

"COUNSELING IN A GROUP SITUATION"

Phyllis Dodds

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# COUNSELING IN A GROUP SITUATION

In the following presentation, an attempt will be made to illustrate how the counselor actually functions in a territory. This illustration embodies many of the tools and mechanisms utilized by the counselor, and attempts to portray the use to which the interview is put as well as numerous factors which the counselor must consider in trying to facilitate adjustment in the organization.

It is deemed advisable to give a chronological presentation of events, interviews and visual observations as they took place. In addition to the chronological presentation of data, the counselor has also woven in a number of the questions which she asked herself as the problem unfolded, her impressions, her feelings, her plans for future contacts, etc. These comments which are interspersed throughout the study are in single-spaced notes.

To orientate the reader to the work situation and the people involved in this report, Chart I is presented. It gives a rough idea of the sequence of operation, occupations represented, spatial relations of operators, and code numbers assigned to the employees referred to in this study. Two formal groups reporting to the same section are shown. Group I consists of Conveyor AI and Conveyor BI; Group II of Conveyors AII and AIII and Conveyors BII and BIII. Actually there are only three conveyors, each made up of one A and one B conveyor, the latter performing the final operations. The layout of Conveyors I and II are almost identical, the only difference being that Conveyor AII had one less operator than Conveyor AI as the result of a recent change in method. Conveyor AIII and BIII make up a "bobtail" or partial conveyor on which special apparatus is

manufactured. Inasmuch as it will seldom be referred to in this report, it is only necessary to point out that it also functions as a reserve unit from which operators may be drawn as substitutes for absentees, etc., for the other two conveyors or to which surplus operators may be sent.

The personnel of the two conveyors is distributed as follows:

	<u>Men</u>	<u>Women</u>	<u>Inspectors (Women)</u>
Conveyor AI	0	10	1
Conveyor AII	0	9	1
Conveyor BI	4	3	1
Conveyor BII	4	3	1
Total . . . . .	8	25	4

Of chief interest in this situation are the employees on Conveyor AI. Therefore a brief summary of the way the individuals in this group are technically related will be given.

Fixtures on the conveyor serve to carry the coils in process of assembly to each operator, beginning with the first assembly operation, who after completing the assigned operation returns the part on which she has been working to the fixture which carries the unit on to the next operator. In other words, one of the chief functions of this type of conveyor is to transport apparatus from one operator to the next but does not as completely control the group's output as the type on which the apparatus remains from start to finish and which forces the individual to "keep up". As a result, each operator has a bogey to make which varies with the complexity and length of time required to complete her operation.

The sequence of operations is as follows: I1 and I2 and CR3 all are assembling. N4 and N5 is the automatic screw driver. This

is regarded as the "bottleneck" job because the operators at the next position can work only as fast as the automatic screw driver operators. However, if they set too fast a pace, the other girls have to handle more units than they can actually work on. That is, they have to remove the units as they come to them and hold them at their positions until completed. The next operation C5 consists of wiring. These wire connections are soldered by SC4. Leaving the solderer the unit is adjusted by two and one-half operators who are assigned to this job. The second adjuster works half time at this and alternates with the first assembling operator I1. The inspector tests the unit and if there are no defects, places the unit on the B Conveyor for the assembling of that unit. Sometimes the units are sent over to one of the other B Conveyors when the latter runs short of units from their own A Conveyors.

While reading this account, it is most important to think of the history of the employees and supervisors leading up to the attitudes and behavior which will be brought out. During the first year that the counselors were in this department, they became interested in the group because of frequent comments from the operators on these conveyors regarding their supervisor, Group Chief 1, who was in charge of Conveyor BI and Conveyor AI. The following comments were typical:

"Other supervisors think about the girls and the personnel side of their job, but Group Chief 1 just thinks about the job and getting output."

"Group Chief 1 is never satisfied no matter how much we do. If we do what we think is a good day's work, he walks around with his head up in the air and takes all the credit

for getting us to work. He never acts as if we have done a thing to help him. I've never ever heard of him telling anyone that she had done a good job. If the coils pile up and we get behind, he says, 'Get busy,' as if we aren't working as hard as possible."

At the time such comments were being heard, the counselor regarded this as a problem and made the mistake of evaluating the situation as "bad." She did not really know the situation and knew nothing about Group Chief 1's real attitude toward employees. However, the counselor listened to the operators and did not reveal how she felt. This probably helped the operators to dissipate some of their emotions which seemed to be based on a resistance to an increased work pace, new work habits or routines, and perhaps to the overt behavior of the group chief.

During the second year in this department, the counselor noted a different trend and the operator who had made the last statement above was saying:

"You have to know him. The way he can bawl out girls! I didn't ever want to work on his conveyor. Everybody said you have never worked until you have been on Group Chief 1's conveyor. He makes all the new girls cry. He doesn't do it intentionally to the new girls - it's just that the old girls know him. He goes around the conveyor and watches everybody, and then if he does happen to see that any girl to whom he has just spoken is crying, he goes around and pats her on the back. Tells the new girls if they can't keep up he'll have to get somebody else. He's really tough if you don't know how to take him."

During the first two years that the counselor was observing this group, Group Chief 1 reported to a man who was later demoted and who became Group Chief 2 over the conveyors adjacent to Group Chief 1's conveyor. The counselors became interested in the relationship between Group Chief 1 and Group Chief 2. The following comments were typical of Group Chief 1's attitude toward Group Chief 2:

"That guy sure is funny. I don't bother with him any more at all. I stick to my own job and do my own work and let it go at that. The hell with him. He's all for Group Chief 2 and that's all."

Three months later while working on the conveyor, Group Chief 1 said:

"See King Pin over there. I'll bet he's laughing at me (sitting at the conveyor) because I am working here. One thing he'd never do is to help the girls. He just won't do it, that's all. Used to come out and talk with us supervisors during rest periods. Doesn't do that any more. Guess he realizes that we found out that he shoots a lot of bunk. He stands all by himself now. I always help the girls when they need help. I don't have to do this but I just want to show them that I am playing ball with them."

Group Chief 1 was then seen hiding pans of parts which were ready for assembly in the Conveyor BII so that Group Chief 2 could not have them. In other situations the counselors had observed that this practice was not uncommon among supervisors and operators although it was usually done not so much to keep the parts from another supervisor or operator as it was to provide a bank or a reserve which could be drawn upon in case of a breakdown in machinery or a shortage of employees due to absences. It also enabled the supervisor to maintain a stable relationship with his employees since if one or two were not feeling well it was not necessary to push any of the operators for output. The operators likewise regarded this "bank" as a security against emergencies. It helped stabilize the supervisor and the entire group. This reserve also helped the supervisor get recognition from his superiors because of the fact that there was a tendency to compare output on conveyors doing similar jobs. The operators, including the service boy, cooperated with Group Chief 1 in carrying out this practice.

Group Chief 1's operators became accustomed to his kidding and often exchanged jokes. His efforts to maintain their banks and his attempt to assist them at their operations gradually brought

about a change in their attitudes toward him. A typical comment was:

"Go away Group Chief 1. When you're here, the girls work too hard."

His operators observed that they had seen a "good many supervisors demoted, but never Group Chief 1" and they concluded he must be a very good supervisor.

As the operators became aware that they were competing with Group 2, the competition between the two conveyors grew keener and some of the operators on certain jobs tried to excel in output over the girls on the same jobs on the other conveyor. This feeling of competition which was felt so strongly by Group Chief 1 and his operators drew them together in a closely integrated group and the loyalty to Group Chief 1 by his operators became more pronounced.

