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- Horse story.
- Pleased - not only warm hospitality - but also fact that group like this had come together to consider ways of achieving indiv. peace.
- This is not an unusual gathering that is a good sign.
- Lecture to Graduate students of business admin.
  - Haven't had time to prepare another ac.
  - Clarity about role of the entrepreneur  
problems we face - prevention

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Progress we have made.

- Shift from a basis of indus. civil war to a basis of peaceful partnership.
- Troubles today are looked upon as regrettable breakdowns in a peaceful system rather than inevitable skirmishes in an armed truce.
- Goal is not no relations - it's good relations
- But we do have our difficulties.

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① Basic economic diff. may cause <sup>trouble</sup> every few years -

② But most of the problems we face day-by-day are not the basic economic problem - may strikes, slowdowns, disruptions - due to disputes which aren't basic economic disputes. Those I want to speak of - strikes "diffusion" -

③ many of these are caused by fundamental mistakes in mgt. Thinking - <sup>mgt myth - truth is</sup> reverse and treat as truth

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Myth

- Disrupt these myths - kidding our selves -  
- when motivated by these ~~my~~ untruths - usually  
doesn't work. Few sensation seekers  
work - attract attention - But remember  
chances are against success if you follow  
a myth.

Magna in a barrel.

⑤ I- If we pay our men well - they will have everything they want and our labor relations will be smooth.

- Good pay is, of course, an imp. goal - but it is a fallacy to believe that the only thing an employee wants is good wages - Golden

"The dynamic quality, the militancy, the crusading spirit of the labor movement, especially in the last decade were nurtured by the failure of management to satisfy the non-economic needs of workers."

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I - Desire for creative self expression

Tough in a modern plant - Plant is technically integrated - alternate outlets must be found - Trouble results when men feel bottled up.

II - Desire to be an integrated part of his group

"Social Animal" - Fit in and be respected.

III - Desire to understand forces in his environment

wants to know the significance of the job he is doing - why he is asked to do something in a particular way - why he receive a certain wage - lay-off - is or is not promoted.

IV - Participate in some measure in control over his own affairs - Grievance Procedure - Consultation

- Union can Be a Help in Achieving these Goals -

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Examples of How We  
Block Non-economic Goals

"Never mind why - just do it" -

Refuse to listen to suggestions -

Pit one employee against another -

- Answer a question with "It's none of your  
Business"

- Fail to listen to a grievance - no matter how  
groundless

- Act First - Explain later -

- Stress Mgt's Rights - Later than Mgt's Reasons -

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II. If we can give the Union One Good Beating  
Everything will be Ok from then on

Workers against mgmt in two ways:

a- Process of administrative beating is often very expensive - Takes longer to humble them than to settle with them. Airline strike

b- Delayed Result of a bargain given too sharply by mgmt - A beaten dog snarls - He'll pick another fight - repeat itself - Personal bitterness - Need to save face. Steel strike on union shop.



III - If only we could talk directly to our men and put our story across

leads to addr, letters, speeches etc.

- Tends to reflect on Union leaders -  
Don't forget even if you get your story across - still have to deal with leaders -

- Back fire into Rallying point for Union - Randall speech.

- Cast after Back fire -

- Just aren't believed - tell story thru Union - not over head of Union - Garlin story

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15 All our trouble is with a particular  
union leader Get rid of him everything  
will be ok -

- not true - next guy usually of  
sad - same forces

- costly - Bad to dabble in union  
politics. - worse to govern  
policy to embarrass a ~~particular~~ particular  
union official -

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II Labor Arb. 17 <sup>like</sup> court-room  
litigation

- Extension of labor relations
- Delayed to settle grievances - not plant seeds of new ones
- Procedural technicality
- Plug up - safety valve.

VI - Why + Why are Natural Energy.