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THE APPLICATION OF COMMUNICATION
TECHNIQUES IN THE INDUSTRIAL
PLANT

by

John Joseph O'Connell, Jr.

A Thesis Submitted to the Faculty of the Institute of Social and
Industrial Relations of Loyola University in Partial
Fulfillment of the Requirements for the
Degree of Master of Social and
Industrial Relations

June

1956

LIFE

John Joseph O'Connell, Jr. was born in Montreal, Wisconsin, January 6, 1916.

He was graduated from J. E. Murphy High School, Hurley, Wisconsin, June, 1934, and from the University of Wisconsin, January, 1939 with the degree of Bachelor of Arts.

From 1938 to 1941 the author was employed as field representative and caseworker at successive times for municipal, county or federal welfare agencies in Neillsville and Madison, Wisconsin. January 1941 to December 1945 he served in the Army of the United States in various cities and sections of the country as well as Mediterranean and Middle East countries.

From 1945 to present the author has been employed in industry in the State of Georgia and Metropolitan Chicago area. Duties and responsibilities have been in the areas of industrial engineering, office management and industrial relations. During the above period, the author was recalled to duty with the Army, January 1951 to June 1952 and served in the United States, Japan and Korea. He began his graduate studies at Loyola University in September 1953.

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CHAPTER I

SEMANTICS OF COMMUNICATION

Development of Common Meaning

The purpose of this thesis is to evolve the techniques of conveying meaning from a source to a respondent. Clarity and agreement as to meaning of the title are prerequisite. Present day parlance and concept of communication relates more to means and media rather than to what it is. To proceed with the development of a subject treating of semantics without first putting the semantics of the subject in order, might foreshadow vagueness. To clarify the intended approach an abstract definition is developed from Webster's New International Dictionary: Communication is a shared experience or arrival at common knowledge.¹ In other words the how or means of communication make common to parties or objects involved a knowledge of or a quality conveyed. Means and media are the process, participation in and acceptance of the communicated material constitute the goal.

¹Webster's New International Dictionary, Second Edition unabridged, G. & C. Merriam Co., Publishers, (Springfield, Massachusetts, 1954), p. 54.

The definition elaborates further, "Communicate, impart agree in the idea of a conveyance or transfer of information or of qualities (no longer of tangible or concrete things); they differ chiefly in emphasis, communicate stressing the result, impart rather the process of the transfer. . . . To communicate (the more general term) is to make common to both parties or objects involved the knowledge of or quality conveyed.

To elaborate further on the premise of the thesis, communication is a phenomenon requiring conceptual definition in terms acceptable to laymen. The phenomenon of communication does not occur until information or a quality has been initiated by a source to a respondent and the latter reacts to the idea intended. This involves a two way social interaction; initiation by a source, and reaction by a respondent. Disagreement of itself does not preclude common knowledge of the information conveyed. It does indicate a need for alternative communicative technique and resignation to non-acceptance of initiator's goal.

If at this point, the reader and the writer are semantically in accord the intangible nature of communications has been conveyed. To proceed then with the analysis, there are many sides to the nature of communications in industrial society. If the writer succeeds in developing his concept of communications the thesis will fortify a conviction that the subject is worthy of technical consideration. The ultimate interest in the activity is concerned with human relations in the industrial plant.

In recent years communication has received much attention in business texts and periodicals. Chapters and articles in personnel, industrial relations, management and sales publications refer to the subject. The publications constitute a medium of communication. However, they have discussed what should be communicated, media, the audience, and the errors of omission or commission without adequately defining communication. Therefore this thesis emphasizes definition. Many of the aforementioned articles are found in the accompanying bibliography. Their aid to the writer is acknowledged. Many with excellent content were not as effective as they might

have been with less definitive ambiguity. The efforts of these authors are contributory to the knowledge of communication. They achieved partial communication in the realm of meaning.

If the meaning of communication is understood, improvement of skills of communication should be the area of concentration. This is more basic than expending all effort on devices and media. In other words, the audience must be attracted, but it is more important that it listen receptively. Here lies the importance of using a correct technique. If the idea of techniques has merit, there should be possibilities of improving all areas of human intercourse.

The interest of this thesis pertains to the overall area of industrial life reduced specifically to human relations in an industrial plant. The purpose is to demonstrate that communication is susceptible to methodology, and the techniques can motivate individuals or groups. It is also intended to demonstrate that study of techniques can give a practitioner training in communicative activities, ethical as well as unethical. The development of techniques, in the ethical concept, for the improvement of human relations is the sphere of interest. There will be several illustrations of unethical use of the techniques to demonstrate a skill can be used for evil purposes. A recognition of the evil application can perhaps result in negation of its intended result.

Communication has been defined. Depth of communication within the area of an industrial plant atmosphere is attracting research attention. The writer's investigation is directed to developing techniques among economic groups. For many years past and, emphatically in recent years, there has

been an obvious lack of harmony and agreement among the economic groups comprising an industrial enterprise. Remedies have been tried, experiments conducted, wages and fringe benefits increased, greater distribution of income affected and yet understanding among groups has not been achieved. Within the last few years there has been increasing attention to this problem. Currently there is an awareness that material and tangible rewards are insufficient to effect cooperation or climate conducive to maximum output with maximum job satisfaction. Confronting society is this great challenge to bring about more satisfaction with the job. Meeting the challenge affects not only the well being of the American economy per se but also the concept that democratic economic life is materially and spiritually superior to any form of authoritarian economy. Success will depend upon depth of understanding and cooperation among economic groups, workers and management—both tending to increased specialization along with the advancing technology of production and complexities of industrial society.

If group relations are to be construed as the axis of present and future economic life the discomfort of conflict must be diagnosed. It has been suggested by a prominent author writing on group relations in the industrial order, that the functional groups within the enterprise do not understand each other—there is no communication today. Essentially the problem of group relations in the plant community is a problem of communication.² This basic conclusion is pertinent to the contents of this thesis.

²Peter F. Drucker, The New Society, The Anatomy of the Industrial Order, Harper & Brothers, (New York, 1950) p. 191

If the problem consists of a lack of understanding among groups a specific approach to the matter of faulty communication requires identification of groups. In the industrial enterprise individuals can be divided and subdivided into major, minor or overlapping groups. The division into three basic groups—top management, middle management and supervision, and the rank-and-file workers, broadly defines the socio-economic status of people in the enterprise. Top management as a group has a phantom-like identity to the public as well as to the groups associated in the enterprise. Characteristically, the Chairman of the Board and the President, known to the public or plant groups, will be so by name rather than in person. The middle management and supervisory group, and the worker group are usually well known, to each other and the public traditionally, for group distance rather than proximity. One might conclude then, each group is more image than specific to the others. This is unfortunate and constitutes the core of the problem. If images are inevitable in our industrial society efforts must be made to reduce the unfavorable distortions of the images. Could the groups be disposed to communication?

Before the groups can be expected to attempt self analysis, objective examination of their differences should be made. Existence of conflicting interests since the beginning of the industrial revolution is recognized. The differences have been defined, exploited, and at times intensified by ruthless attacks, each on the other. The bitterness of economic warfare has been frequently observed in the current century although intensity and violence has not been as extreme as in the century past.

Hope prevails however, that the dynamics of the relationships in recent

years are becoming more evolutionary than revolutionary. Sober reflection on the pressures of International Communism gives to that force some credit for lessened group antagonism. A great deal more respect is due the scholars and researchers of the social, political and economic functioning of democracy. It is they who have contributed analyses of the nature of the divergent groups. Advised of their own diverse interests the groups have improved in understanding and recognized difference itself as a focal point from which to communicate individually or as a group with an opposite. There has been advance in the improvement and understanding of industry's group relationships. There is promise of accelerated progress through improved communication.

The progress made, comprises a beginning. The groups must make self-examination and accept impartial observation of the deterrents to practical acceptability of each other. Socially and politically the three groups are differentiated. Communication between the middle and top groups is difficult and absent as between either group and the workers.³ According to Drucker, present and past industrial usage of communication tend to have pure technical meaning; referring to means of rather than what is being conveyed. He says communication is considered a technical problem of bringing information within the reach of the worker or of the management. He discerns that there is no lack of technical facilities—plant newspapers, training conferences, letters—what is lacking is the willingness and ability of each group to listen; or understanding and imagination rather than information. If Drucker, with whom the writer agrees, is correct in the preceding premise, the lack

³Ibid p. 191

of willingness and imagination constitute impediments to effective communication. Referring again to the semantics of this thesis, there is no communication unless the respondent reacts to the matter conveyed.

Accepting Drucker's concise statement of the problem in the enterprise leads to an impasse. There is an abundance of technical means of communicating but within the groups unwillingness or lack of understanding has to be overcome. According to the definition of communication previously stated the dilemma described by Drucker indicates ineffective communication.

As the situation appears, one group in the enterprise will engage in communicative activity and fail because of the intended receiver's reluctance or failure to accept. The writer does not accept this unwillingness or inability of any group to understand as conclusive. The effort and organized activity, of all groups, to communicate downward, upward or laterally indicates otherwise. The impasse concluded from Drucker's statement, in view of the communicative activity otherwise observed, warrants challenge.

The above suspended movement of communication dramatically illustrates that the groups fail to understand the meaning of communication. Semantics is a "stuffy" word, and we could simplify communication as "give and take;" "to be heard and understood one has to reciprocate." The groups might accept this meaning of communication.

If groups indicate willingness to accept the provincial definition above, methods should be formulated to meet each situation. Plans should not prescribe a communications program to create willingness and understanding. The connotation of "program" is convenient and misleading. It presumes a cut and dried package of activities carried on in routine fashion.

Communication should be interpreted as meaning a continuous and dynamic communicative activity.⁴ It must be emphasized that printed or oral communicative activity is dead unless it sets up a response and awareness. "Communication involves participation."⁵ The response may be open and lead to action or, while not manifest, may lead to changed thoughts, attitudes and feelings—either result no less important than the other.⁶ The writer emphasized the definition of communication as an activity resulting in coincidence of meaning. It is a resulting agreement of minds from activity that transmits ideas between the minds; rather than the technical media of communication. Another writer defined communication as follows:

Essentially the major problem in communication, whether verbal or written, is the same: How to transmit an idea from mind to mind.⁷

An author discussing administrative behavior has expressed the nature and functions of communication:

Any process whereby decisional premises are transmitted from one member of an organization to another.

⁴"Communicating with Employees," The National Industrial Conference Board, Studies in Personnel Policy 129 (New York, 1952) p. 3

⁵Ibid. p. 3

⁶Ibid. p. 3

⁷"How to Sell Your Next Idea," Chemical Engineering, Hugh T. Sharp, (New York, Sept. 1955) p. 220.

Without communication there can be no organization, for there is no possibility then of the group influencing the behavior of the individual.⁸

The meaning of communication has been defined frequently. The purpose has been to keep the concept of transmittal of meaning from one mind to another, sharply in focus in the chapters that follow.

⁸Herbert A. Simon, Administrative Behavior, The Macmillan Company, (New York 1953) p. 154.

CHAPTER II

DIRECTIONAL CONTROL

Communication is a Coordinating Device

Preoccupation with communication techniques in the industrial plant requires inquiry into the initiation of communication and its patterns. Several types of communication will be discussed to illustrate how techniques may originate, develop and be cultivated. Each individual, while he may not be aware of his role, is a participant in the communication of all interpersonal relationships. He may be initiator or the passive party in a communication drama. Factually, no individual has effectively communicated, as initiator or respondent, until he has mental coincidence with the other person of the dual relationship. No attempt will be made to demonstrate this premise exhaustively. The discussion will consist of several typical recognizable situations that occur in the industrial enterprise.

What methods analysts and administrative experts would describe as organization, will here be called directional control in terms of communication. Communication in the enterprise is supremely directed by a board of directors. The board of directors, commonly known as top management (administrative) are the men selected by stockholders to guide the destiny of an enterprise and produce returns on invested money. Therefore, the board of directors as the top management of a modern business formulates the policies, plans and decides

organization structure and coordinates finance, production, and distribution. The business will necessarily have a goal or purpose, and the activities of top management will be fixedly oriented toward that goal.

It is imperative that the top management effectively communicate downward the policies and plans it has formulated for the functional activities of the enterprise. No attempt is made here to enumerate or elaborate upon the myriads of decisions that occur at the policy making and the operating levels to effectuate the attainment of a goal. The concept is that any decision reached by the board be it to market a new product, increase profits, or provide an additional fringe benefit for worker satisfaction must be communicated successfully to all individuals regardless of status, in the enterprise. If a specific goal of the board of directors is to be realized there must be successful conveyance of the ideas pertinent to the objective. To induce motivation toward the goal participation of management and workers is essential. There must be some of the give and take mentioned in Chapter I. Recognition of the merits of downward and upward, or feed back communication will provide the board with a process for goal orientation. The upward communication will indicate the degree acceptance of the board's goal.

The methods and means of orienting the individuals in the enterprise towards the goal the writer views as directional control of communication. In the above instance communication is channeled specifically toward the attainment of the particular goal established by the board of directors. In their capacity they have authority and compelling sanctions enabling them to originate and channel this specific communication in the desired direction. Perhaps the sanctions are the control element. In exercising this control

the only feasible hope for success is an understanding of communication as defined in the preceding chapter.

This is not to deny success without the formal understanding of semantics of words and communication. Historically business and industrial enterprise have reached their present status with limited knowledge of semantics and the nature of communication. They could well have communicated effectively unaware of definitions. The writer is proposing that the goals of business and industry could have been attained earlier by eliminating some trial, error and tribulations, through better perception of communication in the semantic sense. More startling to a profit oriented business or enterprise is the suggestion that a conceptual skill in communication might have rendered attainment of the goals less costly.

So much for a general treatment of the directional control of communication exercised by the board of directors. The board, controlling the economic destinies of fellow human beings, do have problems of communicating at their level and down through the enterprise. The subject matter varies but they are confronted with this typical human problem of communicating. In the area of human relations problems of communication are based on transmittal and understanding rather than economic status per se.