Group Chief 1 was transferred out and while he was away, another counselor contacting him verified the first counselor's impression that Group Chief 1 still felt the same way toward Group Chief 2. Group Chief 1 expressed this feeling to the second counselor who had not known Group Chief 1 on the first job. In talking with the counselor, Group Chief 1 referred to the time that Group Chief 2 was his section chief. He mentioned Group Chief 2's demotion and the subsequent difficulties encountered by Group Chief 2 as a group chief - the same difficulties for which he had bawled out Group Chief 1. Group Chief 1 continued, saying:

"That guy is all for Group Chief 2 and nobody else. He has a nice friendly way about him but he doesn't hesitate to walk over you when it is to his advantage."

He mentioned how although he had started out to help Group Chief 2 by giving him units when he needed them, Group Chief 2 had not reciprocated when he was in need of units. Group Chief 1 said:

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"Evaluation of the effects  
of counseling in a group sit-  
uation must take into account  
the history of the conditions of  
the group." Page 7



"I thought to myself, if you come over here again and ask me for units, I'll tell you where to head in. Sure enough, it wasn't long before he came over and went into his song and dance about taking some more units from me. I said, 'Listen here, Group Chief 2, when you want any more units from me, you give me a ticket for them.' That was the end of that."

In assessing the present situation, as of the time Group Chief 3 came in, the strong solidarity of group seemed of significance to the counselor as it seemed that any new supervisor would have to take a look at the history of the group in order to understand the operators and to facilitate his own orientation. It is easy to understand, of course, why a knowledge of this history would be equally important to a counselor.

Group Chief 3 who took over Group Chief 1's group was 35 years of age, a year younger than Group Chief 1. Group Chief 3 came to the Western Electric ten months after Group Chief 1 started. Before becoming a group chief, Group Chief 3 was in the E. of M. Organization. When he was a supervisor, he was regarded by supervisors and operators alike as being successful, but because of his short service he was demoted in May; approximately a year later he became a group chief. The counselor was working in this group as well as in the group under consideration. From all indications, his relations with supervisors to whom he had reported as well as those on the same level, had been very satisfactory. Operators who had been reporting to him expressed regret on his leaving and said that he had been one of the very best supervisors they had had. They said he was easy to talk to and that they were just getting acquainted with him when he was moved. They liked him because they felt he did not press them for output. The counselor was aware, however, that they were increasing their output continually and that they had remarked that Group Chief 3 always showed appreciation for any improvement.

Literal acceptance of  
group situation.

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The first week that Group Chief 3 was placed on his present job, he mentioned to the counselor that he had run into difficulties with his operators. He asked the counselor to talk with him about this on the following day. When the counselor contacted Group Chief 3, he was working with an engineer on some technical problem. He said that things had seemingly cleared up and he thought that everything was going to be all right.

Due to the fact that Group Chief 3 seemed to be busy, the counselor did not inquire further into what had taken place. Furthermore, because Group Chief 3 had rather definitely closed the issue, the counselor felt that her relationship with him would be weakened if she pressed him at this time. Not having observed any particular difficulty among his employees, the counselor then turned to a problem in another group.

Three months after Group Chief 3 started in this section, the problem of surplus help arose due to increased efficiency and the combining of jobs. Three operators were selected for transferring, two of whom reported to Group Chief 3 and were outstanding in their performance. Group Chief 3 told these operators that they and one girl reporting to Group Chief 2 were to leave. The actual transfer did not take place for two weeks. Rumors grew out of this and immediately there was considerable apprehension among most of the operators. Was the combining of jobs eliminating operators? Had there been a decrease in schedules? Who would be next to go? Would a layoff follow?

In talking with the operators, the counselor asked if they had discussed these questions with their group chief. There seemed to be some feeling that operators who were transferred were regarded as lemons. The counselor asked if the operators who were leaving were considered "lemons". The counselor could ask this question

since she was aware that the other operators on the conveyor regarded the transferred girls as being very efficient and that this fact had been overlooked by the operators when they were talking about why operators were being transferred. In response to the questions from the operators, "had there been a decrease of schedules?" the counselor asked the operators if they were turning out less now than before. Again the counselor was aware that up to the present time there had not been a decrease.

The counselor had observed that when questions of the sort asked above were brought to him, he answered them carefully and in detail so that she felt that in this situation questions of this nature would be handled intelligently. (This caution would need to be observed in raising a question of this kind and is discussed in section .)

While the action taken by the counselor at this time did not get at the underlying problem, it was felt that through considering some obvious facts in the situation, the operators would at least temporarily redirect their attention to the job before them and "give" the group some feeling of stability."

Over a period of two weeks, the counselor observed that her talks with the employees on the job seemed to have the desired effect. Their conversations were less pessimistic and addressed to the facts involved in the changes being made.

#### February 22

Group Chief 3 discussed with the counselor the fact that there was to be a combination of jobs on Conveyor BI which would create a surplus of one operator. The change had been in effect for two weeks on Group Chief 2's conveyor and Group Chief 3 had observed the disturbing effect that it had had on Group Chief 2's operators.

The counselor asked Group Chief 3 what approach she was using in discussing this change with the operators. In the course

of the discussion, such questions as the following were raised: Do the operators know where they will be placed? Will their rates be cut? If their rates will not be cut, do they know this? Will they remain in the same labor grade? How will the new job be regarded by each operator in comparison to the old job? (Group Chief 3 had discussed the formal structure of jobs before.)

Group Chief 3 said that he felt that the approach that was used in presenting the new job to the operators who would be changed was an important factor not to be overlooked. In his talks with them he explained carefully the new job and the various phases of it to the operators. (Note: After the change was made, the counselor heard little comment regarding it from the operators.)

#### February 28

Group Chief 3 suggested that the counselor interview C5 who had taken C5A's place. He said that she was his second choice for the job of wiring. Most of her experience had been on assembling. Sc.4 was their first choice because of her ability to learn a new job quickly, but that due to a physical difficulty she was unable to do wiring. He wondered how C5 felt at being second choice. He thought she might like to talk about this with the counselor.

The counselor interviewed C5. C5 mentioned that she had eleven years of service. She said she had not had a raise during the two and one-half years she had been working in this department. One day S2 working across from her, had asked what her hourly rate was and when C5 told her, she replied, "What, after all these years at the Western Electric that's all you're getting?" C5 told the

counselor that she was sure S2 was getting more than \$.65 per hour (take-home). She wondered about labor grades although she had discussed her rate and labor grade with Section Chief 1. The counselor discussed with C5 the possibility of a raise in her rate. What had Section Chief 1 said?

The counselor's reason for having C5 discuss this at greater length was so that C5 might look at conditions as they were. The counselor knew from having talked with Group Chief 3 and with C5 that her hourly rate was two cents outside of the maximum of her labor grade. Although C5 stated this, she did not seem to recognize this fact and was cherishing the hope that she might receive a raise soon.

C5 was concerned over the fact that her learning period on wiring was extending over a longer period of time than she usually required on a new job. She added that all the girls on the conveyor were catty and that they made her learning period unpleasant. The counselor asked what C5 meant when she said that all the girls on the conveyor were catty. The counselor wondered how long this period would last. Why did "not keeping up on the job" disturb the other girls? What did this mean to them? Did C5 feel that when she had learned the job she would have difficulty with the girls?

C5 said that when a girl fell behind in output it meant an added load on the other operators. It also involved an irregularity in the flow of work and as a result the other operators had an increased load at times while during other intervals they had nothing to do - a situation to which most operators object as they prefer working at a constant rate of speed. C5 said that usually it took her not longer than a week to learn a new job although this one seemed to be taking longer than any others. She remembered that C5A had taken almost a month in learning this job and concluded

that perhaps she should not get discouraged so easily. She added that she thought that the girls were friendly outside of work and she could not see any reason why they wouldn't be friendly at work after they all got acquainted. C5 said that she and Sc.4 were already getting acquainted and that Sc.4 was willing to help her. C5 further modified earlier statements in pointing out that the other girls were not saying as much as they had formerly and that they had hurt her more the first week than they had since. She believed that as her speed on the job increased they would all become friends. She added that Group Chief 3 told her not to worry. She liked C5A the best of all operators and regretted her transfer as they used to spend their rest periods together. Before being placed on wiring, C5 was an assembler. She has lunch with the girls in the division where she worked two and one-half years ago.

