

Manager, Industrial & Community Relations,  
Allis-Chalmers Manufacturing Company,  
Pittsburgh, Pa.

Mr. Flory, a native of Milwaukee, is a graduate of the University of Chicago. He has specialized in industrial relations at the Allis-Chalmers Manufacturing Company for over 20 years.

His professional activities have included charter membership in and Regional Vice-Presidency of the American Society for Industrial Security; speaker and seminar activities for the American Management Association, the National Industrial Conference Board, the Milwaukee Association of Commerce, and the University of Wisconsin Management Institute; and chairmanship of the Industrial Division of the Milwaukee Civil Defense Administration.

During World War II he commanded a rocket-firing close fire support vessel in the Pacific.

NICHOLAS T. GONCHAROFF

Secretary for Public Affairs,  
Program Services Department,  
National Council of the YMCA,  
New York, N. Y.

Mr. Goncharoff was born in Kiev, Russia. He was educated in Communist schools and, despite religious persecution, served as an altar boy for his father, who turned from a career as diplomat



to the Russian Orthodox Church priesthood following the revolution. When he was serving as a Russian tank commander in World War II, Mr. Goncharoff became a prisoner-of-war of the Nazis. After his liberation by the American forces, he continued his education at the University of Munich, where after six years of study he received a Ph.D. in philosophy and history.

Mr. Goncharoff became president of the 19 Russian YMCA groups in West Germany (1948) and later directed the Y's leadership training program in the American and French zones of Germany. He has been in the U.S. and affiliated with the National Council Y.M.C.A., Public Affairs program since the early 1950's, receiving his U.S. citizenship in 1957. An educator, lecturer and author, he keeps in constant touch with men and issues around the world.

DONALD J. HARDENBROOK

President, National Association  
of Manufacturers

Chairman of the Board,  
American Creosoting Corporation,  
New York, N.Y.

A native of Long Island, New York, Mr. Hardenbrook's business experience extends over a period of forty-five years, encompassing industry, commercial banking, investment banking, investment trusts, economics, and a membership on the New York Stock Exchange. He has been active in the NAM since 1944 and a member of the Association's Board of Directors since 1957.

With the late Dr. Charles F. Roos, economist and mathematician, Mr. Hardenbrook helped develop the Institute of Applied Econometrics and served as Chairman of the Board for a number of years.

As a result of his interest in economics, Mr. Hardenbrook was appointed a member of the Economic Principles Commission, created in the early 1940's to produce the monographs entitled "The American Individual Enterprise System", under NAM sponsorship.

For many years Mr. Hardenbrook has been engaged in public service activities which presently include the chairmanship of Keep America Beautiful, Inc., an organization conducting a nation-wide educational campaign against litter. He previously was president of the New York Osteopathic Hospital and Clinic for twenty years, and he also served as a member of the executive committee of the New York Chamber of Commerce.

FRED D. HUNTER

Director of Employee Relations,  
American Brake Shoe Company,  
New York, N.Y.

Mr. Hunter, a native of Kansas City, Mo., attended both the University of Denver and the Colorado School of Mines. His industrial career began with employment at the Continental Oil Company and the Gates Rubber Company in Denver. He joined the

American Brake Shoe Company as Office Manager of the Railroad Products Division in 1930. Later he became General Foreman and Superintendent of its Denver plant, and Assistant to the Vice President of the General Operations Department in New York. In 1950, he took over his present position as Director of Employee Relations with multi-plant responsibilities in the U.S. and Canada.

He is a member of the American Foundryman's Society, the American Management Association's Personnel Planning Council and has been very active with the Industrial Relations Committee of the National Association of Manufacturers and its allied activities.

CHARLES A. KOTHE

Vice President, Industrial Relations  
Division, National Association of  
Manufacturers, New York, N.Y.

Mr. Kothe attended Bucknell University and the University of Tulsa, receiving his A.B. degree from the latter. He received his law degree from Oklahoma University.

Prior to joining the staff of NAM, Mr. Kothe was a partner in the law firm of Kothe & Hall of Tulsa, Oklahoma, a firm specializing entirely in labor law and labor relations, tax problems and policies. He has served as labor relations counselor to companies in the oil, glass, construction, lumber, gas, airlines, and metal fabrication industries.

In addition to his labor relations work, Mr. Kothe has served as a corporate general counsel and has been a member of the Board of Directors of a number of corporations in the southwest.