Another example of directional control with an industrial enterprise continues in the management vein. The general manager's position is a pivot of directional control. Assume he is general manager of the enterprise administered by the above board of directors. They make a decision, determine a policy and define a goal. Communication will convey the same to the general manager. He understands the policy and the goal so there is no

problem of communication between the board and himself. There may be a question as to whether the general manager can communicate in the original content or is free to distill content slightly in order that the board's intent may be communicated vertically and laterally in the organization. Clearly at this point the general manager has responsibility for continuing the communications chain from the board of directors or substituting his own directional control system, and yet effectuate the intent of the board. He must decide whether the semantics of the board's language is harmonious with that of say a foreman or machine operator. His is more of a filtering responsibility. The fact that he may modify slightly to get the board's meaning across doesn't alter the premise that the board has communicated on down the line; and that the general manager has operated in the line of directional control but superimposed his own directional control upon the communication to assure it's reception and acceptance.

As another aspect of the directional control situation in distortion of communication. It may happen that the general manager, will not modify the board's intent, but can add to or detract from the communication to his own advantage. On the other hand absentee management sometimes prefers matters to appear of local origin. Perhaps it is desirable to protect the board from undue resentment kindled by absentee ownership or meddling. However, if labor relations case histories are indicative communications are altered for reasons of self interest in this competitive world. If the context lends authority and personal prestige, there may be temptation to communicate the original information out of context so as to imply personal sanctions for organizational control. Indirectly this could enhance position because

of seemingly well knit organizational direction. The vulnerability of the technique of distortion may be in the eventual discredit of directional control. Ultimately distortions and presumptive actions become obvious. The short term expedient becomes the long term liability. Any management rationalizing integrity out of its conduct of organizational responsibility risks negative or passive response in communication.

Another example of directional control exists in the area of operational management at the level of plant management. Here a plant manager will orient the operation toward a certain goal. The position necessitates initiation of communication and sanctions, and thereby exists the setting for the communication climate. However, as in the previous examples, there must be an understanding of the semantics of communication because indication of goal and the communication of objective will be enhanced by cognizance of good techniques. Expounding and exhorting a theme such as cost will require consistency in all approaches of communication. The mechanical, technical, qualitative communicative activity may be intensified without noticeable effect if directional control has previously induced skepticism and resistance.

There is another area of directional control worthy of observation, union activity. Assuming that a union is well established, a local president can communicate the union line to members in the manner of a dedicated trade unionist or be an opportunist in the situation that exists. There must be perception that communication of goals requires participation and coincidence of the minds—or the leader's position is insecure. Leadership status offers opportunity to initiate and direct communication to whatever end desired. The goal in the final analysis must always be one acceptable and agreeable

to the other party, otherwise communication exists in the media but is seldom consummated. If communication is subject to directional control, as the writer proposes, the practice of directional control can become an ordered method of communication. To this extent, the keystone of directional control is consistency of content. That is, the information conveyed must have a precedence of reliability to elicit desired response. Integrity of application in directional control establishes organization character. An absence of these two elements—consistency of content and integrity of the organization—in any single communicative act detracts from the degree of success in the instant and future interactions.

CHAPTER III

AREAS OF COMMUNICATION WITHIN THE ENTERPRISE

The Formal and Informal Organization

The writer demonstrated a concept of directional control tantamount to the flow of line and staff organization but claimed for communication's credit the essential bond of coordination. Several examples of directional control within the industrial enterprise illustrated how an individual or group in the organization, with authority or status, could initiate communicative paths and patterns. Examples indicated how the origin of the communicative activity could direct content toward a goal, following a traceable line from top management through the organization. This merits acceptance whether we are considering the policies of the board of directors, or the demands of the union leaders. This directional control principle is somewhat analogous to the principle of physics "that water seeks its own level." The communicative intent of individuals or groups with sufficient status reach the intended level or goal and there is understanding or meeting of the minds so far as the substance is concerned. This is not saying that there is 100% acceptance, denial, or accord but there is coincidence as to the communication itself.

Having presented this simple demonstration of "straight through" communication to suggest the seeming ease of communication that should accompany authority or status the writer will discuss functional positions and organi-

national divisions within the enterprise. It is in the subdivisions of the organization that communication requires accomplishment and becomes more complex because of the great activity within the subdivisions. The departmental areas of the business perform a multitude of details and the necessity for communication (coordination) becomes acute. The communicative need of organizational performance is the critical element in coordination of the compartmentalized or specialized functions. Skill is required to analyze the activities and functions of an enterprise, establish departments and functions and define positions in the enterprise. Once this has been done operational efficiency is determined by coordination of the skills of personnel. Departments determine the manner in which groups are coordinated and various talents maximized.

Eliciting the internal and external flow of departmentalized effort will depend greatly on the communicative skills of management. On managers with status and authority rests the responsibility for communicating definitions of all positions and functions in the organization. They are the ones to motivate personnel to performance, secure cooperation and attain the enterprise goal. The writer is not entering into the areas of morale and motivation. He is presenting a business truism, the conceptual principle of organizational functioning—that the business was begun with the purpose of accomplishing a goal. In the area between defined purpose and organization goal functional activities are in operation. In this area communication plays its dynamic and vital role.

In sub-divided areas of organization and function the principle of directional control can be practiced by staff people, departmental managers

and group leaders. In these same areas the informal leaders develop and carry on communicative activities. Opportunity for representation of groups of employees exist in these areas and to date considerable representation has been from the outside due to management's failure to apply communicative understanding. This does not recommend management abandon essential prerogatives. The writer contends management has failed to utilize communicative activities to explain necessary prerogatives. Unfortunately it failed to recognize symptoms—protests and requests by which subordinate levels in the organization attempted to communicate upward to their economic leaders. When individual attempts and informal group efforts proved inadequate for individual understanding with the owners or managers of business, a more formal and insistent medium of group communication came into being. This was the "organization" to represent various groups of workers and where communication could not penetrate on an individual basis the organization developed to compete with the business organization for some control of jobs and the problems of self interest in an industrial society.

It is improbable that any of the groups in the enterprise, until the 20th century, gave thought to or had conscious awareness that communication had any relationship to their problems. Labor and management engaged in struggles for survival and exploitation. It required conclusive findings from new fields of research by the social scientists and economists to uncover some of the basic reasons for the conflict of groups and individuals. Now there is much greater understanding of the group interests and considerable evidence of expanding communication among all groups. Sometimes this takes the form of agreement to disagree but there is a meeting of minds as

to the issues involved.

At all levels there is an improvement in communications; a growing acceptance that exchange, transmittal of ideas, getting together is necessary. How to do it without sacrificing group interests is complex but even this problem is mutually recognized. There is much more of the spirit of honestly trying to bridge the gap between conflicting interests. This is fundamentally an effort to communicate.

An increasingly popular medium of communication today is the employee attitude survey. Basically it arose out of a need to bridge the gap in communication from worker to management. The increasing awareness of deterrents to upward communications resulted in the recognition of need for a device to assure anonymity, channelize opinions, attitudes and complaints. By this medium management was able to get at some of the problems affecting worker morale and operating efficiency. Those employers who used this device learned much and indicated eagerness to know more about their employees. The preponderance of findings from attitude surveys indicated there was an acute lack of information from the president to the porter. Where the lack of information was not evident there was an ineffective kind of information that produced widespread misunderstanding or no understanding at all. The lack of information, it should be emphasized, applied not only to porters but also to superintendents, department heads, and supervisors. Conclusions of the co-operators in attitude surveys indicated support for developing and maintaining better upward communication.

A review of the better known areas of communication in an organization is necessary so that the basic techniques of communication within those areas

will be discerned. The gaps in communicative activity will thereby become more obvious. How the process might be improved will be discussed in a later chapter.

In sketching communications all through the industrial enterprise it would be well to list the hierarchy of the organization:

The board of directors - Seven-and-nine-man boards commonly rule American corporations and many of these companies desire a balanced board with representation of the following:

- Company management
- Outside interests
- Representatives of large ownership interests
- Experts in general management²

A study of the National Industrial Conference Board provides an outline of duties and functions of the board of directors:

They have the primary responsibility for the welfare of a business under state laws of incorporation and this amounts practically to making the board responsible for continued existence of the business. Thus they are in a fiduciary relationship to shareholders and have a responsibility to the company's employees and to the general public. There is evidence of increasing social consciousness on the part of the board. Responsibilities of the board are broad and many problems arise concerning the working relationships between the board and its executive management. The board concerns itself with basic as opposed to operating policy; with abnormal as compared to normal problems and with matters of paramount importance as opposed to routine matters. Confusion within a company is often avoided by detailing the duties of the

²"The Corporate Directorship", The National Industrial Conference Board, Studies in Business Policy, No. 63, (New York 1953) p. 4

board either in the company by-laws or in the organization manual. While such detailing is usually not communicated below the level of the board and the executive management there is communication within that area at least. Monthly board meetings are the rule in most companies but many companies meet only quarterly. Few companies have attempted to define the duties of the board chairman. As a result the position tends to reflect the personality of the incumbent rather than a predetermined organizational plan.¹⁰ This is of interest in the matter of communication.

The discussion of communication among board members is pertinent to this thesis. Recent years show improvement in standards of procedure with board members reflecting a mature view toward obligations. The directors are kept more fully advised on all matters pertaining to the company and managements ask their advice on all important questions. Many corporations make interim reports on operating and financial details; some send agenda to board members in advance of meetings, usually by telephone or personal conference. The luncheon table frequently serves as informal board table. About half the cooperating companies invite subordinate executives to board meetings to present data and help discuss policy matters in their areas.

Individual directors have no legal power but the board may delegate its ordinary powers to committees composed of several or more directors. The most frequently encountered committee is the executive committee, sanctioned by statutory and common law and exercising the full authority of the directorate. Next in importance is the salary or compensation committee, reported by more

¹⁰Ibid, p. 23

than 10% of the companies included in the survey, and in order, come finance, auditing, and bonus and pension committees. In some the finance committee has an office of considerable influence. Following is a summary of the principal methods and media employed by management to keep directors informed:

1. Board meetings
2. Advance agenda
3. Reports of the board's committees
4. Regular reports on finances and operating results
5. Special reports on matters of current importance
6. Budgets and forecasts
7. Reports of management committees
8. Participation in meetings of management
9. Daily, weekly and monthly newsletters
10. Regular luncheon meetings
11. Visits to plant properties
12. Messages to stockholders, employees and other publics
13. Informal personal contact
14. Phone calls, telegrams, letters

Executive management, rather than the board, is responsible in a majority of companies for the following duties: handling of company's public relations, determining company labor policy, dealing with the government, changing product lines, setting up company organization, and preparing reports to stockholders. Also in majority of concerns, executive management formulates and administers employee benefit plans and determines the source and amount of working capital, subject in both instances to board approval. It is common practice for corporations to establish limitations and checks upon financial disbursements.

With this description of the duties and functions of the board and the executive management brought into focus it is possible to examine the matter of communication at that level. The president, chief executive officer of the company, sits on the board as does the executive committee; communication

at the top level is quite close and there is no serious reason why it should fail. From the chief executive officer or the executive committee comes the delegation of authority and direction to the general manager at the operating level. It is here the wheels of communication really begin to turn. His communication with plant managers, department heads and staff is important for carrying out the operational policy established by the board of directors and the executive committee. Here the principles of delegation accompanied with authority come to the front and are closely related to communication.

It is at the operating level that divisions of the organization are created. Functions are set up vertically and activities grouped in horizontal organisational levels. This reduces the company's overall administrative function into work assignments or jobs and establishes each management position in a certain relationship to other jobs. Communicative processes now flow vertically and horizontally in the formal system. There is introduced the matter of cross communication from the functional channels to the organisational levels and vice versa. For example, the company directors may agree on a modernization program to replace machinery obsolete in terms of productivity. The executive management sets up the program financially and calls in the general manager to advise him and discuss matters of scheduling the replacement. Up to this point the communication has been functional and formal. The general manager leaves this meeting and calls in several of his staff e. g. engineering, production manager, quality control and industrial relations. The communication is still functional and vertical from the general manager to each, but when he throws the meeting open to discussion the communication is cross communication. As each submits his ideas and con-

corn in his respective functional area, he is communicating vertically to the general manager and horizontally to his associates.

Communication could have been channelized in other less effective ways. For example the general manager could have communicated vertically with each of the staff and line people in turn. Theoretically it would be their responsibility to cross communicate for purposes of coordination and cooperation. Or, he could have called in only the engineer and outlined the proposed modification of the production line; requested plans and permitted the engineer to be in the position of being the only person advised. In this enlightened day of communication such a myopic practice would be considered inefficient.

In addition to the formal methods of communication another channel co-exists actively and that is the grapevine. Individuals of the various levels might come out of the meeting and discuss the matter with associates and subordinates; or chance remarks on exit from the meeting are overheard and the grapevine is activated. News may get down the line before changeover schedules and formal planning have crystallized. If the news has become distorted in transmittal there is likely to be apprehension or speculation of job changes. If this occurs, executive and operating management may be distressed and alerted to communication planning in the future. If news is important, it should be disseminated effectively. People are interested in the things that affect them. Communication activity goes on constantly in group relations.

The higher up the ladder of management one goes the more overall company information there is. But in the area of group relations it might be said, the further down you go the less information there is and more impressions,

attitudes and distortions are generated. There is possibility that group relations enjoy better worker communication at the line levels. With the interest in employee relations increasing and the struggle for worker loyalty becoming more competitive between management and the union, there is keen interest in the budding of the informal system.