#### March 13

On March 13, Group Chief 3 in talking with the man counselor, seemed quite upset because he was having difficulty with S2 and L1 and cited several instances illustrating this fact. He mentioned the difficulty he was having in introducing a change in the method of adjusting.

Following this lead, the woman counselor planned to contact Group Chief 3.

#### March 14

Section Chief 1 stated to the counselor that Conveyors AI and II reacted differently to changes. Conveyor AII always accepted changes. Conveyor AI always resisted changes. He felt that the

operators were responsible for this attitude, particularly S1, S2 and L1. He said that S2 never smiled and L1 seemed unhappy. He said that L1 was divorced and that it might be that she wanted to get married again. S1, he said, had complained to him that Group Chief 3 was "riding her." He had suggested to Group Chief 3 that he lay off S1.

Section Chief 1 referred to the fact that Group Chief 3 was taking a course in psychology and that he thought he put too much emphasis on this. Section Chief 1 did not feel that "psychology" was working. Section Chief 1 had previously expressed some doubt as to how much help psychology could be to him. He did not feel that many people understood it and he seemed to regard psychology as a theory about which there was considerable mystery. They had tried every approach that they knew and all had failed. He asked the counselor to talk to all the girls as he felt that the operators would get something out of just talking - that they would make a decision for themselves and get a different outlook.

The counselor had had previous contact with Section Chief 1 when he was in another department. At that time a similar condition had existed among the operators. That experience had given Section Chief 1 an understanding of the counselor's function. Section Chief 1, in talking to the counselor, looked at the operators from the standpoint of comparing Conveyor AI and AII. This kind of analysis had proved useful to him in relation to the problem which had arisen in his former section.



The section chief brought out that the operators on Conveyor AI were older in years and service than those on Conveyor AII and S1 and S2 had been adjusting for a longer period of time than the adjusters on Conveyor AII. He said that he knew that competition existed between the two conveyors and he added that Conveyor AI had been told that the idea for the new adjusting method had originated with S1A on Conveyor AII. Section Chief 1 felt that perhaps S1 resented making the change because this idea had come from a short service employee who had comparatively little adjusting experience and who worked on Conveyor AII.

The counselor was interested in the fact that Section Chief 1 placed the burden of responsibility on the operators, and also questioned the effectiveness of Group Chief 3's "psychological approach." She wondered about the relationship of Section Chief 1 to Group Chief 3; i.e., whether or not Group Chief 3 in effect subordinated him by his ability to talk rather glibly about psychology, etc. She was also interested in the drastic action Section Chief 1 had considered in suggesting that S1 be laid off and that as he talked he began to look at why S1 was complaining.

#### March 15

Group Chief 3 in talking to the counselor said that he felt "low". He couldn't understand the resistance of S1 to the new method of adjusting which was being used on Conveyor AII by S1A who had been using it for some time and had found it to be very effective.

The counselor asked Group Chief 3 if S1 knew that the change in methods had originated with S1A. When Group Chief 3 said that she did, the counselor inquired concerning the past relationship between Conveyor AI and II.

Group Chief 3 said that the two conveyors had always been rivals, but that he felt when he had an easier method to offer that S1 should have accepted it. He discussed with the counselor the Motion Study course he was taking and mentioned that he had told the operators that he was enrolled in this class. The counselor wondered how S1 felt about being the object of an experiment as a result of Group Chief 3's attendance in a time and motion study class. Group Chief 3 said he had not thought of it in just that way but that was something to consider. In continuing this discussion, the counselor inquired also of Group Chief 3 if when he had asked S1 to change her method of adjusting he had also asked S2 and S3 to do the same. Group Chief 3 said he had not as yet done this because S2 adjusted only part time and S3 was just getting used to adjusting her own way. The counselor wondered if S1 understood why S2 and S3 were not asked to learn the new method.

The counselor followed much the same approach as she had used on the previous day with Section Chief 1. In both contacts an attempt was made to understand what had actually transpired in introducing a change in method and what interpretations may have been made of the change. It is important to note that the counselor was not suggesting a definite plan for Group Chief 3 to follow but did raise questions which would carry him closer to the situation and effect more active communication between him and his employees thus lessening the possibility of misinterpretation.

He mentioned that Group Chief 1, his predecessor, had not had the best interests of the Company at heart and that he had failed to cooperate with Group Chief 2. He stated that the first day he was the supervisor of Conveyor AI, the operators had informed him about the existing competitive relationship with Conveyor AII. Group Chief 3 said he told them immediately that he was a friend of Group Chief 2 and that he expected them all to cooperate with him. Group Chief 3

added that when Group Chief 1 had been the supervisor, that the output on Conveyor AI was higher than that on Conveyor AII. Now, in proportion to the number of hours used per unit, Conveyor AII was ahead of Conveyor AI although Conveyor AI produced more units.

The counselor was aware for the first time that Group Chief 3 may have been violating the group's concept of how a group chief should behave since Group Chief 1 had worked toward keeping them superordinate to Conveyor AII.

Group Chief 3 stated that L1 was dissatisfied. He said that Group Chief 2 had told him that L1, S1, and S2 were considered trouble-makers, and that L1 had at one time been very efficient but in coming to this department she had gone sour and was not just an ordinary operator. Group Chief 3 continued saying that he had observed L1 taking liberties around the conveyor. He had observed her reading a Microphone at work and spoke to her about it. He explained to her that she was setting a bad example. She had retorted, "I don't have any children to talk about like you do. I talk about the Hawthorne Girls' Club Party." "Guess I have been overdoing the children situation," was Group Chief 3's comment to the counselor. In talking to Group Chief 3, L1 had pointed out that the girls on his conveyor were afraid to laugh and sing and indicated to him that he had favorites; namely, S2 who was making four cents more per hour than she was making. Group Chief 3 regretted the fact that L1 had not spoken to him since that incident.

Because the counselor had been in the group and had been talking with the operators as well as noticing things that they did, she was able now to more intelligently discuss this situation with Group Chief 3 than she would have been if she had not been in this group.

The counselor had observed that S2 frequently changed her position and she inquired if S2 changed her positions when she wished and if L1 was told when she should move. Group Chief 3 explained this saying that S2 had used more initiative than L1 had and he had not found it necessary to speak as often to her. He had, however, attempted to compliment L1 when she had made a move from one job to another which he had considered helpful to the job.

The counselor observed that Group Chief 3 was influenced by Group Chief 2's diagnosis of the problem and hence was biased from the start toward L1, S1 and S2.

The counselor also asked if L1 was trying to say anything else when she stated that S2 was his favorite, that S2 had less service than she (L1) and that S2 was also making four cents per hour more than any of the other girls on the conveyor. Group Chief 3 remarked that L1 had regarded herself as "superordinate" to the other girls because of her service, labor grade, and knowledge of the jobs and added that it probably irritated her to have an operator with less service get more money and perhaps more recognition from her supervisor than she was getting.

The counselor asked Group Chief 3 if he knew anything about L1's history. Group Chief 3 said that he had heard from Group Chief 2 about several instances in which L1 might have felt that she was being high pressured to do more work. That is, on previous jobs supervisors had repeatedly told her that she was not doing as much work as she was capable of doing.

The counselor felt that L1's supervisors had not objected to her work as much as to her "cocky" attitude toward first line supervisors and her behavior as a leader.

Group Chief 3 concluded that he thought it would be well to remember Ll's history in talking with her.

Group Chief 3 was concerned over the fact that he did not seem to have the confidence of this group as he had of others in the past, and he was anxious to do something about it as soon as possible. He suggested that the counselor begin interviewing immediately. He thought it might be best to start with Sc.4, as he and she got along very well. He believed that he had her confidence and that she thought well of him.