He has held offices and directorships in such organizations as the United States Junior Chamber of Commerce, American Bar Association, and Effective Citizens Organization and others.

He has served as an arbitrator in a number of industrial disputes as a panel member of the Federal Mediation and Conciliation Service.

Mr. Kothe has taught labor law at the University of Tulsa and was seminar lecturer at Southern Methodist University, Purdue, and the Universities of Mississippi and Arizona. He is well known as a speaker at conventions and conferences throughout the United States. He has had articles in the field of industrial relations published in labor law journals and management periodicals.

R. HEATH LARRY

Administrative Vice President -  
Personnel Services, United States  
Steel Corp., Pittsburgh, Pa.

Mr. Larry, a native Pennsylvanian, attended both Grove City College and the University of Pittsburgh. He received his L.L.B. degree from the latter in 1937.

He engaged in private law practice prior to joining the U.S. Steel's affiliate, National Tube Company, where he became Secretary, General Attorney, and Director. In 1948, Mr. Larry became General Attorney of U.S. Steel Corporation of Delaware and continued in the same position with the formation of the U.S. Steel Company. He was appointed Assistant General Solicitor of U.S. Steel (for labor matters) in 1952, and was named Administrative Vice President - Labor Relations - in 1958.

Mr. Larry, along with R. Conrad Cooper, also of U.S. Steel, and two other representatives, comprised the negotiating team representing the major steel companies in the 1959 talks with the United Steelworkers of America.

Mr. Larry is a member of the Allegheny County, Pennsylvania State, and American Bar Associations; he serves on the Industrial Relations Committee of the NAM and with the labor relations and policy committees of the Chamber of Commerce of the United States and of the American Iron and Steel Institute.

#### RENSIS LIKERT

Director of the Institute of Social  
Research, University of Michigan,  
Ann Arbor, Mich.

Dr. Likert, born in Wyoming, received an A.B. degree from the University of Michigan and a Ph.D. from Columbia University. He has gained a wide experience with the resources of research organizations that bear on the problems of practical and theoretical importance. He has served as head of the Department of Agriculture's Division of Program Surveys and later as chief of the Morale Division of the United States Strategic Bombing Survey.

In 1946, Dr. Likert with key members of his staff established the Survey Research Center at the University of Michigan. Later, the Research Center for Group Dynamics moved from the Massachusetts Institute of Technology to merge with the Michigan group and to form the Institute of Social Research. Under Dr. Likert's leadership, this Institute for Social Research has become one of the major research organizations in its field, making many contributions to the improvement of research methods, and to the understanding of problems connected with leadership, organization performance, economic motivation and behavior.

Dr. Likert is a professor in both the psychology and sociology departments at the University of Michigan. He has been president of the American Statistical Association, president of the Society for the Psychological Study of Social Issues and has been active in the leadership of both the American Psychological Association and the International Association of Applied Psychology.

Among Dr. Likert's many publications is "New Patterns of Management" (McGraw-Hill Book Co., Inc., New York, 1961).

NICHOLAS L. A. MARTUCCI

Industrial Relations Director,  
Kennecott Refining Corporation,  
Baltimore, Md.

Mr. Martucci has been in his present capacity at Kennecott Refining Corporation since 1959. For more than five years preceding this he was Manager of Compensation Research and Services for the National Industrial Conference Board, Inc.

He has held various managerial posts in industry and served as a management consultant. From 1935 to 1943 Mr. Martucci was affiliated with the U.S. Department of Labor.

Mr. Martucci has been very active in work in institutions of higher learning. He has been a faculty member of the Management Institute of New York University for a number of years, a visiting lecturer for the Management-Labor Relations Institute of Rutgers University and Wharton School Management Refresher Conference of the University of Pennsylvania.

Mr. Martucci is the author of numerous articles and reports on executive compensation, stock options, job evaluation, wage and salary administration, employee benefits, performance appraisal, and work simplification.

LUCAS S. MIEL

President,  
Commercial Steel Treating Corp.,  
Detroit, Mich.

Mr. Miel, a native of Michigan, is a graduate of the University of Michigan Literary School and later received a degree from the University of Michigan Law School.

He practiced law in Detroit from 1935 to April of 1944 when he became Vice President and Assistant General Manager of Commercial Steel Treating Corp. He has been President and General Manager of that organization since August, 1950.