The grapevine is always active. Management will always have some listening posts and liaison people in the far levels but once identified they are apt to be isolated or pressured to exercise caution by the group. Management can learn much by association with the workers during daily walk-the-mill tours and the coffee breaks. It can also learn much by honesty and sincerity in dealings with the workers on the floor. It is impressive to hear the manager of a large plant pride himself that there is only one supervisor between himself and every worker in the line. If, however, management acts on the information in a purely self-interested fashion it will cease to share the worker's confidence. Communication upward will become less revealing and filled with more "static"; and if management becomes too overt in trying to tune in on the grapevine it may be frustrated. A condescending approach is to be discouraged as dishonest and ineffective. In the long run management can never completely relinquish its prerogatives and sell the community of interests idea. In business there has to be management to direct the activities of the employees. To a degree there is a shared concern in the success of the business, but beyond that there is a divergence of interests. One obvious point of divergence is management's concern with increased productivity and costs--usually against worker resistance. Such an approach is necessary in a competitive society. Compare this concern with the worker's continual

pressure for more wages. The latter doesn't express much interest in the wage levels, price determination, profit margins. Can either party freely discuss self interest in the relationship? Effective communication on all matters does not appear feasible.

To increase understanding, industrial management has employed staff training specialists to develop programs of general information and economic education for workers. The training is aimed directly at lessening friction in this area of diverging interests. This is an explosive and emotional area for the worker and, usually, for the management as well. Few executives are so objective as to visualize the worker's interest in more pay for added productivity as similar to his own drive for recognition and compensation for efficient low cost operation. In the former's case the demand, misdirected though it may be, is likewise a drive for recognition.

There are endless activities in the communicative field at the operating levels. Management has problems with cooperation and coordination among its line and staff people. It can be said that to the extent that management fails to take cognizance of the techniques of communication in dealing with its own group, the more serious will be its problems of communication at all levels. The "one happy family" idea is illusionary at best for even in a close knit homogeneous American family the children don't tell parents all and vice versa. Management must continue to strive for ways and means of defining its objective and motivating all its forces toward that end.

An interesting reflection develops from the considerations of this chapter. One which management would not readily recognize nor admit—that

in view of management's prerogatives and power of directional control it may be in finality that group needs cause management to rationalize prerogatives toward satisfaction of the group.

CHAPTER IV

MEDIA OF COMMUNICATION

Various Processes of Transferring Ideas

At this point the conveyance of thoughts and meanings by various media will be discussed. Activities and methods of communication in human interaction will be comprehensively but not exhaustively treated. There will be comment on the skilled and unskilled practices, illustration of the common sense accomplishment of communication as well as of the technical. The industrial area has been literally inundated with literature, devices, theories, and professional advice provides a concept of the growing emphasis and awareness of this social development. There has been considerable research and experimenting in the area of communications. The findings have been illuminating. Much of communication historically has been, and in the future, no doubt, will be directed toward influencing individuals within the socio-economic groups. This is necessary for the ordered functioning of human activities—motivation and direction are necessary.

The media generally will fall into the areas of response in the sensory abilities of man. These are further divided into the following broad classifications:

- Printed
- Graphic
- Auditive

Audio-visual
Personal
Functional and Organizational

We will find unusual stimulations of these perceptual abilities through the various devices and appeals created by man. In the industrial enterprise, these may be used singularly or in combination. This is true for the organizational or functional activities of the enterprise. The object of the communication initiated should determine the media to be used.

The board of directors, for example, may initiate communication through the president or the executive committee. This may involve written material in the form of letters or reports directed to the president; it may also establish its policy in writing for distribution throughout the corporation and the stockholders. A report like the annual or quarterly statement would accomplish this. The information issued is not detailed corporation news; however, if it satisfies the stockholders with respect to financial areas, communication has occurred. A letter from the chairman of the board complimenting a certain operation may be directed to a general manager and in turn routed down through the organization. Here the communication of praise expands in meaning in view of the executive officers noting it. This is more motivating than an indication of copies distributed throughout certain vertical and horizontal levels.

Annual statements, reports, or letters from the board of directors, chairman of the board or the executive officer to the stockholders, press or technical publications demonstrate graphic types of communication. The writer does not go into the contents of the publications except to mention several communiquees from top management or administration of the enterprise

for dissemination within the company and on the outside. The quarterly or annual statement communicates to employees and the stockholders certain items of interest such as:

- Administrative organization
- Financial position
- Operational activities
- Future plans
- New products
- Profits
- Return on investment
- Reserves

Omitting detail description of various media of communication a list will serve to orient one as to scope. The reader may visualize others that could expand this list:

Printed:

- Committee reports
- Written minutes of department, staff, management, board committee meetings
- Letters to employees
- Standard operating procedures
- Local newspapers
- Written plans for future
- Annual project, stockholder and accomplishment reports
- Memos and official notices
- Signs: warnings, cautions
- Product specifications
- Exhibit of company advertising
- Bulletin board notices, posters, pictures
- Liberal circulation of carbon copies of memos, announcements
- Column or frequent stories in company paper
- Distribution lists and routing slips
- Standard personnel policies
- Routing of written memos to all who should be informed
- Reprints of executive's speeches or writings
- Budgets
- Technical manuals

Graphic:

- Exhibits of company advertising
- Bulletin board posters, pictures, etc.

Office wall charts
 Flow charts
 Films
 Organization charts
 Poster campaigns with themes

Audio:

In-plant broadcasts
 Radio programs - local or national

Audio-visual:

Television
 Films
 Slides and narration

Socio-personal:

Individual contacts
 Group contacts
 In-company organizations of engineers, foremen, accountants, etc.
 Social events
 Public actions of the company, its executives and employees
 Exhibits and open house
 Informal luncheon and dinner meetings
 Grape-vine

Functional and organisational situations:

Frequent or occasional department, board, committee, or staff meetings
 In-plant and departmental tours
 Task forces
 Counseling following merit rating
 Use of understudies to attend meetings as substitute for principals
 Conferences with union officials, other department heads, and associates
 Assignments of subordinates to work with employees of other sections and divisions
 Consultative supervision
 Junior or auxiliary boards
 Employee and management surveys of opinion and attitude
 Frequent counseling with subordinates
 Conference leadership training
 Training classes of all kinds
 Visits to other operations, divisions, offices, etc.
 Formal and informal luncheon and dinner meetings

Formal grievance channels
Grape-vine

Effective use of the above devices depends upon the executive's acceptance of the fact that no executive action is complete until (1) provisions have been made for telling all subordinates what they need to know about the event; and (2) doing everything possible to get all involved not only to hear the facts, but to understand, accept them.

Extend the list to situations where communication may be opportune and vital; and the psycho-drama of communication becomes a vast undefined field. Perhaps bias to the importance of communication becomes evident but it might be said that living and livelihood depend fundamentally on communication semantically defined in the introductory chapter. To offer examples of each medium would render this thesis unwieldy. The writer does intend to demonstrate technique in several situations to support his thesis that communication can be cultivated as a technical skill.

Initially one can start with a printed medium such as local newspapers. Basically any company that is news worthy concerns itself with community and public relations. It is concerned with product acceptance, good will, the labor market and avoidance of adverse public reaction to be gained from newspaper publicity. As an object lesson, in starting a new plant a company will desire to win over civic leaders and thought influencers in the town. The intent is to communicate that all cooperative and good will activities directed toward the company will be welcome. Previously there will have been personal contact between company executives and town officials. The formalities, legalities and some social niceties will have been noted and the

mutuality of interests exchanged. A full page in the local paper is devoted to introducing the enterprise, its history and product, the manufacturing process, working conditions, and benefits. This conditions the townspeople responsive to additional communicative activities from the thought influencers.

In addition, this company being ethical, intensified the persuasiveness of its activities by taking civic officials on all-expense-paid trips to one of its plants. This is the clincher; now in addition to the newspaper announcements, there are people to substantiate the reliability of communicative endeavors. The company will, in all likelihood, have achieved response and acceptance of the fact it intended to communicate—that it is a good company to have in the community. Briefly, with some modifications, similar techniques might be used to re-establish the reputation of a company, which failed initially in its public relations. Even a company, which had fallen into disfavor in the community, could make a comeback if the management came to understand the techniques and meaning of communication.

Communication technique using the graphic media is perceived in the use of the company bulletin board. Management wishes to convince the employees of the worth of their future with the company. Information about fringe benefits, research, sales, will be enlisted to convey the idea. The bulletin board displays advertising layouts, sales promotional literature and new products. The idea to be conveyed is that the company is progressive and promoting new products constantly. This direct and concentrated media is combined with employee meetings, house organs and general en-

thusiasm to sell employees their security with a company abreast and ahead with marketable products. A survey in Minneapolis-St. Paul area ranked product information second in terms of employee interest.⁹ It is classed in the same group as company finances and personal pay among items that interest him most. This survey has merit in anticipating the employee's reading interests. Receptivity and responsiveness, dependent as they are on plant atmosphere and presentation, can be increased from knowledge of successful techniques.

The two previous accounts illustrated management-initiated communication conveyed by the media described. Managements are becoming interested in determining whether their communicative activities are profitable. There are some practical economic aspects to consider. In the area of one printed media alone—the reading rack—three million dollars were spent in 1955 for employee education.¹⁰ Effectiveness of communication is observable in visible response of employees and the survey questionnaire media for upward communication. An unique auditive medium, with unusual invitational pull for upward communication is a tape recorder located at the plant exit to service rooms. Speakers for tape recording of complaints were provided to encourage communication with anonymity and impunity. The recorded complaints were then discussed in union-management meetings. The union voiced complaint against the technique as a by-pass of the grievance channels;

⁹Wayne K. Kirchner and Jerry Dolender, "What Employees Want to Know," Personnel Journal, Vol 33 No. 10, March 1955.

¹⁰Lester R. Bittel, ed. "Factory Human Relations," Factory Management and Maintenance, Vol. 114, No. 1, Jan. 1956, p. 108

however, the device functioned almost as a daily attitude survey. ¹¹

This device is unusual and has the additional pull of ego satisfaction in recording one's voice. The technique resembles the suggestion box medium designed to elicit suggestions, and has its secondary value as a receptacle of complaints and emotional releases. Whatever success or misuse is attributed to it, the medium does provide for upward communications. As with the tape recorder, experience with suggestion systems has provoked the similar complaint of by-pass, from the unions. ¹² If the suggestion system is capable of weakening the union it substantiates itself as a communicative technique per se.

Attitude surveys have quickened interest, in recent years, as a result of experience and refinement in the methods of presenting and evaluating conclusions. Early endeavors inadvertently brought on miscommunication and unfavorable results such as the contagion of freedom to air gripes sometimes will do. Recently under more skilful application they have been used as a means of conveying management's interest in the employee's opinion and understanding of the company. The employee in turn appears to have appreciated this opportunity to unload himself of a few reservations about the company. Where the companies have been sincere and actually done something about the situation this proved a good device. The survey technique was further developed and perfected by University of Chicago research scientists to develop a measureable standard against which to gauge the results of one's

¹¹ Ibid, p. 109

¹² National Industrial Conference Board, Suggestions System, Study 135

attitude survey. Now there is available a national yardstick for comparison with the individual plant or company. ¹³

Management has done a tremendous job towards improving and recognizing the value of communication in industrial society. Research is continuing with regional conferences on communication. This gives the subject national prominence and homogeneity which is desirable in an interstate economy. There may be some executives more interested in strategems than grasping the fundamental core of communication; which is mutual understanding, and coincidence of the minds. Currently management gives indications of relaxing security to do a better job communicating its plans and the worker's part in them. There is a question as to whether it is doing as well in "listening" to employee suggestions or complaints. This is the crux of success in getting the undertones in upward communicative activities. The chain of command, in most plants across the land, seems to be the principal line of communication. It is a notoriously poor one for conveying management's point of view down the line and worse for bringing needs of employees to upper brackets. Supervisors are inclined to tell only what the boss wants to hear and build up self by telling only of successes not failures. ¹⁴

Often we find a union in the industrial plant similarly failing in its communication with constituents. If it is non-militant or has an enterprise oriented hierarchy there is apt to be a lack of response from its consti-

¹³David M. Moore and Robert K. Burns, "How Good is Morale?" Factory Management and Maintenance, Volume 114, No. 2, Feb. 1956, p. 131

¹⁴Ibid, p. 9

tuents. The membership does not consider stable working conditions, good wages, etc. enough "show" for dues. Therefore union leadership could also benefit from techniques of communication. Effectively utilized, communication could make the union a more influential force in the enterprise and more acceptable to its membership. This is important at the plant level about which this thesis evolves.

Outside the local, in the broad national area of union-management relations research, benefit has accrued to both management and the union where there was conscious development of communication—they would have it called cooperation and understanding. It was found that development of effective union-management communication on an ever increasing range of issues, in which both parties had both common and conflicting interests, was another cause of industrial peace.¹⁵ Indications are that a successful relationship depends upon ingenuity of the parties in developing effective methods of union-management communication; e. g. consulting the union before taking action, sounding out the union for reaction, and utilizing the grievance machinery for its contributory value rather than causal end for industrial peace. Grievance machinery can be utilized as a point of departure for ever broadening range of mutual problems, e. g. economic position of the company, proposed new machinery, processes, issues, forthcoming negotiations. The machinery is thus broadened into a semi-formal system of two-way management

¹⁵"Causes of Industrial Peace Under Collective Bargaining", National Planning Association, ed. Clinton S. Golden and Virginia D. Parker (Harper and Brothers, New York 1955) p. 85

union communication, 16

A word in passing on that media common in all activities of mankind, the "grapevine". Management should recognize its existence and tolerate it because it has merit as well as nuisance value. It exists in all areas of the organization, functional and horizontal, and in the operating groups. Management should study its informal nature to determine the centers of information and transmittal. This knowledge will assist in evaluating incoming information. Awareness of the grapevine affords means of preparing the group for certain activities or plans of management. Management can use the system for test panel purposes when it wishes to get "feel" before making a committal. In this fashion management may be able to avoid or circumvent problems of resistance or undue disruptive attitudes affecting the employer-employee relationship.