Group Chief 3 had been talking about psychology and the counselor asked him how much of this he had employed in supervising operators in the past. Group Chief 3 said that he was concentrating on psychology more during the past few months than he had been previously.

March 18 - A.M.

The following Monday morning, Group Chief 3 stopped the counselor and asked her if she wanted to begin interviewing immediately. As it was late in the morning, the counselor suggested the afternoon as a more suitable time for the interview.

March 18 - P.M.

The counselor asked Sc4 if she would like to go out to the cafeteria and learn more about the counselor's job. The counselor was only able to explain counseling at short intervals as Sc4 continually broke into the explanation to make some comment.

She discussed her inability to do wiring as the result of an automobile accident in which all of the knuckles of her right hand had been broken. She explained that it had been necessary for

her to go on soldering instead of wiring. She had liked wiring but by the end of the day her fingers and hand had pained her so much that she had been unable to sleep that night. The accident had occurred in September and she said that she had not yet quite recovered from the shock. (Sc4 did not show any manifestations of nervousness.)

She liked soldering but there were times when the solder was poor and did not flow easily as had happened on the previous Friday when she had to work very hard.

Group Chief 3 made them all disgusted by constantly talking about "cooperation," but at the conclusion of the interview she added, "He's all right. He doesn't ever stand in back of us and watch us work like Group Chief 2 does. He goes away for a while and then comes back, and says after looking at our output, 'You've been doing all right.'"

Sc4 had told the counselor that she did not discuss the supervisors with any of the girls as she did not want to get into any trouble with her supervisors and it was very easy for comments to get back to them. She stated that LIA reported to Group Chief 2 the comments that girls on Conveyor A1 made about Group Chief 3 and Group Chief 2.

She discussed her boy friend during the interview and mentioned that she was not going steady with anyone now. She referred to an unpleasant experience with a boy friend whom she had dated steady for two years.

The counselor noted that five extra pans of work had been done on Friday despite the bad solder. The counselor wondered what potential capacity existed in this line inasmuch as this picture

showed a slack which might be of significance later in understanding the relationship between the girls and their work. She had on Monday morning, March 18, observed Sc4 taking completed units out of a pan in front of her and placing them on the conveyor. She explained this at the time saying that it was Monday, she was tired, and so when she mentioned this and referred to Group Chief 3 giving three of the pans to Group Chief 2, the counselor was better able to realize the significance of giving away pans of units which the operators had planned to use.

Sc4 brought the following things to the counselor's attention:

1. Group Chief 3 giving units to Group Chief 2 - a practice which had not been followed by Group Chief 1 whose loyalty to the group had been unquestioned. This made it necessary for the interviewer to go back into the early history of this group to better understand what the supervisors and employees were saying. What was the significance of the history of this group? Was Group Chief 3 appearing disloyal to his Group? Was Group Chief 3 aware of this?
2. LLA's relationship with operators. Possibly they considered LLA's conduct as unethical and for Group Chief 3 to "cooperate" with a supervisor whom they disliked and who represented a group with whom they never associated was treason. Sc4 had said that no one ever talked about Group Chief 2 in the presence of LLA. The counselor noted that Group Chief 3 had mentioned that Group Chief 2 was aware that S1, S2, and L1 had not liked him. Group Chief 2 had commented to Group Chief 3 that S1, S2, and L1 had formerly been problems and the counselor again wondered to what extent this knowledge had influenced Group Chief 2's thinking about these operators.
3. The bottleneck position. N4 and N5 operators seemed to hold these positions on the conveyor. The counselor wondered about their relationships with other operators. Do N operators on Conveyor II similarly control output? How is this job regarded by other operators?
4. The interview gave the counselor knowledge of Sc4's relationship to and evaluation of Group Chief 3. Although critical, more so than Group Chief 3 realized, it was relatively easy to objectify her attitudes toward Group Chief 3 in a single interview. The counselor planned to observe how permanent a change had taken place.
5. The interview showed to the counselor something of the group's sentiments and attitudes toward Group Chief 3 and Group Chief 2 and gave an insight into their feelings about Group Chief 3 and what he was saying and doing.

March 19

The counselor interviewed S1. S1 is married and she and her husband live with his parents. S1 said that she and her mother-in-law had not been friendly until S1 discovered that it was because of their difference in nationalities. She had talked this over with her mother-in-law and had pointed out that there was no reason why they could not get along. She added that it made it very convenient for her in going home at night to find the dinner ready and the house clean.

S1's first statement about the work situation was that she had had a little quarrel with Group Chief 3 but that it was not patched up. The counselor felt that S1 did not understand counseling and therefore explained it to her in great detail, pointing out that the counselor was interested in anything about which S1 would like to talk, and that it was not necessary that she talk about her job.

S1 emphasized that she wanted to talk about her job as she had been having difficulty. Group Chief 3 had wanted her to learn a new method of adjusting. S1 complained that S2 was not asked to learn this. The counselor had wondered about this and before talking to S1 had raised this question with Group Chief 3 as has already been pointed out.

Group Chief 3 had told her that she could do twice as much work with the new method. She complained about the speed of the conveyor and seemed to feel that that could affect the output. She compared the speed of Conveyors AI and AII in relation to their output. She seemed to prefer piece work to day work because on piece work



everyone had to cooperate, although in this instance there seemed to be one loafer, even on piece work, S2. S1 could not understand how S2 could be getting away with what she was doing - not turning out as much work as the others and yet getting the highest rate of any girl on the conveyor. S1 emphasized her 18 years of service. She said that Group Chief 3 had been "riding" her. She regarded him as a slave driver and had mentioned this to Section Chief 1. She explained that she considered Group Chief 3 a slave driver since he had said if she learned the new method she could do twice as much work. Group Chief 3 had talked to her on the day following her conversation with Section Chief 1 and had told her "I'm getting it from both employees and supervisors." She added that she was sorry that Group Chief 3 had been bawled out and explained to him why she had said that he was a slave driver. Group Chief 3 told her she could talk to anyone she wished at any time, but S1 believed that Group Chief 3 would like it better if she came to him direct thereafter.

S1 stated that one week after Group Chief 3 had become their group chief he had bragged to the operators that the output went up wherever he had been a supervisor. Group Chief 3 had mentioned that they should remember that he had children to support and they should all try to turn out as much work as possible. (He had said this in a joking manner. S1 was physically unable to have children, S2 had had a miscarriage, and L1 across the conveyor, had had a divorce and did not have any children.) S1 had taken the group chief's statement seriously and said that just because she couldn't have a baby was no reason Group Chief 3 had to brag. S1

looked upon Group Chief 3 as a "little boy learning to walk." She said that in explaining the new method of adjusting to her, he had indicated that he was interested in trying it out as he was taking a course in motion study.

Some girls had attempted to explain to him that there should be pairs of units in reserve but Group Chief 3 persisted in giving them to Group Chief 2. S1, however, commented to the counselor that it would be for the benefit of all of them as Group Chief 3 had explained that they would all be given credit for these units. The day before she had adjusted 1300 and that her usual output had been 1250. Group Chief 3 drew lines around the number 1300. She interpreted this to mean that he was pleased, although she had not talked to him about it.

In talking further about Group Chief 3, S1 mentioned that he never helped the operators as Group Chief 1 had done. She was sure Group Chief 3 would never be able to adjust all day and then added that the girls did not expect their supervisor to help them and that it really wasn't necessary.

The counselor was interested in S1's relating of incidents which had already been told by others. In this way the interviewer was getting a slant from as many angles as possible in order to better understand each individual and to carry on more intelligent interviews based on an awareness of the situation.

S1 seemed more disturbed than the others. Involved was her relationship to S2, her status in group, resistance to a new method, and her relationship to Group Chief 3.

The counselor noted a comparison between Group Chief 3 and Group Chief 1. Regarding the change in method, the counselor wondered to S1 if she could talk about this with Group Chief 3.