Mr. Miel is very active in community affairs. He is a Director and Past National Chairman of the Council of Profit Sharing Industries, Director and President of the Employers Association of Detroit, and a former director of the National Association of Manufacturers. In 1958, he was Republican nominee for Congress from the 17th Congressional District in Michigan.

CLAYTON F. MUGRIDGE

Labor Relations Consultant,  
C. F. Mugridge Company,  
New York, N.Y.

Mr. Mugridge is a graduate of Dartmouth College. His career in industry began as a worker and progressed through the ranks of foreman, general foreman, superintendent and division manager, to the position as Assistant to the President of the Eagle Pencil Company. In the industrial relations area, he has been

Director of Labor Relations for the Kroger Grocery Company and during the period, 1950-58, he served as a labor coordinator for two major glass manufacturers, the Libbey-Owens-Ford Glass Company and Pittsburgh Plate Glass Company.

In addition to his present capacity as a labor relations consultant with his own firm, Mr. Mugridge is mayor of the Village of Asharoken, New York, and has served as an American Arbitration Association panel member and as lecturer at the Harvard School of Business Administration and the Amos Tuck School of Dartmouth College. He is the author of "Collective Bargaining Negotiations" (1944) and numerous pamphlets on labor relations and factory management.

GEORGE S. ODIORNE

Director, Bureau of Industrial  
Relations, School of Business  
Administration, University of  
Michigan, Ann Arbor, Mich.

Dr. Odiorne received his B.S. degree from Rutgers University and later he earned his M.B.A. and Ph.D. degrees at New York University.

His business experience includes ten years as a supervisor at American Can Company. Just prior to his present position on the Michigan faculty in 1959, he was Assistant Director of Personnel Administration for General Mills, Inc., at their corporate headquarters in Minneapolis. Before this he had served in the capacity of Personnel Division Manager for the American Management Association and as Chairman of Management Services, Rutgers University, New Jersey. He taught economics and management at Rutgers Evening Division and the College of Engineering of New York University.

In addition to the current "How Managers Make Things Happen" (Prentice-Hall), Dr. Odiorne is the author of some eighty published articles in such periodicals as Nation's Business, Harper's, Personnel, Personnel Journal, Personnel Psychology, and Advanced Management. He has also co-authored several books.

Dr. Odiorne is a member of the American Society for Personnel Administration, American Society for Training Directors, American Economic Association, and the Academy of Political Science.

MILTON C. ROHM

Manager, Training Section,  
Allis-Chalmers Manufacturing Company,  
Milwaukee, Wis.

Mr. Rohm received his B.S. degree in Electrical Engineering from the University of Wisconsin. He has been associated with the industrial relations department of Allis-Chalmers since 1942. From 1947-56 he was Supervisor, Training Section; 1956-59, Supervisor, Employment Section; 1959-61, Assistant Manager, Training Section. Mr. Rohm assumed his present position in October of 1961.

As well as being a member of the Wisconsin Training Directors' Association, he is also a member of the American Society of Training Directors.

F. LOWRY WYATT

Vice President, Personnel,  
Weyerhaeuser Company,  
Tacoma, Wash.

Mr. Wyatt is a graduate of the University of California and has been with the Weyerhaeuser Company since 1957. Prior to joining this company, he held successively the positions of Personnel Manager, Assistant Vice President in charge of Production and Research, and General Manager of Manufacturing for Gerber Products Co., Fremont, Michigan.

In June of 1951, Mr. Wyatt served as an employer adviser to the United States delegation at the forty-fifth session of the International Labor Organization's conference in Geneva, Switzerland. During World War II he served with the U.S. Navy.

OLIVER S. YORK

Supervisor of Maintenance  
Engineering Consultants,  
E.I. du Pont de Nemours & Co.,  
Wilmington, Del.

Mr. York received his B.S. in Chemical Engineering from Texas A & M. College. Following graduation, he spent seven years with Gulf Oil Corp. at their company's Philadelphia Refinery and with their Engineering Department in Pittsburgh. In 1941, Mr. York joined the Remington Arms Company where he had assignments in engineering, production and maintenance work at the Lake City, Denver and Lowell Ordnance Works. He was transferred to the Engineering Service Division Maintenance Consultant at du Pont in 1950 and is currently Group Supervisor of the Maintenance Engineering Consulting Group.