In concluding, there are many basic techniques and modifications of them for variable situations. Several have been demonstrated. The conclusion drawn from this chapter is the indication that communication should be defined and its requisites understood. If this has been done, chances of effective communication are better. The individual communicator is then prepared to modify and refine existing media and originate new approaches.

¹⁶Ibid., p. 85

CHAPTER V

DEVELOPMENT OF TECHNIQUES

Simple Fundamentals To Follow

Having developed a concept of the nature of communication and demonstrated the process of conveying ideas it is opportune to demonstrate planning in this activity. The accumulated knowledge of social science research to date, should contribute greatly to the possibilities of precharting communicative activity. What are here to be treated as techniques or principles will be interpreted by the reader as systematized every-day-rules of common sense. It can be said that communication skills are utilized by the unethical and the unscrupulous as well as the practitioner with integrity. The industrial society has become vast and complex. The mores of men have taken on different hues, and the social controls have changed with the mobility of workers and management. The place of occupation is removed from domicile and the neighborhood society. Communication no longer enjoys the simple atmosphere or conforms to the societal controls of the days when "man was as good as his word," "his word is as good as gold."

Personal contacts today are transient and do not encourage or permit the acceptance of nostalgic criteria; skepticism appears more prevalent than former reliance on the basic integrity of man. Communication between individuals before world war II was simply a matter of agreeing or disagreeing

but there tended to be responsiveness of minds since directness and honesty were more the rule. Today, however, for a number of reasons such as war, unprecedented material well-being, suburban growth and industrial expansion, human contacts are evanescent. Instead of reliance on solid character and merit, communication tends to adopt the pressure techniques of selling a product or commodity. For this reason reputation and character are apt to be veneered with modes and guises conducive to survival in our industrial society. The simplest basics in communication, sadly enough, are not in the popular vogue they merit. Mutual respect, sincerity, integrity are conducive to sound communication but seemingly not always expedient or timely.

The climber, the opportunist, and people generally are not giving old fashioned tenets much concern because material progress is swift and elusive. The employer nowadays, who has a reputation for integrity and ethics, communicates much more effectively because communicative intent doesn't require x-rayed examination by respondents. Some hesitancy in acceptance can be attributed to the self-protective device of reassurance. How often do employees adopt a noncommittal expression when management is delivering some news item or requesting cooperation in a phase of the operation? More frequently, don't management people give a non-committal, dilatory or evasive answer to the request or expressed desire of employees? Each wants a chance to weigh the others approach and determine whether there is something deeper than outward signs. Certainly in this situation successful communication does not transpire on the first approach. This is due to uncertainty about the other party's meaning.

Much of oral communication today does not achieve its purpose and the failure can most often be blamed on the speaker. The speaker does not transfer ideas and material from his brain to that of his listener. Ideas must be presented in such a way that meanings are stirred up in the mind of the listener. If ideas are worthwhile and the presentation stimulating, listeners react by paying attention and, so far as background allows, by responding. Certainly, in industrial plants this is true. There, much of the operational efficiency and industrial climate must be developed by response to ideas of management. Economic sanctions and pressures will not secure cooperation and respect. At best, such methods can only gain passive acceptance with muted resistance.

There is for example, the matter of the plant rules which can be the core of order and atmosphere in the plant. Properly presented in orientation of new employees, and reorientation in the lapses of older employees, management has possibilities of communicating its reasons for the rules, their inherent design to provide fairness for all and the necessity for compliance. They convey reason and fairness to the average employee who is advised that rules are not a whim of management. He understands the intention that each employee get fair play and consideration from employees and management. Employees usually conform to management's interest in matters of punctuality and attendance when advised of machine down-times; or the unfairness to the man carrying a tardy or absent worker's load.

Guided by consistency and precedence the rules can be used in the unpleasant situations of admonition and reprimands to correct a worker. At the same time his respect for the rules can be gained, even though grudge-

ingly given. In the span of a year or two employees come to respect order because the atmosphere of the plant will have become one of group conformance. In such a plant deviations from the normal conduct no longer fit in the pattern of group relationships.

Management in talking to workers should give close attention to the level of communicative language. A bright young supervisor using an advanced vocabulary with workers elicits minimum response. He might, in fact, miscommunicate and build up resistance to himself. Management representatives should not talk down to people. Politicians have learned this lesson repeatedly. This approach generally fails in gaining response. Most people respond well to images. Speakers should learn to create images that listeners can understand and respond to, such as the humorous illustrative story, comparisons, or familiar examples. There is probable effectiveness of audience participation; such as requesting examples of a point under discussion. Compared with the straight explanation or examples by the speaker, participation should stimulate interest.

The person talking should also practice concreteness because he may be so informed on subject ideas that they are vital in his mind but entirely lacking in the minds of the audience. Concrete examples must be given so that workers can understand. Telling a group of employees that the company's new plant will contain 600,000 square feet doesn't go over so effectively as saying that it will be three times as large as this one. Saying an area is 350 feet long is not as good as, from here to the end of the block. One can evaluate a quality meeting where the leader says waste amounted to twenty tons last month, as compared with stating the waste amounted to \$16,000 last

months; or the equivalent of operators and management, power, lights, and up-keep working for two days to make waste. Another dramatic example of securing employee response to an appeal for quality and production exists in the order from X company. The supervisor can appeal to his group, "we have an order for so many units from X, let's go to work on it;" or he could say, "here's an order from X, if we make the schedule and the quality their business is enough to keep twenty people working for a year." This appears more effective.

While discussing the development of techniques it might do to mention the practical values of individual communication among members of management.

The primary concern of this thesis is communication in the dominant groups of the enterprise as management and workers, departments and supervisors, white collar and wage. In this interest, it is conceivable that through improved communication among the management people there could be an indirect benefit upon the worker-management and communicative relations. If there is good communicative activity among management representatives, neither dominant group, worker or management, exists under the strain and tension of management people vying for power. Then individual efforts to dominate either or both groups by authority, or attempts to orient loyalty to that individual are less likely to develop.

In management relations and advancement of individuals there is a growing awareness of the true meaning of the adage "opportunity knocks". There is some accumulation of practical knowledge about scientific methods of executive selection, development and personal growth. The factors having more to do with advancement may be luck, timing, opportunism, personality appeal,

background, expediency, condition of the market, labor, product and communicative ability. The latter skill in applying for a job or advancing may be the vital element. As the ambitious individual becomes cognizant of these his tensions mount, his drives become apparent, and his actions grow more unpredictable or unhappily predictable for those surrounding him. The insecurities that engulf him are certain to engulf his subordinates and their reactions become areas for the researcher. How many self-oriented individuals develop as a result of this situation the writer cannot say, but would surmise that the industrial area produces many. A point in illustration here is the extreme where the management man communicates by indirection that his economic sanctions will be applied unless subordinates are boss oriented. It is effective in short term organizational control but disruptive in the long run.

In the boss oriented organization the vertical and horizontal levels of employees are affected in varying degrees. Among the worker group there are irritability, jealousy, petty bickering, pseudo-dissatisfactions with conditions and deceit before supervisors. Within the management echelons there are competitive aggression, pirating of work, distrust, passive resistance. Throughout the organization nervous ill's, stomach troubles, ulcers—may appear. Surprisingly the business continues to thrive if the product is marketable because the "boss-oriented" groups do a competitive job in performing their functions within the organization. They strive for recognition, through work and obsequiousness, to please the economically dominant personality. Furthermore this condition can go on indefinitely in the situation where the product is marketable and competition limited. In a

competitive situation it is doubtful whether the organization so strained could hold up under the additional stress of competitive pressure.

To demonstrate the importance of the single factor of communicative skill to an individual the reader might appreciate the following excerpts and paraphrasing from a technical publication:

"Skill in communication is probably the greatest single catalyst for your personal advancement.

"Neglect in developing this skill often underlies unrecognized and unrewarded work, as well as bogged-down careers.

"At every stage of an engineer's career his progress depends on the movement of ideas. In fact an employer hires an engineer only to get his thinking and put it to use.

"Writing and talking are the most common engineering operations.

"Skill with words will add between \$20,000 and \$100,000 to an engineer's lifetime earnings.

"And important as this skill is in engineering work, it proves even more vital in administrative and executive posts. The greater your job responsibilities, the more you'll depend upon accurate and rapid exchange of information. Your skill at communications and your business fortunes will be closely allied." 17

Here is the emphasis on the material rewards of communication, which for the uninitiated engineer is misleading because it does not stress the human relations aspect of communications. No doubt the practitioner along these lines will get to the "boss" but his relations with his associates will deteriorate if the advice causes him to neglect proper communications with those around him. He becomes the sort of practitioner mentioned in

17 "How To Sell your Next Idea," Chemical Engineering (New York, Sept. 1955) ed. Hugh T. Sharp, p. 220

the preceding paragraph. Today's management is anxious to utilize the scientific skills of engineers in management but have learned that he must be oriented in human relations.

Communicating with employees, plant, or office about their production by introducing the spirit of competition is a group technique. Employees appreciate knowing how they are doing and management all too frequently is reluctant to develop this interest because of apprehension that it might also create interest in additional pay. Caution and discretion are recommended. However, if the technique results in increased productivity and it does not throw management out of line with the area and industry practices there may be argument that more pay is warranted. Posting of production records generally stem from the recommendations of employees themselves. In the plant with an incentive program the workers may become too competitive and lose harmony. Here again an alert management will have its incentive system tailored to require some group cooperation basic to the rewards to the individual.

Techniques of communication can follow basic principles although the techniques themselves may be applied in innumerable variations and settings. It can be safely stated that there can never be two identical communicative situations because the factors of man, time and external conditions are never static. They never permit recurrence of the identical situation. The writer refers again to the time worn attributes of sincerity, integrity, respect, as basic ingredients to communicative effectiveness. To the extent that these qualities exist in the communicating participants, will vary the degree of successful conveyance of ideas. Whatever is subtracted

from them in the interest of expediency, gain, or because of the mores in the situation, will result in some corresponding degree of lack of achievement in communication.

In developing techniques one should have an awareness of the impersonal aspect of industrial society and the changing mores that accompany it. Self-interest predominates and one who would communicate effectively must not sacrifice integrity. Language levels and concreteness in thoughts are important in speaking to worker groups. Management should strive for good communication within its group to lessen impeditive influences to good communication throughout the plant.

CHAPTER VI

INNOVATIONS AND REFINEMENTS

Creating Effective and Dynamic Methods

Thus far emphasis has been on developing meaning, areas and techniques, for mechanical application of communicative processes. This has been done with illustrations of techniques and principles of communication. To develop the activity to a more methodical level and demonstrate possibilities of improvement this chapter considers the creative approach to communicative skills. It is assumed there has been some acceptance of communication as intrinsic and vital to an organization. The writer is discussing an industrial enterprise—production and profit oriented—and the situations to be considered are confined to that economic unit.

Having indicated the enterprise as profit and production oriented, it follows that communicative activity will be directed or planned toward achievement in operational efficiency. The individuals, performing the various functions and activities of the business activate relationships essential to the success of the enterprise. Communication must weld the group and develop motivation for efficiency and the profit goal. This directional control may be intended to follow the functional line or the organizational levels. It may utilize both paths. There will be obstacles in either direction. Divergent group or individual interests may interfere

with its final reception. The writer will adhere to development and direction with illustration of several impediments in later paragraphs.

An awareness of principles and inherent or acquired emphatic ability are among the first concepts to be cultivated by a practitioner of communication. The small enterprise consisting of owner and immediately controllable workers lent itself to simplicity and directness of communication. While the boss or owner in this situation might be taciturn it is difficult, in such intimate social relationships, to avoid responsiveness to either verbal or non-verbal two-way communication. As enterprises develop in size and scope of activity it becomes necessary to implement line organization with staff services. Therefore, organizational specialization creates organizational blocks between people and the head of the business. The owner of an expanding business, mentioned above, should anticipate loss of contact with his workers. Understanding of them as individuals becomes difficult and less personal with infrequent communication or third party communicating. Herein lies entrepreneurial frustration, because of people who don't understand the boss or take an interest in the business. Somewhat concerned, the boss will develop methods of communication to penetrate personal and organizational blocks. The simplest technique is to make tours through the operation and chat casually with employees about the job or personal interest. This method provides insight to activities in the plant. The employees reciprocate in kind to perfunctory or genuine interest.

The enterprise may develop to a size that renders daily shop tours impossible. The boss is now engrossed in problems of sales, production, and labor, which demand his attention. He loses communicative contacts with his

workers and they do things beyond his comprehension. In turn he becomes more a symbol than the "old man" to them. Sensing social distance he feels his workers are important and seeks means to approach them. Accustomed to conversing in language at a management level, he now finds it difficult to express himself to employee groups. He deliberately cultivates skill in conversing by conscious effort in all his contacts. Perhaps his concern will prompt formal training for effective discourse and communication. His limited contacts on the floor, or with groups of workers, provide opportunity to regain rapport.

Management men necessarily delegate many duties involving contact with employees. The conscious communicator will "practice" a few habits like the coffee break, announcing new products personally, inspecting production lines. These limited appearances are conducive to good communication when occasions require designed communication. The head of the business can emphasize and practice "the-open-door" policy for employees--some finesse will be required in unionized shops. Visits of chronic cases and obsequious self-seekers must be skillfully anticipated.

Recommended also are periodic meetings with employee groups on matters of company policy, operational problems, future plans and general company information. The participatory atmosphere of such meetings stimulate understanding and provide motivation. The writer advocates personal presence for this conveyance rather than the impersonality of recorded talks over plant public address system or the boss personally speaking over the same medium. The latter methods easily lead to an oversight--management prides itself on its effort to communicate but overlooks the fact that these are

one way situations. There is no opportunity to hear or note reaction from the audience. Whenever feasible management should welcome the situation opportunity for two-way communication.