During the course of the interview, S1 seemed to become more tolerant of Group Chief 3. The counselor observed that S1 did

not seem to feel the same way toward "cooperation" between Group Chief 3 and Group Chief 2 as had Sc4, but instead had accepted Group Chief 3's statement that the operators on Conveyor AI were given full credit for all units turned over to Conveyor AII and AIII. However, at first she had objected to his not helping the operators as Group Chief 1 had done.

Sl's success in adjusting her relations with her mother-in-law was also significant as evidence of Sl's ability to be objective.

Group Chief 3's comment about supporting his children seemed to have clashed with Sl's feeling about not having children. Actually, Group Chief 3 had intended his remark to function as an integrating force as well as to urge them to turn out more work.

#### March 21

The counselor desired, in order to have a better knowledge of what was taking place, to contact more operators before talking about this group to Group Chief 3 but unexpectedly met him in the office and sat down to talk with him. Group Chief 3 seemed to be discouraged. He said that he wanted the counselor to continue interviewing but a change for the better in the group seemed to be far off. He said that he was becoming impatient and would like nothing better than to go around the conveyor and let the girls know just what he thought, although he realized that that might create more difficulties.

The counselor discussed the counseling program in more detail with Group Chief 3. Group Chief 3 asked if Ll did adjust to this present situation - what would happen if she were to get disturbed again? The counselor intimated that it was possible that Ll's problem was personal and that more than one interview might be necessary. However, the counselor pointed out that one of the aims

in interviewing was to help the individual think through his problem in such a way so that he could see how he was thinking and in the event that a similar situation arose, he could think through this himself and adjust accordingly. The counselor pointed out that one of the principal techniques employed in interviewing is listening, and to allow the operator to talk as long as he desires uninterrupted. To supplement these remarks, the counselor gave Group Chief 3 the chapter on "The Interviewing Method" from the book Management and the Worker. Group Chief 3 said immediately, "There's probably something here that I could profit by if I were to read it." The counselor explained that since she was interviewing so many girls, she had thought that he might like to read something about the technique or method of interviewing.

Group Chief 3 said there were times when it seemed hard to just listen, and he cited the incident when L1 had said that S2 was his favorite, and he had answered saying, "That is none of your business. I am your supervisor, and you're the operator." The counselor wondered what this meant to L1 and whether she would feel free to bring up the discussion of S2 again or would she feel that that was none of her business. Group Chief 3 said that he did not think of any of those things at the time he answered L1. He mentioned again that he was worried about his conveyor and said, "Something has got to happen. I can't go on this way. If something doesn't happen soon, we'll have to transfer L1 or someone else. L1 was civil to me this morning when I spoke to her about her job but that's all I can say."

On the way over to the conveyor, the counselor observed a section chief from another department who was smiling broadly and coming down the aisle toward her and Group Chief 3. Nodding toward Group Chief 3 he said, "I want to shake hands with the girl who really can make an operator happy. That girl you interviewed this morning has had a sour puss for weeks but this afternoon she is all smiles." The counselor pointed out to the section chief that it was too short a time since the interview to judge but the section chief interrupted saying, "Oh no, it isn't, the change is already obvious. For the past week, the girl has been complaining about her finger hurting her, but this afternoon she said to me, 'My finger is practically all right,' and held up her finger like this." The section chief held up his finger and chuckled. He turned to another section chief who was walking down the aisle and said, "Did you hear about the girl whom the counselor interviewed this morning?" The two section chiefs continued walking down the aisle.

Group Chief 3 said he certainly hoped that something could be done in his group. It was agreed that the counselor and Group Chief 3 meet some time during the coming week to discuss the problem again when the counselor would have a better knowledge of it.

Although Group Chief 3 had been interested in counseling before, the counselor felt that her relationship with him and his understanding of the point of view had been strengthened considerably in this contact. The enthusiasm of the section chief from the other department had likely made an impression.

#### March 22

The counselor, in contacting operators in another section, was somewhat surprised to hear one operator, X, say, "I know why you haven't been around this week. You have been interviewing some

friends of mine. I eat lunch with S1, I and L1. They told me you were interviewing and I am so glad you are. I would like to help you so you could help them. Then I would hear something at lunch time besides Group Chief 3 and all that he is doing to make them angry. S1 said that she felt so much better after she had been out with you. L1 does not have anything against Group Chief 3 but she can't get along with S2. None of them get along with S2. L1 is hoping that you will take her (L1) next."

X continued, saying that the girls complained that Group Chief 3 tried to get them all to do more work and that he was always riding them. She said that Group Chief 3 had asked S1 to learn a new method of adjusting but that he had not asked S2 to do this. She did not know whether or not very much could be done at this time in promoting a better relationship between Group Chief 3 and the operators, as she thought it might be too late. The girls had stated to her that Group Chief 3 was trying to do better but they had indicated that they were not going to accept anything he was attempting to do. The girls had also said that they "have too much service for a young whippersnapper group chief to get by with what he's trying to do." X also told the counselor that she had informed the girls that she had been out several times for interviews.

The counselor was interested in X's remarks because of her relationship with X. The counselor had had four interviews with X and all but the first were on X's own initiative. In the second interview she had discussed her family situation and in the last two interviews, which had been on consecutive days, she had discussed her relationship with the operators on the conveyor. X had previously told the counselor that she and the other operators in her own group were getting along much better. The counselor felt that X was sincere in her desire to help in this present situation. The contacts with X indicated to the counselor the effect of interviewing in the group.

This contact confirmed the impression that S1 received help from the interview on March 19.

The contact also pointed out a need for further interviews to learn about the individual interpretations of Group Chief 3's behavior and to objectify each girl's thinking to a point where any change in Group Chief 3's behavior would be noticed.

The counselor was interested in the comment about Group Chief 3's age. Group Chief 1 has the same service and is almost the same age as Group Chief 3. Therefore this seemed to be only another manifestation of the problem.

March 22

The counselor passed Section Chief 1 in the aisle. She had not seen him since her contact March 14 and indicated to him that she had started interviewing his operators. "Glad to hear it. Keep the good work up," was Section Chief 1's response.

N5 told the counselor that Group Chief 3 had stopped at her machine and had been kidding her. He had said that when he was young and a nice day like this came along, he had played hooky from work; but, he had added, that couldn't be done any more.

This seemed an indication to the counselor that Group Chief 3 was trying to build up his employee relationships.

The counselor took S3C off the job because she had never been interviewed and because she was on Conveyor AIII from which the counselor had not taken many operators. The counselor also was interested in taking girls from other conveyors in order not to focus too much attention on Conveyor AI.

March 26

The counselor selected L1 at this time due to X's suggestion. Had it not been for X, the counselor might have interviewed S2 before interviewing L1. The counselor had not had many contacts

with L1 and had planned to build up the counselor-operator relationship better before interviewing her. However, since X indicated that perhaps this relationship was stronger than the counselor realized and that L1 was desirous of having an opportunity to talk, arrangements were made to interview her next.

The counselor started to explain personnel counseling, but was interrupted by L1 who said, "I have an awful lot on my mind and I want to get it off." She complained about S2, who did not seem to work as hard as the others and who was never bawled out, who had less service and yet made four cents per hour more than any other operator. L1 said that S2 never cooperated and cited an example showing how S2 had irritated her. She said that she wanted to be transferred and she didn't care where, just so it was a transfer.

She resented Group Chief 3's emphasis on his position as supervisor and her position as operator. He did this at least three times when he had come over to talk to her about leaving her position on the conveyor because of the Microphone which she had passed to another operator during working hours. L1 repeated this incident several times and each time she seemed to increase the number of times that Group Chief 3 had mentioned his being a supervisor. She did not feel that Group Chief 3's being a supervisor made him superior to the operators; that being a "gang boss" was just one step above the bench, and that he should recognize her 21 years of service. She said if it were possible for her to get a job any place else, she would quit the Western Electric. She said that she was not interested in Group Chief 3's children. She had not spoken to



him since he had told her not to leave her job to give a Microphone to another operator and she remarked that she did not intend to ever speak to him again, not "even if he's my supervisor until I get my pension." When criticizing her for leaving the conveyor, she would not have minded if he had said, "If Department Chief 1 had seen you get up and go over to another girl, it might have been hard on both you and me and it would be better if you didn't do it."

L1 related to the counselor that she had asked Section Chief 1 to come over and talk to her, and at that time asked him for a transfer. She told him how Group Chief 3 had stressed his being a supervisor. L1 smiled and said that Section Chief 1 had told her, "You are making something out of nothing." She did not get much satisfaction except that she had a chance to get it out of her mind although she still wanted a transfer.

She mentioned that she was a utility operator and could do almost every job except adjusting, and as a result she felt that she should have more money - at least as much as S2. She said that she had discussed her chances for an increase in her hourly rate with all of her supervisors and that she understood there was little that could be done. She referred to numerous incidents in which she had had difficulty with Group Chief 3. She said the girls did not like the way Group Chief 3 walked and that was another reason why he was not getting along with them. He walked as if he "knew it all" and when he stopped to talk with anyone, he folded his arms in front of him as if he were master of all he surveyed.

She then cited an example that had occurred when she worked in another department for another supervisor. A similar situation had arisen, although Ll was not directly involved. She discussed with her supervisor the reason for his having difficulty with the girls. Within a few months things had changed and before she left that group it had become one of the most cooperative, happy groups in which she had worked.

Prior to the time that Ll related the above, the counselor had not said anything. This incident seemed to indicate a desire to take some constructive action toward working out a solution to the present problem. At this point the counselor asked Ll if the girls in the other department had noticed the change in the supervisor's attitude.

Ll said that they did at first and they immediately said that they couldn't understand it and they weren't going to pay any attention to it because he would probably go back to his old ways soon; but when he continued with his new attitude, the girls finally came to accept him. The counselor asked Ll what the girls had done to accept this change. She replied that of course the girls "had to meet him half way or it wouldn't have helped them." She said she did not think she could talk with Group Chief 3 because she did not think he could take it.

Ll said, "Oh, I'll probably snap out of this and when I do, I'm sure everything will go along very nicely. You know, Group Chief 3 has been trying to be nice. He came over and tried to talk to me." She said he had also done some other things which had shown that he was trying to get along with them.

She talked about bowling and mentioned that she was president of one league and indicated that this meant a great deal to her.

Toward the latter part of the interview L1 said, "I think if Group Chief 3 changes his attitude, we'll all get along. Of course, in order for him to do that, we'll have to talk to help him along. He really has only one fault and that is that he's always talking about his being a supervisor and we're only operators.

"You could help us out, 19. You might talk to him like I talked to the supervisor in the other department. I know you wouldn't tell him right out and out to be human, but you might get him to thinking about a few things that he might do. I think I myself have given him a lot to think about. If he does start to change, we'll meet him half way. This is a 50-50 proposition. If Section Chief 1 has forgotten about my asking for a transfer, I won't bring it up again. I really like the girls and I've worked here for so long that I would just as soon stay where I am. I always have turned out as much work for Group Chief 3 as I would for anybody, even when I haven't been speaking to him. After my talk with Section Chief 1 I felt much better. You have made me feel still better. I am so glad that we could come out here and talk."

L1's attitudes toward S2 were quite similar to those of the other operators particularly to the attitudes of S1 who also has 21 years' service. As a long service operator, she felt that S2's rate did not properly express service, skill and efficiency differentials. She also felt that S2 was a favorite of Group Chief 3's and did not cooperate with the group.

The counselor noted that L1's antagonism toward Group Chief 3 seemed to be based upon his failure to recognize her service, her position as utility operator, and Hawthorne Club activities. Also, he subordinated her in the manner she felt was inappropriate for a first line supervisor.

At the beginning of the interview, L1 talked in a defiant manner; she wanted a raise; she wanted a transfer; she never expected to speak to Group Chief 3 again; she felt that he would never

alter his feeling that he was a supervisor and she was just an operator; and added that in all her 21 years of service at the Western Electric she had never had so much trouble with a supervisor. The intensity of her objections was far greater than appeared in the attitudes of the other girls.

As she in retrospect discussed a similar situation, she looked at what had happened to correct it and remembered that not only the supervisor but the operators had changed their attitudes. She discussed what had taken place and felt that the same thing could happen in this situation. She had played an important role in the former situation although she was not involved in it the same way that she was in the present difficulty. As she began to look closer at it, she also looked at the individuals and in doing so came to the conclusion that Group Chief 3 had only one fault and that he had been trying to get along with the girls and that it was up to the operators to go fifty-fifty.

The counselor felt that a very definite modification had taken place as a direct result of the interview in L1's attitudes and that this change would be apparent to Group Chief 3 in the near future, probably in the form of more active, constructive communication.

#### March 26

As L1 went back to the conveyor, the counselor met Section Chief 1 who again talked about Conveyor AI, Group Chief 3, and the girls. He thought that perhaps the girls resented Group Chief 3 because they had more service than he. He said that L1 had asked for a transfer and had told him that Group Chief 3 had stressed the fact that he was a supervisor and she was an operator. Section Chief 1 considered this latter statement as a misinterpretation on L1's part and granted that Group Chief 3 had probably said it but had put it that way to keep the personal implications out of the remark. He was trying to say, "It is not I myself who is complaining. It is I as a supervisor who has to mention this." Section Chief 1 added that he had tried to tell L1 that she was making something out of practically nothing.

Section Chief 1 indicated that there would soon be a surplus of operators and it was his plan to make L1 an adjuster. There could be no increase in her rate, however, for an indefinite period.

Section Chief 1 said that he was happy that the counselor was interviewing the operators as he believed that talking helped an individual to clarify his thoughts and enabled him to come out with a decision and a new slant on his situation.

In talking with Section Chief 1, the counselor wondered how much difference the service of the operators and supervisors made. Had L1 ever been on adjusting? What would it mean to her to be placed on a job at which she would be new? What approach would be used in explaining the change in jobs to L1?

In regard to these questions which were interspersed throughout a twenty minute talk, Section Chief 1 at first concluded that service should not make any difference, then said that perhaps L1's 11 more years of service than Group Chief 3 might affect their relationship. He said that she had never been on adjusting then paused and added that for a time she would be the least efficient. It would therefore, be necessary to explain to her that such a change would give her an opportunity to learn another job; however, her rate could not be increased because she would be learning a new and difficult job.

(Note: To date L1 has not been moved.)

March 26

In the afternoon the counselor contacted X who greeted her, "What's new, 19? Maybe I should answer that. I hear you talked with L1 this morning. She told us all she felt a lot better after talking with you. This noon we didn't talk about Group Chief 3 at all. I guess the only one left on the pan is S2. I can't understand how Group Chief 3 could have changed. I told the girls that he was all right when he was our supervisor.

"I guess none of the girls can stand S2. I remember when I was in the adjusting group with her. She caused more trouble than

anyone else could have in a year's time. Il talked to her supervisor about S2 but I don't know whether he can do anything. Il asked today if you would be taking her out. I think she would be glad to go any time you'd like to take her."

The counselor noted with interest X's statement that the group as a whole had ceased criticizing Group Chief 3 during noon hour.

#### March 26

The counselor was called over to the conveyor by S1 who told her that she had something she wanted to show her. She took a small notebook from her pocket and drew out a small torn piece of notepaper on which was written 1325. (Circlos had been drawn around these figures as had happened on a similar occasion.) "I went up 25 yesterday. Group Chief 3 put those lines on the paper when I turned in my output. This time I asked what he meant by that. He said I was doing an efficient job and he appreciated the increase in output. He made me feel pretty good."

This indicated more interaction taking place between S1 and Group Chief 3. S1 seemed more receptive and Group Chief 3 more demonstrative in complimenting S1.