Encouragement of participation or the feeling of participation in matters that affect employees is a current theme of communication advocates. This approach is fine and productive. A cautious note recommends that limited participation be lead by one skilled in these situations. This group activity can be harmful if the intended communicative activity becomes diverted or distorted in the group setting. A frequent example of frustrated participation develops in employee safety committees. Management ostentatiously express its policy of employee participation but repeatedly and conversely fails to act. Worthwhile recommendations when unheeded become irritants. The real cause of failure to act may be due to lethargy, lack of follow-up or financial limitations. Recommendations that are unheeded and gathering cobwebs create an image of a management soliciting goodwill or lowered casualty experience. Even when paid for attending the meetings, perhaps at overtime rates, employees will not relish their ideas or recommendations taken lightly.

Where participation is invited, whether it be employer inviting worker or worker calling for employer opinion, the originator should anticipate comments that appear antagonistic to the goal. Management must be anticipatory in each situation so that it can skillfully parry impossible suggestions or tactfully render opinions in the employee-initiated situation. The latter could be an attempt to elicit a committal by management. On the spot decisions are precedent setting and should be avoided if possible. In

these communicative situations, however, management cannot afford to acquire a non-receptive reputation. Should this happen, future communicative activities will encounter difficulties.

An important aspect of developing any technique or attempting a new method of communicating is the atmosphere at the time. Top management, superintendent, department head or union leader communicating with subordinates or constituents must be sensitive to the existing tone of group relations. Tensions or dissidence existing in the respondents will undoubtedly interfere with acceptance, unless the situation is eased or the communicative technique itself removes the impediment. An object lesson here would be the granting of a sizeable donation to a charitable drive while the company stands firm against wage demands in negotiations.

Without probing basic intentions of the company, one can visualize erroneous impressions of the two activities. Philanthropy is practiced toward the community, economy toward the other. Concepts communicated by the two situations might be hypocritical seeking of public good will; and favoring the impersonal public to its own employees. Who is to communicate the fact that only a financially sound company can support charity? Whatever the company intended to communicate in each situation—philanthropy and resistance—has become involved and distorted.

The attitude survey has been mentioned as a means of two-way communication. Management with increased understanding of the effect of attitude upon production realized that effective communication is two-way. Much time and money has been devoted to developing the survey medium. As in the situations of participation already discussed, positive action must follow

the survey. Unless it is prepared to react with positive action, management should not hastily nor improvisedly try this technique.

One apparently successful application of participation occurred in a company drafting a policy statement for the company. The entire management was participating and when about three-fourths through the president of the company declared the matter of relationships between management and the employee was a two-way street. A policy booklet by the company was a one-way communicative device, maybe it would be a good idea to get the employees to express on paper their responsibilities and policies toward management.¹⁸ The writer agrees that allowing employees to speak, develop a code of behaviour, express publicly a latent sense of responsibility to management, could develop two-way communication more naturally. The technique with proper directional assistance and sponsorship could be a method to stimulate a deeper sense of responsibility toward management and fellow employees.

There are deep wells of strength, energy, interest and loyalty that can be tapped. Management has much to learn about motivation.¹⁹

In the large plants ways and means of reaching all the employees or a goodly percentage of them must be found. We are already familiar with the house organ and the attitude survey. The Hawthorne experiments really turned out to be not only a mass penetration but also a pioneering effort for that type of communication. Reading racks are somewhat of an innova-

¹⁸Herbert H. Carey "A New Development in Management Communications," Society for the Advancement of Management Review, Management Faces New Problems, ed. Will Long, et al (New York 1953) p. 39

¹⁹Ibid, p. 39

tion but becoming questionable in effectiveness. Letters to the employees homes are becoming more popular. After-hour educational or recreational programs are finding some acceptance and popularity on the basis that the industries themselves will have to take the initiative to provide wholesome after hour diversions to reduce the accumulated fatigues and tensions of modern industrial work. The latter, of course, are designed to encourage the employee toward relaxation and appreciation of the company's efforts in that direction.

Counseling within the plant by a representative of the personnel department is not a new technique although it is a refinement of the line supervisor's heart to heart chat with the employee. Counseling is designed to start where the supervisor comes to the end of his understanding of motivations and underlying problems of the employee.

Industrial plants are also making considerable efforts for better public relations and demonstrating moral responsibility in the communities. They are conditioning the community, the potential employee, and the employee residing in the community for favorable attitudes toward the company. The employee or prospective employee then accepts the company with an attitude of respect rather than suspicion.

A company knowing the prevailing attitudes in the community, through good communication with thought influencers in the community, is also in a better position to develop its communication activities with cognizance of these prevailing attitudes. It is then possible to create and design communications to motivate the employees along the directional lines necessary for goal accomplishment. The management must also be able to interpret the

verbal or non-verbal communication that comes from the town in this type of situation. A company will realize that economic forces are at work within the town as well as within the enterprise. For example the merchants of the town will not ostensibly endorse the company in a labor dispute, admitting the importance of the payroll the company expends in the town. Self-interest dictates the merchants are more directly affected by how the wage earner spends his pay from the instant company and other companies. Anti-union expressions would be detrimental to the merchants survival, which is more dependent upon public good-will than is the company's existence.

In communication there is possibility for questionable objectives parallel to the enterprise goal. A development of note is the exploitation of operational crisis. The emergency creates reason for people to communicate upwards. Crises and emergencies are run-of-the-mill. Actually generative influences are superfluous in business. There is ample opportunity for people to demonstrate their ability. However, an objective appraisal of many a crisis situation might reveal elements of creative drama at the source. The role played by participants can be exaggerated. There are crisis situations where the solution is interpreted as a crisis to prolong the situation. One could exploit the solution to draw the attention of higher management. A worker can create an emergency to draw the attention of the boss.

Another bit of chicanery in the industrial organization, which can be detected by an observer of activities, is the skill in communicating by indirection. Again it is one of those areas hardly subject to scientific proof but to conjecture based on recurrent observation. This is the ability to induce poor performance by an employee or a subordinate. The intended vic-

tin may be innocently led into error; and the manipulator knowing both victim's and a mutual superior's reaction is able to have the deficiency come to light. The faulty work conveniently shows up in production or in reports as a reflection on the victim. This can go on indefinitely and no one but the practitioner be aware of the situation. It usually concludes in discharge or voluntary separation of an unsuspecting employee. While this chicanery is working its course the manipulator can be projecting himself in a favorable light.

There have been shown a few innovations and refinements of communicative processes. The latter two examples were brought in to illustrate the writer's contention that communicative skills are sometimes as effective and subtle for unethical purposes as for the good. They are despicable but an executive seeking wholesome communication might also be aware of communicative activities which are impeditive to his intent.

CHAPTER VII

FACTORS CONDUCTIVE TO BREAKDOWN

Lack of Skill and Insight Weaken Communication

The thesis has been developed that communications is an applicative practice or skill. The examples and demonstrations presented thus far were offered as a stimulant to creative thinking about the many possibilities of communication.

The current widespread interest will cause daily inter-personal situations to be examined more as aspects of communicative activity at work than routine. If an awakening of interest in the communicative activities occurs, conscious application will improve. Individuals who discern communication will approach their socio-economic and socio-political activities cognizant of the requirements for understanding.

One who takes interest will perceive that successful communication is not simple. There are many impediments inherent in situations to thwart good communication. The writer cannot here dissertate in scientific psychology for explanation of such phenomena as tensions, mental blocks and resistance, which distort the atmosphere for receptive communication. For purposes of this thesis the writer is interested in bringing out the hazards that exist in the industrial situation—really quite commonplace—demanding more interest than mere curiosity about socio-personal interactions for

explanation. There is no criticism intended for those lacking awareness. It is to the individual's advantage that he be absorbed in his work and performing the tasks of livelihood unaware of some of the social forces interacting about him. It is expected that only a person with an absorbing interest or occupational requirement take note of human activities and traits.

Commonplace is the individual who bows to fate as the source of his satisfactions, dissatisfactions and frustrations with job existence. He does not interpret communicative activities as such to be dynamically affecting his psychic person. However, a disinterested or, at least, an objective observation might indicate that the individual is psychologically starved, frustrated, presuming unto himself a purposeless existence. If such be the case, what can management do for him and scores like him. Management can overcome a traditional failing and communicate purpose to this man. This will motivate him to greater satisfaction with his job status. What brings on this traditional and prevalent attitude in workers? One cause is lack of knowledge by management. It does not perceive its failure to provide the individual with the self-respect to be found in job purpose. This oversight of management is primarily a failure to receive from the individual his feelings about the job.

If top management is truly concerned about the individual it has effectively failed to communicate its thinking downward functionally or laterally through the organisational levels. The same might be said of any large organisation. Possibly management is interested but its concern is blocked in numerous spots in the chain of communication. Con-

ceivably it could be done by a management man who keeps things to himself or distorts the thought conveyed from above to selfish ends. An example of this could exist in the dynamics of the promote-from-within policy. Many progressive companies today publicly and in written policy profess their inherent convictions in the principle of promotion from within. However vertical or lateral opportunities within the organization could be blocked by influence in the vertical chain of communication. Information as to job opportunities in the organization can be blanked out or withheld by selfish interest. It is understandable that managers or supervisors in the vertical chain or organizational levels might keep opportunity from subordinates for reasons such as the inconvenience of training a new man, disrupting a smooth running organization; delaying the superior's personal advance. Exposure to organizational activities, particularly in government and service organizations, uncovers situations where the subordinate is seemingly the strength of his superior. The ethics and immorality of such situations are not for discussion here, but the situation injects a moral aspect to blocking communication downward.

An example of blocking or theft of upward communication can be witnessed when a good suggestion is made by a worker. As a good worker he discusses it first with his immediate supervisor. He is probably encouraged by the reception. However, succumbing to temptation, the supervisor or the manager above the worker appropriates the idea and passes it upward as his own. Visualize the deportment of the worker when he witnesses the idea adopted by management; but his supervisor, not himself, receives credit or a promotion. Needless to say, the creative talents of this worker are

dampered. The same may hold true for his associates who might be aware of the theft. All the ill effects are not confined to this one incident. The grapevine carries the bad deal in ever widening circles and a costly result is the blow to morale and loss of faith in management. The incident illustrates damage to healthy communicative atmosphere wreaked by one individual in a supervisory position. Management appears to accept such attendant evils in operation; at least there seems little effort to police the situation. In all fairness it must be admitted that the highly regarded suggestion system does not preclude such damage to the communicative setting.

Another example of detrimental effects on communication is portrayed by the authoritative, dictatorial person. Such an individual affects communicative freedom in a number of ways. His reliance on authority is so repelling that subordinates and employees fear him, not physically, but the damage to self-respect in encounters with him. Therefore, the less contact with him the better. Simultaneously in making clear his authority he may convey the impression of not wanting to be bothered with miscellaneous matters. Since he is remote, he seldom knows or understands the true causes of poor attitudes and production problems. An effect similar in result to misappropriation of ideas is failure to give a subordinate credit for good performance. Parallel to these dispiriting actions is the tendency of some bosses to orient all communication toward self so that no other becomes influential in the sphere of daily activities. With available economic sanctions he is able to elicit considerable communication. He never can achieve the cooperation and creative attitudes motivated where communication is wholesome and spontaneous.

Downward and upward communication can both fail if individuals in supervisory and management positions do not converse and think habitually in the language of the workers. Shop terminology and thinking do take on colloquial hue in any organization. It is the wise management which truly understands shop talk. If workers try to communicate upward at all it is going to be in their language and if management doesn't respond satisfactorily the communications will diminish in volume. When communicating downward management must avoid stilted language. It must not conduct itself or speak impulsively in operational situations that occur. Workers may respond to such treatment with non-receptive or selective listening.²⁰ They appear attentive but are not listening so communication is nil.

An interesting challenge presents itself in the enterprise with different ethnic groups. Here management usually endeavors to place management men of like ethnic background in positions of contact with the different groups. This is sound and management must take added precaution that it's representatives receive information in a manner tuned to their ethnic background. Management must somehow or other insure that these men do not alter the management meaning with a personal interpretation. While this situation is not so involved or detailed as conversing through an interpreter it does have similar aspects. Certainly misinterpretation could affect more people.

Integrity, already mentioned in a preceding chapter, is an important

²⁰Supervisor's Memory Jogger, National Foreman's Institute, New London, Connecticut, April 1956, p. 6

element in industrial communication. An organization with a reputation for integrity, even though its management be stern and demanding, is generally well understood in any communication. If guided more by principle, than expediency, the organization has greater probability for attaining a higher degree of communicative response. An enterprise lacking in principles and inclined more to expediency than consistency, can accomplish much if shrewd enough to exploit man's eternal hope of betterment. Temporarily it can motivate workers by hopes of a raise, hopes of steady work and matters affecting him. By varying this tack it can repeatedly capitalize on hope. Administrators as well as politicians are not loath to exploit this inexhaustible font of human motivation.

Probably one of the most frequent and glaring causes of failure in communicative effort is lack of preparation. The situations demanding some salesmanship, anticipation of questions and objections, image presentation, require preparation. There are ethical and beneficial projects that fail for a lack of preparation in conveying information to people—basically a failure to gain acceptance. A case in point is the installation of a new, sound and fair incentive system—union arguments to contrary they do exist. Management adopts the right motivational steps by meeting with the workers to explain how it applies and how they will benefit. If preparation is hasty or inadequate, the instructors fumble explanations of calculations or standard elements because they lack facility with explanatory words. This groping for formulas and words, accompanied probably by lack of clarity, invariably induces several reactions from the audience; the speaker doesn't know his subject; he's trying to evade

or hide something; or by selection they are non-listening. This is particularly true in an industrially conditioned group of employees who have worked in numerous places that pulled "speed ups," "watered the rates" and "increased the workloads." The workers may become defensive, tensions develop from their suspicions or effort to grasp the explanation. The communicative activity encountering these impediments will seldom achieve a satisfactory degree of effectiveness. What should have been a very promising beginning for the incentive program is thwarted because of inadequate preparation for conveying its method of operation to the employees.