#### March 27

The counselor had not made an appointment to talk to Group Chief 3 and at this time felt that before interviewing any more operators it would be advisable in light of the agreement of the past week, when it was decided that Group Chief 3 and the counselor would talk over the situation, to contact him.

Before seeing him, the counselor looked over the situation and thought that it might be well to encourage him to talk about each operator. As an experiment, the counselor planned to sketch an outline of the conveyor as Group Chief 3 talked, writing each girl's

name after her respective position and then to encourage him to talk about each individual operator in regard to: (1) Jobs they do; (2) How they do their jobs; (3) How Group Chief 3 talks to them; (4) How he behaves toward them. The counselor was aware, on the basis of previous experience, that these things are usually covered at least superficially when supervisors discuss individual employees. It was thought that the sketch would keep his attention on his group, his relationships therein, and his own feelings.

Since the counselor had heard S1 say that Conveyor AI and Conveyor AII were regulated at different speeds per minute, the counselor thought this might lead to more adequate discriminations on Group Chief 3's part in comparing the output of his and Group Chief 2's group. The counselor also thought that she and Group Chief 3 might look at the history of the group before Group Chief 3 became a supervisor there and it might be possible to encourage Group Chief 3 to verbalize Group Chief 1's loyalty to the group and lift out its significance to the operators. The counselor was aware that there had always been competition between the two conveyors and supervisors and that Group Chief 3 seemed to be feeling some pressure from the other conveyor as well as from Section Chief 1 since the latter was aware of the difficulty that Group Chief 3 was having.

#### March 27

When the counselor met Group Chief 3, he came over to her and said, "I'm fairly bursting with good news. L1 talked to me this morning. We talked before and after lunch and we have things pretty well straightened out. I feel that everything is going to be all right now. L1 told me that I stress my being a supervisor too much. I didn't realize I was doing as much of this as she feels I have. She told me that if at the time I talked with her about walking around the conveyor I had said, 'If Department Chief 1 had seen you walking around the conveyor, he might have made it hard for both of us,' I would not have offended her, but that I had made her antagonistic by emphasizing that I was a supervisor and she was an operator. She said that I do not understand them, that Group Chief 1 always did; that I didn't always need to cooperate with Group Chief 2, that I should think of my own group. She didn't once mention S2

to me. She probably didn't dare to after what I said. She also told me that I walked as if I was too good for the girls.

"I used to walk with stooped shoulders and people commented about it. I thought I'd throw my shoulders back and walk differently. It looks now as though I exaggerated it.

"My hardest job is going to be trying to understand the girls. I always have been more or less afraid of them - all but my wife. She seems to understand me.

"I have been reading a good many books on psychology but I feel that I've read so much that it has upset me. I think I'd better give up psychology for a while."

The counselor asked Group Chief 3 why L1 had compared him to Group Chief 1. Group Chief 3 said that it seemed to him that Group Chief 1 and the operators were one and that his coming into the group, the first change in supervision in almost three years, had meant an adjustment for him and for the operators. He talked about the loyalty of Group 1 to Group Chief 1 and of Group 2 to Group Chief 2 and felt that he was on the outside of both groups. As he talked about it, he saw a little more clearly what the problem actually was and what he could do to adjust to this situation.

The counselor asked Group Chief 3 what L1 had meant when she said that he didn't understand the girls. "I stress output too much and I never smile, according to her," was Group Chief 3's answer. "Of course, there are ways of stressing output without making it so apparent," was Group Chief 3's further comment. He wondered aloud to the counselor, "Do you know whether the operators realize when I give Group Chief 2 units that he also gives me units?"



Group Chief 3 reflected, "I guess they are only seeing the bread pans and not the trays that I get." (The operators had previously told the counselor that on the rare occasions when Group Chief 2 helped them it was with small "bread pans" full of units whereas he had received large trays full from them.) "Maybe now they will see the trays."

The counselor did not have an opportunity to carry this contact any further at this time. The counselor was as amazed as Group Chief 3 that Ll had talked as she had and wondered how this conversation had started but as Group Chief 3 did not mention it, the counselor did not inquire. All that the counselor had hoped to achieve from the interview with Ll was that Ll would notice changes in Group Chief 3's attitude, should there be any, and interpret them as Group Chief 3 intended them to be. At this time the counselor did not seem to have an opportunity to ask what Group Chief 3 meant when he said that he had read so much psychology that he had become upset.

Ll apparently brought out all of her criticisms of Group Chief 3 as directly and frankly to him as she had in the interview but in a constructive way. At the same time Group Chief 3 had been making a conscious attempt to understand the problem and listened to what she had to say. He was not defensive but was beginning to look at himself as an integral part of the situation - not removed from it.

The counselor observed that Group Chief 3 did not link this up with the counselor's activity but was principally interested in the fact that Ll talked to him - not at what brought it about.

(Note: As has been undoubtedly observed by the reader, the counselor did not carry out the original plan to be followed when she saw Group Chief 3. The counselor had thought that she would have to initiate the discussion and it was because of this that she had included in her plan the thought that each girl might be discussed individually. In this way the counselor was anticipating that Group Chief 3 would further talk about the girls. However, the counselor had not had any definite outline in mind as to how the following subjects might be introduced nor how important they might be; Group Chief 3's manner of walking; his cooperation with Group Chief 2; how the operators regarded Group Chief 1 and his behavior as compared to Group Chief 3; his emphasis on output; and his approach to the operators.

It was not necessary for the counselor to introduce any of the above subjects in any manner whatsoever. As can be seen, Group Chief 3, as a result of his talk with Ll, wanted to discuss these subjects with the counselor. Because of the interviews and observations which

the counselor had with the employees and which had been reviewed by the counselor prior to the contact with Group Chief 3, the counselor was better able to interview Group Chief 3 and talk about this situation.)

March 28

The counselor contacted L1 on the job and asked how she was, "Swell," was L1's comment. "I had a talk with Group Chief 3. It came about when he was over talking to Department Chief 1 and C5 needed some help. She asked me to come over and help her, so I did. Just as I started to work, Group Chief 3 came over. I didn't want to get in bad with him any more, so I told him what I had done."

Throughout this contact, the counselor just listened. L1 talked spontaneously and with no prompting. She felt as if she had had a definite part in Group Chief 3's change and did not particularly link it up with anything which the counselor had done. L1 appeared to have gained a feeling of recognition and superiority in the knowledge that she had been of some help in this situation.

"He said that was the right thing to do and he was glad that I had used my initiative. Somehow when he said that I asked him why he was always so serious and why didn't he try to understand us. I told him he should smile a little and not walk around with such a serious look on his puss. When I said that to him, I looked out of the corner of my eye to see how he was taking it. He was taking it, so I went on. I said he had the best posture of any of us but he walked like a king and we were his subjects. I said everything to him nice and pleasant like. I could see that he was really interested. I wasn't the least bit sarcastic.

"I told him that when he talked with me, I would appreciate it if he didn't stress the fact so much that he is a supervisor and I am just an operator. I mentioned to him how he could have talked to me that day when he came up to me and told me that I was

taking too much liberty and that as he was the supervisor I should remember that, and I said if he had only said, 'If Department Chief I had seen you walking around the conveyor it would have been hard for both of us and it might be better if you didn't do it.' He said he could see how I had something there and he didn't seem to realize how many times he had said he was a supervisor and I was an operator but he said he was very glad that I had pointed this out to him.

"Then I talked to him about understanding us and entering into our fun and how if he did we would all be happier at our work."

The counselor recalled that Group Chief 1 had "entered into" their fun.

"After lunch he was back again and I said, 'My goodness, are you back for more?' You know, I just feel sorry for Group Chief 3. He's been having such a hard time. He told me that he would appreciate any help I could give him and I told him I would help all I could. I also told him that the girls would cooperate too. I told him about the other supervisor - the one I mentioned to you and he was quite interested. I also told him not to get discouraged, that the girls might not accept any change in him right away, that it might take two months, but just to keep right on and everything would be all right. He came around late in the afternoon and told me again that he would appreciate anything I could do to help him. I told him I was going to cooperate 100% with him. I really feel sorry for him. He's trying so hard."