An unfortunate organizational setting for communications failure is created when authority and status are vested in a person of heightened inferiority complex or pronounced security drives. One facet of such a personality is the retention or acquisition of information—to be communicated at times calculated to place subordinates in a disadvantageous position. The intention of this strategem, by the status person, could be to create impressions of his astuteness, wisdom, and access to sources of information unavailable to others. Or a status person could by intemperate reaction convince subordinates that it would be discreet if only he communicated reciprocally with higher management. The superior and subordinates roles can be communicated through displaying displeasure, pique and opposition to recommendations. Such administrative conduct could succeed in the acquisition of directional control but would probably fail in achievement of a loyalty goal. Subordinates may react in several ways for instance, injured self-respect, diffidence, antagonistic retention of information from superiors or passivism. One way communication—downward—would be the eventual

effect of communicative activity in this climate.

Further developments in this circumstance are "cliques" and information centers, pro-management or pro-worker. Communication is difficult in this situation. Instead of wholesome attitudes of self expression and frankness being nurtured, atmosphere becomes one of sham, insecurity, distrust, petty jealousies and sensitivities. The climate for effective two-way communication is permanently impaired. A climate once created permeates the organization from top to bottom and can be self perpetuating. The unfavorable atmosphere induces turnover. It is not likely to be 100% in any instant and the old attitudes and influences remain to rub off on new employees. A wholesome climate to the contrary, could create stability and loyalty.

The management that communicates poorly suffers with chronic insecurity because its work force is unpredictable. It fails to recognize the fact that it has compounded the insecurities of workers with confused uncertainties. The individual is unable to integrate self in terms of stable behavior. A management in this situation, attempting communication of honorable intentions, good policies, wages and fringes is at a loss. It is beset with minor crises, disruptions and daily distractions. Preoccupation with improvements and refinements of operational efficiency are interrupted. Considerable concentration would be allotted to personnel problems affecting the current level of productivity and cost.

The intent of this chapter has been to express pronounced causes of communicative failure and ramifications that compound situations. Active members of any type of organization—business, government, civic, religious—

can objectively scrutinize factors in human relationships that create poor communicative situations. Such examination may lead to deductions as to why employees are disinterested, apathetic, unresponsive. It is necessary to probe and search for basic causes of negativism to forestall loss of communicative rapport. In retrospect the observer must not overlook the possibility of wages and material comfort at such a level as to generate self satisfaction and disinterest. Another possibility is overcommunication or a lack of stimulus in the management approach.

Studying and developing techniques of communication will produce principles pertinent to these various situations. Communication may be retarded by lack of information about the nature of human relations; or the divergence in management approach compared to attitudes and logic of research professions. The business executive has to communicate on many intangibles that are difficult to sell. Pressures of the business world cause him to utilize "window dressing." He senses or rationalizes absence of time and convenience for sound communication. However, many would sincerely appreciate thoroughness and effective results. Others may look on communication opportunistically in their competitive drives for power and prestige. Of the latter type it may well be true that "human relations skill is strikingly absent among executives who are extremely capable of verbalizing human relations principles. These are the administrators who have a flair for expression in the jargon of human relations. Until management recognizes the complexities of training at all levels, shuns stereotypes and comes to understand the meaning and necessity of sound communication it will operate in problem situations unaware that management itself is the

bottleneck to good human relations." 21

²¹ Dalton McFarland, "Bottlenecks in Human Relations Training," Advance Management, Vol. 20, February 1955, p. 13

CHAPTER VIII

IMPROVING COMMUNICATIVE PROCESSES

Involves Business Leadership and Improved Observation of Situations

The previous chapters have concentrated on clarifying the circumstance and dynamics of communication—by definition, source and area. The nature of the activity must not be construed as simple in the absence of physiological, psychic and spiritual concepts of human nature. Such areas are fertile fields for further research. The intent and ambition of this thesis are centered in presenting arguments and acceptable examples to prove that skills and methodology in communication are practicable. Definitions and activities have been offered to demonstrate meaning and application. Misapplications and failures have been dramatized to show where skill and intention could have bettered communication. The end purpose of this thesis is the enrichment of interest in improved organizational functioning and stimulation of reader support for communicative research. No panacea to industrial misunderstandings is presumed, but there is the conviction of improving industrial society through communicative techniques.

With this latter proposal in mind a chapter is devoted to positive concepts for improvement of techniques rather than a negative approach of experience by failure. Evidence of widespread inclination toward improv-

ing communicative activities is evident from a perusal of technical, trade and popular magazines, and newspaper coverage today. The audio-visual medium of television is being utilized. An examination of the conference agendas of The American Management Association, The Society for Advancement of Management and The National Industrial Conference Board for 1954, 1955 and coming months of 1956, confirm management's awakening to communication. While they may view it as another profit influence, this attitude of itself is not amoral in a competitive industrial society.

Although complete texts on the subject are few in number, no text on business management, personnel administration, industrial relations, administrative and organizational behaviour lacks pertinent recognition of communication. Periodicals like Harvard Business Review, Advanced Management and Personnel for several years, particularly the last twelve months, have devoted considerable linage to the subject. Research for this thesis developed a perception of numerous authors approaching communicative problems and principles with the same concepts. Their originality came forth in varied presentation and definition. Wide interest in the subject is apparent. It is desirable to propose improvements in communication to assist the layman who is acquiring awareness of the activity.

When improvement in the process of communication is discussed, the question of a starting point must be resolved. The challenge that faces society revolves around the promise of developing business statesmen who will be able and interested in the necessity of interpreting and explaining the industrial age in which we live. As in all other programs with many facets such as maintenance of the American way of life, standards

of living, standards of health and safety, job satisfactions, harmonious relations, and ad infinitum in our industrial society, the major responsibility for creating proper climate falls upon the top executive. This executive must accept responsibility within the enterprise and in the community, for the fact remains that "every situation reflects the personality and character of the boss, whether he likes it or not. What the boss is interested in, the whole organization will be interested in. Thus the boss himself sets the type of climate." 22

In approaching this matter of the boss's responsibility for developing the right climate, some suggestions are taken from the same text:

1. Management is made up of human beings.
2. Emotions are strong motivating forces. It is up to management to turn on the will power and the climate will determine which emotion shall control.
3. Men can no longer be driven.
4. Modern management needs inspiring leaderships.
5. Stuffed shirt formality has no place in modern management.
6. High code of personal honor can foster and create the right climate--the Golden Rule is indispensable.
7. Pay well--have a good pay system that works, don't make men wonder about their pay.
8. Have a sound promotion policy--readiness to move older men up into staff positions and young men into operating responsibility calls for recognition of talent and promotion from within. It also demands alertness to new blood and prompt action to avoid inbreeding by bringing in the exceptional outside man.
9. Build up deserving men in the eyes of not only the company but the community as well.
10. Encourage outside activities.

²²Frederick C. Crawford, How to Increase Executive Effectiveness, Harvard University Press, (Cambridge, Mass. 1953) p. 3

11. Incentive pay exerts a powerful influence in creating climate for executive effectiveness.²³

In addition to these guiding principles for the executive, the following suggestions, from the same source, are pertinent to leadership development:

1. Spot promising young men—plot depth of management.
2. Expose these men to problems of business.
3. Clearly outline company's objectives and policies to these young men.
4. Delegate responsibility—always with authority as well as accountability—accountability develops control, judgement and self discipline.
5. Eliminate fear of criticism—not criticism but fear of it—most visionary are most sensitive—listen to and encourage all suggestions—create atmosphere where one thinks out loud with superiors.
6. Urge the young men to make decisions without fear of mistakes.
7. Never criticize in front of others (superior who does loses more and more respect and the opportunities for constructive criticism).²⁴

The above excerpts establish effective guide posts for developing a climate conducive to good communication. The writer maintains that a solid base, for communication of any type, is the simple and humble recognition of each individual's endowment of built-in dignity. Whatever status or culture, positive or negative characteristics he may have, recognition of that individual's dignity is the foundation of communication. Movies and television are taking business situations for many of their dramatic plots—dramatizing and exposing the eccentricities of executives and business ethics. These two media penetrate the mass mind. Business leaders

²³Ibid, p. 9

²⁴Ibid, p. 5

should take heed to counteract creation of stereotypes through soul searching improvement of communication.

Employees today are better informed and educated than before World War II. They are no longer beguiled and misled by false slogans and appeals. Management loses stature by inconsistencies in any of its positions today. It loses responsiveness if found wanting in integrity and reliability. Management must realize that it is in competition with employee organizations consistent in their demands for job security and insistent in their demands for personal recognition in the activities of the industrial milieu.

There are many areas where management can improve the climate and the opportunities for communication. Remoteness or inaccessibility of modern management has been intoned in preceding chapters. Management should resort to the personal contact in situations if feasible. It is characteristic to avoid frequent contact with workers lest authority be weakened. This can be remedied by training in the leadership role. Management must exhibit better leadership qualities than mere technical ability and position status. Americans in mass industries are much like Americans in mass armies, they have to be led and motivated by emphatic leadership rather than veneered qualities of leadership. The golf playing social drinking, hail-fellow-well-met individual has limitations. There must be substantive attributes in the leader also. The man who finds time for the personal or family problems of workers is more aptly their leader. Unfortunately, many business leaders indicate attitudes of aloofness toward problems of the individual. They appear anxious to avoid emotional involvement or subjective concern with distractions from the drive for productivity

and competitive advantage.

Within enterprises there exists a competitive atmosphere among executives striving for status and advancement. Where there is emphasis on good employee relations, the enterprise can become a political arena for executives vying for popularity among employees. The latter may relish this situation but unless the opportunist can pursue matters and satisfy their interests they may exploit him politically. A false climate of good relations may result. When employee loyalty or management integrity is tested in this atmosphere the illusion of shared communication will probably disappear.

Management must learn to evaluate communicative situations and examine reports for symptoms. Laissez faire communication is outmoded. The success of the moment may be temporary. There are many people in the various levels of the organization cut off from communicative opportunities. They have no way to communicate except through camouflaged verbiage in the various reports and letters going up the line. A member of the organization may have a pet proposal year after year and some one should determine whether he has a fixation or is subconsciously communicating a point. All reports formal, technical, projective, should be scanned for communicative worth.

Managements are alert today to the possibilities of exploiting the social situations for communicative opportunity. The crude method is recognized when the boss goes out and drinks with the boys. He maintains sufficient mental alertness to ascertain what's going on in the plant and vice versa the boys try to get the boss inebriated to loosen his tongue. Management today has become more refined and subtle in approach. Social

gatherings among the management group are popular. Dinner at the boss's house is flattering to the junior executive who expands under boss's confidential tone, unaware that his brain is being washed. Dinner parties among the executive group are usually promoted by the shrewd operators who circulate among the guests and pick up choice items for the boss's ear. The boss doesn't discourage this communication.

The wives of management men can be good business communicators. They are usually astute in exchanging information. Weaknesses or strengths of the executives are the points of information desired by mutual rivals. These situations become clearing houses for religion, manners, opinions, prejudices and convictions. Often the result is a battered personality for someone. A classic example to note is the degree of acceptance accorded the subordinate and wife with strong convictions against drinking and conviviality. Depending upon the climate, they are apt to be well received or treated as misfits by the group. In the type situation, under discussion, the early occasions of entertaining are sociable. In most cases, with the passage of time, the social gatherings incline toward communicative activity akin to the "grapevine." Management people who use after hour socializing for communication will eventually note deterioration to the rumor level; and find the plant communicative climate becoming clouded.

Management should recognize symptoms of poor climate among employees. High absenteeism, turnover and epidemic of "gripping" and bickering are indicative. Sometimes these are symptoms of deeper disturbances, temporary though they may be. Management should also allow for and understand the basic nature of workers' resistance to change and work around it. If this

is not taken into consideration impulsive acts may transpire which strengthen resistance at a later date. Management must recognize problems in its own group and provide counseling or training for executives. Management has an investment to protect. The shortage of management people necessitates development of the best in everyone. Technically even a misfit can make a contribution to the operation. If the cost in employee relations exceeds his technical contribution management should endeavor to correct the misplacement personally or replace him.

The intent of this chapter has been to focus attention on the merits of examining communicative techniques for improvement. The previous chapter on failures set forth some causes for failure; and the present chapter illustrates areas where improvements are feasible.

CHAPTER IX

ECONOMIC ASPECTS TO CONSIDER

The Cost Evaluation in Communicative Activities

The approach to techniques of communication in the preceding chapters has been one of analysis and exposition with the intent of arousing further interest in methods of application. Industrial enterprises oriented as they are to productive efficiency and profit goals expect proponents to climax arguments with economic persuasion. The subject of communications may appear to deal with intangibles to an extent ruling out specifics as to cost.

The writer, however, proposes a propinquity of communication to profit, waste, decreased or increased sales and other pre-occupations of a going business. It is possible to demonstrate certain specifics to the credit of communication, the real catalyst in the production for profit purpose of an enterprise. The argument embodies good sound communication as an essential element in the health of an enterprise.

An organization is composed of human beings whose efforts must be blended, by management, with capital and goods or service to create utility for consumption. There must be a goal or an objective in the formation of the organization to give it purpose. With goal defined, achievement becomes a matter of clarity in direction, coordination of activities and orientation or motivation of participants. Initially a conception of an enter-

prise is required for recognition and definition of the goal. Those who have the goal defined must set forth the factors affecting achievement. Immediately there is concern with capital investment and its security. Next, there will be an investment in procuring personnel and coordinating the efforts and skills in the functioning of the enterprise. Individuals must understand their role and purpose in the enterprise if it is to gain the most from expenditures in wages and salaries. Communication is the variable that molds the individuals into organization. Communicative techniques determine motivation and performance of the organization. One cannot escape the conclusion that communication is quite involved in the financial affairs of the enterprise.

One can start with the individual coming into the organization as a worker. Firms have realized the benefits of induction training for new workers to give them an understanding of the business, his job, and security--with the idea of motivating him to persevere for the first few weeks. Once past this initial period of adjustment the chances of his remaining are better and there is a possibility of reducing turnover costs ranging from \$200 to \$1,000 per individual, depending upon the industry.

As part of the organization, the individual, depending upon communicative techniques of training and motivation, can be a productive economical worker or a high waste producer. Again the spoilage figure depending on the industry could run from a hundred to hundreds of dollars in the course of a day. Communication cannot be given all the credit or blame for the good or the unsatisfactory employee. However, it is maintained, that training, which is now recognized as a basic communicative activity has value as

a means of spotting a poor prospect as well as motivating a promising prospect. The success of this training process can have much to do with the dollar aspect of production. The dollars may be in the black or dollars in the red in relationship to the effectiveness of training and placement. Certainly, red dollars will not indicate a healthy utilization of the communicative opportunity existing in all training.

Absenteeism is another area. If management succeeds in conveying to workers the mutuality of interest in good attendance, there is an economic advantage to both. It is not difficult from analysis of the absentee records to compute the worker's loss of wages; and from management's overtime payroll, for substitutes, the cost to management. Management cannot afford to be unsympathetic to the worker absent for personal or family problems of illness, transportation, financial transactions. However, it can request and suggest ways of tending to personal affairs before or after working hours or on weekends. There are other motivations available; such as expressing to the worker the importance of his place in the daily productive activity; the unfairness of letting others pull his job for him; and generally exhibiting an appreciation for good attendance. The financial incentive, the attendance bonus, is another way of emphasizing management's interest in regularity. The writer would prefer to witness pride in the job, motivated by communication and satisfaction of the inner goals, to the expedient financial reward or loss. Some examination of attendance bonuses impresses one that they constitute some more of the tug and pull between managements and unions. A sincere communicative expression of appreciation for good attendance would not require contractual specifica-

tions. Expedients in the form of financial incentive are not always, in the long run, as economical as communicated respect.

In the area of cost consciousness—an atmosphere prevalent in healthy companies of any competitive industry such as textiles, paper, garment and shoe—efficient utilization of work force can be communicated from top management to line by dramatic illustration of the cost of a surplus employee on the payroll. If the profit margin on sales desired by the company is 2%, paying a surplus worker \$3,000 annually is equivalent to taking the profit out of \$150,000 in sales volume.

Communication is used by both management and union in negotiations. The management with a good communication climate, vertically and horizontally, through the organization, has sensitivity to the feelings of the work force. It knows how responsive the force might be to certain stands of management or conversely how restive the group might be to emotional appeals by the union. Simultaneously, the union through communication with its rank and file evaluates the union position. It must know whether the rank and file are responsive to extreme tactics on issues of principle, or more disposed to the status quo with minor gains. The union hierarchy and organizational levels are vulnerable to communicative refinements as are managements. Therefore, in the union-management arena both parties should assess their communicative climate penetratingly; because the economic aspect in this situation has tremendous impact.

It would be possible, but impractical to continue with examples interminably. Several areas amenable to the application of techniques have been discussed to elicit ideas of improvement. Placing a communicative inter-

protection on past or existing situations will recommend more concern for this catalyst in the future. One additional demonstration in drawing this chapter to a close is available in the relationships of the enterprise and the community. The current textbook on public relations or on industrial relations will usually contain a chapter on community relations. Thorough reading is recommended for reviewing the traditional media of good will communications between plant and community, e.g., employing local people rather than importing, purchasing locally, avoidance of labor pirating, observance of the wage line for the community, participation in civic activities, support of charitable drives. For purpose of this thesis the writer elaborates on the area of observing the community wage level. It is not intended to debate the necessities the individual plant faces in the recruiting or retaining of people, combatting piracy, establishing prestige or resorting to profit sharing. The media of the wage survey is excellent for statistical content and wage information. It is more highly recommended for its intrinsic worth in establishing a communicative climate in the community.

Enterprises are competitively and legally faced with problems when it comes to disclosing vital operational information such as wages. They are reluctant to give this information to competitors in the local labor market and perhaps even more so inhibited by the apprehension that it might leak to the product market. Legally they must tread lightly so that the exchange of information is not in any way utilized in restraint of trade. Morally, it would be wrong to establish a collusive ceiling on the wage earners of the community. These are important considerations for the participants.

The wage survey can become a medium conveying a mutuality of interests for the participants. The by-product of the survey is the establishment of a communication base. It becomes an entree for companies or management people to meet and telephone each other about different problems, refer job applicant, explain future plans, work jointly on community projects, loan and borrow expensive equipment for the occasional need. It improves the entire industrial atmosphere in the community and benefits the community. Here then is a mechanical medium, originating basically in economic necessity, that has immense communicative value if participants are communication conscious as well as cost conscious.

CHAPTER X

EVALUATED SUCCESS

Analysis and Evaluation is Possible

A strong case for communication has been suggested to the reader. If definition and techniques, have gained some reader acceptance, claim for the efficacy of communications should be strengthened from concepts for evaluating success. A dissident can question the adequacy of analytical research methods in support of the thesis. However, the thesis is predicated on socio-economic relationships, endless and dynamic. Support is gathered from practical results and observations; as well as disclosures by authorities in the social sciences and industrial society. Additional approbation will be merited from demonstrated attainment of communication objectives, and identification of results.

The reader has experienced now the writer's attempt to gain acceptance of the thesis that techniques can be ordered. In preceding chapters concepts and cases were presented to overcome reader resistance to claims for planned communication. Whether the reader continues on, motivated by desire to learn more about communication techniques or to challenge concepts herein, depends on response. At least the first hurdle of any communicative activity--instant resistance--has been passed. This first obstacle to communication, resistance is attributable to a phenomenon known as the per-

versity of human nature. The latter is a composition of heredity and environment with resultant emotional blocks, personal bias, personality problems, pride of origin and interminable variables of human nature.

Whatever the cause of the resistance, the practitioner of communication must acquire an innate sensitivity and flexibility to situations. Chapter VII, Factors Contributive to Breakdown, stressed adequate preparation. Preparation is to be re-emphasized. The practitioner, where possible, must be thorough in preparation of his approach, adept with his medium and familiar as possible with the eccentricities of his audience. It will be impossible to do this, for example, in all the various situations that arise spontaneously in the industrial enterprise. He must, therefore, prepare himself, as far as possible, with conditioned reflex will serve spontaneously.

There is a classic example of the unexpected and volatile situation in the industrial plant. This is the case where the rebellious worker tells the superior to do a task himself. Almost without exception, the conflict is created by the superior who fails to communicate the order with good technique. Classic and known to supervisors, it is always momentarily unbalancing—unless the supervisor has a conditioned response. The supervisor communicates the case of plant discipline when he replies; "Well Joe, it has to be done; it's part of your job and I'm asking you to do it. The job has to be done now and you can put in a grievance later if you don't agree that it's part of your job." The supervisor who says "well, I'm the boss and you can do it or punch out," communicates the symbol of unreasonable authority which workers resist by organization. The first supervisor, through his conditioned reply, has put across the idea of conformance built

into the job. The possibility of error in having the task as part of the job was admitted. He also saved face for the worker by reminding him of his right to the "court", the grievance procedure.

In this one example, the writer contends there is a communicative technique and a result, the success or failure of which is readily susceptible to evaluation. The arbitrary boss has most likely induced, or intensified, a rebellious attitude of a worker; probably he created personal and company enmity of some duration. The reasoning or communicative boss may not have escaped a degree of resentment but he has made a point for industrial democracy, if not with the worker himself, at least in recognition of the grievance procedure.

This study can be elaborated upon to support the premise that successful techniques of communication can be evaluated. The situation described is present in all societal relationships—the pivotal issue of individual freedom of action poised on the fulcrum of conformance or deviation. This case illustrates the urge to deviate or resist restrained by authority, in the one instance by summary authority; in the other, the gloved pressure of orderliness. The end result had summary termination of the worker occurred, would be increased worker insecurity and solidarity against supervision and the company. The second method of insisting on conformance does not lessen solidarity. The worker group have security because supervision and the company respect the right of the individual and live up to the grievance procedure. Morale is strengthened and the group has the confidence that originates in the knowledge of a democratic process for solution of individual problems.

Communication can be evaluated in an organizational drive by rival unions. The effectiveness of communicative techniques, in motivating workers to cast their ballots in favor of one or the other, can be judged. Organizers for the union attempting to oust the incumbent began months in advance to visit workers homes; explain objectives; admit mistakes in other plants; pin point faults of supervision; expose weaknesses in the current contract and management dominance of the shop committee. Added to this indoctrination, was a mixture of socializing and good fellowship in local taverns—expense paid by the organizer. This mounts up to considerable attention to individual goals.

Compared with these techniques was a lack of communication between the incumbent stewards and their local headquarters. The incumbent union relied on national headlines about turbulence in other areas and industries to discredit the rival's national label. There was no explanation of the cloud of company domination or lack of aggressiveness in grievance matters. A few home visits were made; there was some socialization and free beer—all too late. The boomeranging coup d'état was a defamatory charge of dualism against fellow workers. The incumbent union lost because of ineffective communicative knowledge.

This campaign revolved around communicative activity, on one side intensified and personalized; on the other, haphazard, insensitive and ill-advised. The incumbent union resting its case on the status quo lost to a rival demonstrating concern for improving the status quo. The success of the communicative activities in this situation supports the contention that communication can be evaluated. If communicative activity has the attribute

of circumscription, which permits evaluation, then it is due the status of a technique.

A thesis could be developed in this election situation by going into the minute details of changed positions in the electorate membership. Poor management communication in question-answer situations lessened firm convictions of employees. Unanswered charges caused skepticism toward management and the incumbent union. Finally, the wavering critical votes went to the rival side. It was possible to witness changes in morale during the ebb and flow of communicative activities by unions and management. These had their effect on quality and production. Fluctuating interest in safety, attendance, discipline was obvious. The entire situation, it should be pointed out, was removed from the area of physical strife, or any significant material issue. It seemingly resolved around the basic principle of integrity of unions and personal judgments. The entire situation is susceptible to detailed analysis and evaluation of communicative aspects.

Another example is taken from the high level area of corporate policy. Industrial giants hold and recruit talent through widely communicated policy of advancement and promotion from within. It is adequately demonstrated in the staid nine out of ten cases, but in the instance in ten where it chooses to go outside there is always difficulty. Generally the enterprise fails to communicate adequately or satisfactorily its reason for bringing in outside talent. Every corporation must occasionally bring in exceptional talent or specialized ability. It may do this to avoid excessive inbreeding of talent; it may do it to weaken competition or simply to make an occasional transfusion in the thinking of the corporation. When, because

of failure of technique, or force of circumstance, the concern fails to explain its by-pass of policy, it has communicated a basic inconsistency and lack of integrity in the widely heralded promote-from-within policy. Can this be evaluated? It certainly can, although one may have to be a member of or have an acquaintance with the organization to witness loss of morale and increased speculations. An unfortunate aftermath may be the resistance of personnel to the new-comer. However, communicative knowledge on his part will give him insight to reasons and he can surmount this passing hurdle. The moral to this discussion is that successful techniques for one objective of the enterprise, particularly in the policy area, are endangered if a seeming violation of the policy itself occurs. Employees will reassess not only the policy itself but the communicative activity that prompted them to accept it in the first instance. Thus, again, communicative activities comprise technique and are susceptible to evaluation.

CHAPTER XI

COMMUNICATION ENGINEERS TALENT

Management Can Use Communication in the Search for Talent

The reader may question the selection of the chapter subject in preference to other facets of communication. As a proponent of the vital role of communication in the industrial enterprise, the writer is emphasizing those areas apt to create the greatest response to the concept of communicative techniques. The reference to the talent situation in the preceding chapter is more in the nature of a flashback than the inspiration for this chapter. The awareness and development of talent within the organization brings to the fore another sales point for the further probing of dynamic communication by industrial management.

Since the end of World War II, there has been much vociferation concerning the shortage of managerial talent in the expanding economy of the times. The year 1955 reached the greatest crises in history if lineage in news, trade and research publications, was indicative. There is no cause to minimize its accuracy or import. World War II could have cost this country an inestimable amount of potential talent. One can reflect for instance, that fighter pilots, multi-engine pilots and navigators, naval officer, infantry, tank corps, combat engineer officers, civilian observers were

screened from college graduates and civilian leaders--while the huge supply lasted. Loss in lives from this segment of our society was heavy; and impossible to replace in less than a generation or two.

In the great expansion going on, the loss of this talent has now come to realization. In addition to total casualties, are the men who missed management exposure during important development years of their lives. This is a material approach, secondary to winning the war, but it is pertinent to the subject. Some managed to catch up; others lost personal direction and stability; some developed new philosophies and vocations that tempered their inner drives or changed their course. Many re-evaluated their lives, set levels of material comfort and security that deprived them of the relentless drives to top management. Colossal and magnificent as our economy is, guided by many great men as it is, one ponders over the loss of this talent to industrial management. It is not original or profound to say that democratic nations need expansive industrial statesmanship to cope effectively with the circumscriptive activities of International Communism.

The premise espoused in this chapter, is the stewardship responsibilities of management. It must nurture full development of those human beings performing work in the enterprise. Industry will harvest greater profit if there be less economic sanction in motivating performance and more encouragement to the creative, psychological drives of employees. Management must set the climate and develop techniques that will elicit vocalization and disclose talent. Methods must be found for communication with talented, inhibited individuals who are fertile with ideas. Management will enjoy even greater success if it discourages exploitation by a few

self-interested individuals. Creative contributions to the organisation will then be motivated among many more persons in the organisation.

Some managements alert to the problems of inhibition and introversion offer public speaking courses. They expand the group discussion technique. Conference leadership training is given by outside consultants. These are some of the ways management can communicate an interest and understanding of the talented diffident individual.

The response should be encouraging to management and personnel. Not only among staff personnel, but also among the wage group, management must be seeking talent for technical positions and first line supervision. Well conceived training programs will discharge management's responsibility for bringing out the best in people. The reward will be the disclosure of hidden talent. Again the training communicates management's interest in the development of its workers and they are motivated to alertness with the hope of recognition. This attitude is more fruitful than a resigned passive performance, habitually frustrated. The pre-supervisory training program serves as a refining and filtering process to develop human skills. Management can build its base on workers with aptitude and human skills. The college trained man must be added for technical projects, creative thinking and administrative abilities. The enterprise can communicate, advantageously, that its policies have the horizon in view.

It appears that some managements look upon in-company-training or development program as costly frills. Others are apprehensive of training employees who will then seek better jobs elsewhere. They overlook the contributions of progressive personnel who stay with the organisation, even

temporarily. Mobility of production or management personnel discourages in-breeding and deadwood. Overlooked too, is the fact that persons of promise might remain with the organization if management indicated interest in their personal growth. Negative attitudes are archaic in a dynamic expanding economy. Indifference, pre-occupation or self-interest of management communicates itself to the production and staff group. These characteristics elicit a like response.

Enterprising companies communicate a comprehensive interest in progress with their counselling programs for wage and salary groups. For the wage groups counselling has value, on a voluntary basis or as standard procedure for periodic reviews. In the salary group it is usually a technique of the management development program. The management development program may also be served through performance and salary reviews. Basically it would appear to be immoral and unethical for an organization to exploit a man's services but render him no objective report of his performance or his future. Unless management affords him an opportunity to discuss the situation it is a one sided evaluation and intrinsically wrong. Performance reviews constitute a delicate situation but forceful managements utilize them and build a stronger management group. Management today faces the alternative fact that white collar and clerical groups may look covetously at the job security and appeal procedures afforded wage groups through organization.

Management can learn to communicate understanding of individuals. People require assistance towards the objective of the enterprise. Motivation must be more positive than implied sanctions over their economic

status and welfare. Many companies do offer all groups the opportunity to be heard. Policies advise them to go higher if satisfactory adjustments are not available through immediate supervisors. Effort can be made to condition supervisors to the by-pass procedure. Few are tolerant enough to be insensitive even to unintended affront. Their reactions communicate their pique and a desire for vindication and the procedure is weakened. A communicative technique must be developed to block this retaliatory urge by eliminating damage to the supervisory ego. Training in practical psychology would assist the supervisor to understand that often it is best that he and his subordinates communicate through a third and more objective party. Emphatically it is better that trouble come to the surface somewhere, rather than remain submerged to generate various neurotic problems requiring prolonged analysis.

Through skillfully developed techniques of communication in training and executive development programs, management can convey to line supervision and staff the necessary insight to the inter-personal relationships of industrial society. Roxford Hersey in his book, "Zest for Work" deals with fundamental problems of why men work and why their productivity and enjoyment of work activities fluctuate from day to day through recognizable cycles.²⁵ Hersey recognizes the supervisor as the most potent force in the work situation for determining reactions, attitudes, feelings and emotions of employees. His treatise has been recognized for its absence of psychological and psychiatric jargon. Too many training programs appear

²⁵Roxford Hersey, "Zest for Work", Harper & Bros, (New York 1955) p. 217

to communicate doctoral background rather than practical guides.

A basic principle for an enterprise should be conveyance of interest in the new employee. Whether he be wage or salary, the new employee should not be left to orient himself in the new situation. If haphazardly inducted he is apt to become apprehensive about his progress and performance. He may develop early insecurities, compounded by a feeling of isolation and attributing the cause to self. His entire work history will be colored by the experience of his orientation period. Management must institute follow-ups to communicate an interest in new employees. It will assist in bringing out the best that is in them.

CHAPTER XIII

SATISFACTION IN THE PLANT POPULATION

Successful Communications Conducive to Tranquility

Establishing a goal of tranquility and contentment for the plant population is an ambitious endeavor. The enthusiasm of management fluctuates when it faces intangibles. Impeditive scope of such a program and indifference do not diminish the efficacy of communications. The concepts and arguments presented thus far offer some promise too for the quieting possibilities of sound communication. If the case has not been made, the writer will bide the combined pressures of gigantic union combines and International Communism to waken industrial leadership to more effective techniques of communication. Frenzied white washing of poor communication, through some programs in evidence today, is not adequate to meet the coming pressures.

Urgency for techniques require management's organizational heads to familiarize themselves with motivation. They will come to understand why men work and fluctuate in their ambitions, efforts, attitudes. Acquiring this penetrating understanding will tend to develop an emphatic ability which, in turn, will encourage sincerity and integrity in their communicative activities. The ingredient of integrity is basic to communicative activity.

Presuming that management will adopt wholesome motivation to achieve

objectives through cooperative response rather than the negative factor of fearsome insecurity, there should occur an improvement in work habits and behavior patterns. The employee acquiring these traits will sense the approval and recognition of a moderate management and enjoy a new confidence and security in his environment. Confidence begets confidence and the spirit will permeate the plant and industry. With tensions eased, and frustrations diminished there will be less of the competitive maneuvering for survival. There should be motivation to enjoy work for the activity and the material wants it provides. This conception appears a departure from practical job dissatisfactions and frustrations. However, a review of forecasts for the years 1970 and 2000—visualizing the four hour day, material comforts ahead, advances in this complex technological society—leads to speculation about spiritual needs. The creature comforts predicted and the necessity of working only four hours to acquire them should reduce daily job tensions. The level of productivity required for this standard of living will demand technical and emotional efficiency. Many of today's difficulties are cumulative because work experiences of the older generations affect current situations. Their interpretations are transmitted to younger generations who accept them and inject aggressive vitality into the situation. Management will face skepticism and resistance until it communicates a new character.

Management can afford a look at this trait of empathy. Seldom is empathy mentioned or verbalized in communication today. The emphasis is on objectivity—avoidance of emotional involvement. The writer agrees with the necessity for objectivity but not to the extent of portraying unresponsiveness or superciliousness. It is a norm of management objectivity

to be unemotional and objective in handling problem cases, and conducting counselling interviews—direct or indirect. There is a personal suspicion that this approach can be disintegrating to the worker. When invited to discuss his burdens or his problems, the employee, who observes his listener unmoved, non-reacting is apt to be disturbed. Any indication of abstraction creates other tensions. He judges appreciation of his situation by reaction. He may conclude his story frustrated and humiliated. A common plaint heard is "the boss listened like I was a fool. I'll never talk to him about a problem again." The entire time and effort accorded the interview is probably wasted and the problem case compounded.

Communicative techniques can pervade and improve all situations of human interaction. Industry has done well in accepting and improving the media. Further progress in understanding the nature and importance of communication is necessary for subjective improvement. The social sciences and industry indicate they are expanding interest in that direction.

CHAPTER XIII

SUMMARY AND CONCLUSIONS

Now the analysis must be concluded with a summarization of promises discussed. If the central theme of the thesis has been clear the reader and the author will have coincidence of mind as to nature and meaning of communication. Opinion concerning examples or arguments may conceivably differ. However, if there is acceptance of the possibilities of methodology in communicative activity this thesis will have been purposeful.

The questions to be satisfied concern practical aspects for communication. Has any proof been furnished to warrant the recommendation that communicative activity become a practical science? Could it become a professional field in the social sciences giving it stature similar, say, to education, psychology or political science? Must it remain, for the time being at least a tool for the job or profession that performs through human activity?

The writer does not offer thesis proof to that degree. The concern of this thesis has been to convince readers that communication, as an activity of inter-personal relationships in the plant, can be developed to the manner of technique.

The preceding chapters have been concerned with illustrating the feasibility of systematized development of guiding principles for the application of communication technique. Expertness in communication is possible if

interest can motivate one to cursory study of the social sciences. Psychology is singled out for intensive study with reference to the basic drives of man. The executive who combines knowledge of social psychology with administrative experience in directing an enterprise can become adept in the communicative situations. This is not to imply infallibility with regard to human behavior. Behavior is too complex and varied to permit unerring adeptness. In any endeavor the expert encounters set-backs. However, it is a preponderance of successes that classify him as an expert. This classification applies likewise in socio-economic activities although not as concretely as in the physiological or physical sciences. In the psychic areas the variables are too limitless for controlled analyses. Men who function as industrial managers can sharpen an effective administrative tool if they approach communication analytically, as they do production, profit and sales. Efficiency in communication will improve efficiency in the other functions.

The writer initiated the thesis to substantiate personal convictions of the practicality of the preceding paragraph. Happily, the thesis appears supported by considerable preliminary research on the part of authoritative authors. The writer is encouraged to the extent of continuing the thesis proposal as a field of specialized study. To permit arrival at a point of acceptance or discontinuance of further specialized labor was a second objective of the thesis. To reach the point of decision the writer applies communicative technique in this fashion: if the premise of the thesis can be analyzed and developed to satisfy basic plausibility, cohesiveness and interest, then the writer's convictions have merit. From research, interpretation of events and concrete illustrations for this thesis the writer

is motivated to proceed with intensified study in specific areas of behavior in industrial society.

In conclusion, the process of self-eduction begun through observation of thesis requirements proceeded with the development of the arguments. Chapters I, II, III were concerned with definition, source and areas of communication. The definition of communication was elusive but finally enclosed in terms of sharing experience or arriving at common knowledge. In other words, an idea or quality has been conveyed; that is, initiated at a source, received and accepted (understood) by a respondent.

Source of communication is as interminable and varied as the millions of human beings on earth. The source of communication in the thesis is limited to the individuals within the industrial enterprise. The premise of directional control in Chapter II was a limited illustration, by no means restricting the multitude of sources where communication can originate. Traditionally initiation begins with the organization and administrative direction of the enterprise. Any individual can initiate communicative activity. Degree of success in communication must be discerned in the reaction of the respondent.

Within the plant community accomplishment of communication is more limited and restricted. Directional control superimposes a chain of communicative activity which has authoritative power to contain individual activity. With regard to the production and profit goals of the plant this vertical chain of communication is the motivating force. Stemming from it is communication laterally to organizational areas. Here in turn one notes area directional control. This is the coordinating influence of overall

directional control.

However, according to Chapter III, communication occurs at various levels, in various areas and groups in manners not intended by the super directional origin. Distortion of communication was illustrated. The "grapevine" was discussed with reference to its influence. These latter communicative activities can strengthen or weaken the chain depending on the plant atmosphere. This idea suggested development of communicative knowledge and techniques to insure wholesome directional control. Fulfillment of the suggestion would cause other communication to revolve about it in orbit fashion—drawing substance and motivation from the main vertical line of organization.

After setting forth meaning, control and areas of communication in the industrial plant it was essential to the thesis that activities be observed and analyzed. The complexity of human behavior formidably confronts the proposed development of principles and techniques in communication—an intrinsically complicated activity itself. However, the organizational functioning of an industrial enterprise offers boundaries on behavior. Added to the circumscription of the economic unit is the wealth of experience industry has accumulated since the inception of the Industrial Revolution. This experience causes industrial units to be organized and operated along certain paths. The functioning activities in turn have certain salutary influences on the human beings performing the management, production, and service activities. It is at this point that human behavior is of necessity, to some extent, controlled and predictable. Within this sphere of activities are found recurring stimuli and recurring

responses. Their complexity varies in degree but it is possible to generalize from practical observation and analysis.

Management functions on this base of practical observation and analysis; therefore, communication as an activity of management can certainly be viewed as operating from the same empirical knowledge.

On this premise a second phase of the thesis was predicated. Communication in action would stimulate a logical inquisitiveness to be satisfied after perusing the first three chapters. Accordingly Chapter IV to Chapter VIII, inclusive, were devoted to the most difficult demonstrations or proofs of the thesis. In Chapter IV media of communication were identified and distinguished from communications; principles were sought in Chapter V that techniques might be legitimately claimed. This chapter is the crux of the thesis; the writer believes that basis exists for the development of systematic principles. Considerable added research and pooling of industrial experience may contribute to the formation of methodology.

Having concluded that a new practical science might be suggested, the writer was confronted with the test of his concept. If a methodology were possible, then expansion of the concept should be feasible. Innovations and refinements in methods should be feasible. Several were developed in Chapter VI.

The vein of thought stimulated another approach to confirm preceding premises. If principles were recognizable to the point of admitting enlargement and improvements then they should be tested for vulnerability. Factors detrimental or impeditive were bound to exist—could they be defined? Chapter VII expressed awareness to corrosive elements affecting

communication.

Then, in business vernacular, having located the materials (media); erected a structure (principles or techniques); modified and improved the original building (innovations and refinements); exposed it to the elements (factors detrimental); there should be architectural modifications according to the times (improving the process). Chapter VIII suggested continued research and development of techniques to eliminate errors and ineffectiveness of past communication.

The third phase of the thesis is in the reflective vein. Opportunities for research are limitless. The writer realized that approaching a reader, particularly one versed in economic activities, would necessitate economic appeals. As has been stated throughout this work, enterprises are production and profit oriented. Therefore, management views all concepts from that position. Chapter IX illustrated areas of economic advantage and cost reduction achieved through successful communication. Chapter X tested principles proposed in the laboratory of empirical experience. Communication is entitled to recognition for its material contributions and spiritual influence in industry.

Lastly, would this old communicative activity of management be sharpened and proposed as a practical science solely for its direct economic potential? The trouble and conflict of the day seemingly are not due to lack of brilliant management, administrative devices, controls or productive agents. Conflict appears to be compounded in the human element. Therefore, unless systemization of communication could lessen mortal dissatisfaction, it's economic worth was a negligible contribution to society. However, it

does appear that concentration on development of communication induces recognition of human behavior. Chapter XI and XII therefore are devoted to the human interests from good communication. The individual and the plant group as a whole are included in claims for the efficacy of communication techniques. With the human element in proper perspective a systematic approach to communication will not fail to serve economic goals of the industrial enterprise.

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