The counselor was interested in the sympathetic attitude of 11 which represented further modification over that which took

place on March 26. It was also significant that L1 assumed responsibility for the cooperation of the entire group.

March 28

L2 was selected as the next operator to interview. When the counselor took L1 for an interview, she informed L2 that she would take her some time later. L2, from the counselor's observations, had appeared to be a quiet girl who seldom talked to the girls around her on the conveyor. L1 had told the counselor that she was the spokesman for herself and L2.

L2 goes home every noon for lunch as she lives within walking distance of the plant. Her father is a pensioner from the Western Electric. She formerly held a political job as librarian. If her boy friend gets a steady job they expect to get married. They have gone together seven years.

L2 commented that she liked all girls on the conveyor and that they all got along very well, with one exception. S2 did not seem to help C5 as much as C5 needed her. C5 depended on either S2 or L1 to help her, and L2 felt that if L1 could not be there, S2 should help.

L2 was an adjuster before being laid off and expressed a desire to go back to that job at some time.

L2 remarked that L1 "says what she thinks regardless of the person to whom she is talking." L2 said they used to have fun with Group Chief 1 - that he understood them better than Group Chief 3, although she had not talked much with Group Chief 3.

The counselor had been interested in looking at the social relationships in the groups. She was aware that I2 did not associate with the operators on the conveyor as much as some of the other girls. The counselor was able to at least partially explain this since I2 seems naturally to be quiet and also that she goes home at noon. The lunch hour is one of the times during the day when social relationships are developed and can be observed.

Again the counselor noted that another operator commented regarding S2's lack of cooperation. In this instance I2 had said that S2 had not helped C5 as often as was necessary and that C5 depended on either I1 or S2 to help her.

The counselor was aware that I1 worked with I2 as long as the latter needed help and wondered if I2's feeling that S2 did not cooperate was based on a conviction that C5 should be assisted more by S2 so that I1 could spend more time helping her. It might also be significant that S2 was on adjusting, the kind of work that I2 had once done and wanted to get back on again.

#### March 28

The counselor met X. She said that the girls had remarked at noon "Group Chief 3 is coming along much better. I1 had quite a talk with him yesterday. She told him just what she thought, but she also told him that she wanted to help him as much as possible. Even S1 says that Group Chief 3 is much better. She says that he's really trying and that they know he must have a pretty hard job. Now the only two that are having any trouble are S2 and I1 and I1 has spoken to Inspection Group Chief so that should help. This "trouble" involved arguments over defects which I1 returned to S2. I1 told X that Group Chief 3 came over late yesterday afternoon and she advised him that she was going to cooperate 100%.

"Are you going to be taking S2 for an interview soon?" was X's question. She continued, "If you do take her and they make any comment about it at noon, I'll ask them if your job isn't to take all the girls out for an interview, and I'll say, 'Wouldn't you take

S2 off the job also?' If you do take S2, I'll keep my fingers crossed and give you the news after lunch."

The counselor was not certain as to her relationship with S2. Since X seemed to have had some apprehension about the reaction of the other operators if S2 were taken off the conveyor, the counselor decided to wait another day before interviewing her; that is, X thought that the operators might conclude that the counselor sided with S2, especially if S2 was interviewed before them. The counselor shared this feeling. In the meantime the counselor planned to observe and contact some of the operators to try to ascertain their feelings.

March 29

The counselor contacted Group Chief 3 who said that everything seemed to be okay. He said that there were only two girls who did not seem to have straightened everything out. They were S2 and 11.

The counselor later observed Group Chief 3 talking in a serious manner to S1 and 11. Before he left, the three were laughing. 11 and Group Chief 3 were observed talking to each other. 11 was working on repairs on Conveyor AIII. 11 and Group Chief 3 laughed frequently.

\* \* \* \* \*

The counselor was aware that this could all be her own interpretation. However, the attitude that seemed to be shown now, appeared to be different from that formerly observed, and it indicated to the counselor that Group Chief 3's and 11's relationships were still on a friendly basis.

Group Chief 2 told the counselor that he thought the operators on his line were the cutest group of girls in the department. He referred to S4A and said, "All the girls are pretty cute, but that little blonde is the one that starts things." "The girls on my conveyor go out together for their rest periods and lunch hour and

sometimes have parties outside the plant. Cr3A whom you interviewed a month ago has now become one of the group. When her birthday came around, she brought down a box of candy just like everyone else."

The counselor had heard from the operators that they had formed a club on the conveyor.

The counselor was interested in the attitude of Group Chief 2 toward the girls and the way he talked to them in contrast to Group Chief 3's relationships with his group; also his awareness of the social organization in his group.

While talking to Group Chief 2, the counselor observed that the club of which S24 is a member had arranged for a birthday celebration during rest period. S2A was presented with gifts such as toys, powder puffs, etc. The outstanding gift was a huge bouquet of onions, carrots, rhubarb, celery, and radishes. This was presented to S2A because as a result of her attendance in the personality and health class she had been advocating more vitamins in the form of fresh vegetables which she herself made a point of eating during rest periods. S1A seemed to impress the other operators on Conveyor AII during rest period when she said to them, "S2A ought to be here any minute. I saw the candy which she brought down for today - four pounds - one pound for the machine girls and one pound for each of the three conveyors! Four pounds!" (The usual amount of candy to be passed is two pounds unless the operator has an unusually large number of friends or has worked in more than one group.)

Conveyor AIII and the machine girls sent notes over to S2A on which were written "Happy Birthday from Conveyor AIII," and "Thank you and Many Happy Returns of the Day from the machine girls." All the operators on Conveyor AII sang, "Happy Birthday, S2A" four

times and each time S2A responded "Thank you, girls." Conveyor AI did not participate.

\* \* \* \* \*

The counselor observed the group and contacted the girls on Conveyor AI. L1 said she felt so much better since her talk with the counselor and Group Chief 3. The counselor used this opportunity to briefly mention to L1 that she was, of course, planning to take all of the girls off of the job if they wished and in looking over the group where L1 worked, mentioned that there was still S2, S3, Cr3, N4 and N5 to be given this opportunity.

The counselor felt from these contacts that no question would be raised if S2 or any of the other girls were to be taken for an interview.

April 1

S3 had told the counselor on March 29 that April 1 was her birthday. The counselor had decided at that time she would contact S3 on April 1, in order to determine if Conveyor AI would celebrate S3's birthday in any manner comparable to Conveyor AII's celebration of S2A's, although the counselor recognized that the latter was somewhat more lavish than usual.

The operators on Conveyor AI sang "Happy Birthday, S3" once and S3 passed two pounds of candy to the three conveyors. Conveyor AII sent a note over to S3 on which was written "Happy Birthday from Conveyor AII." A large birthday card was also at S3's place. This, she explained, was from her father, mother, and sister who had put it in with her lunch. While the counselor was talking with S3, she asked her if she would like to go off the job some time with her. S3



immediately responded, "I just as soon would go now if you want to."

The counselor asked Group Chief 3 if he could arrange to have S3 leave and a few minutes later S3 and the counselor went out for an interview.

In every instance, before taking an operator from the job, the counselor makes arrangements preferably a day in advance with the group chief. At this time when S3 suggested leaving the conveyor, the counselor, before contacting Group Chief 3, took a hurried inventory of the work situation. She noted that S1 and S3 were the only operators adjusting. S2 was salvaging units and L1 was assembling. The counselor also observed that there were two trays of units which had been assembled. If S3 were to leave the conveyor, S2 could take her place at adjusting as it was very necessary that S3's place be filled. If there were not enough units assembled, L1 would not salvage units immediately but would probably continue assembling. The counselor knew that if the salvaging of units did not take place on one day, it would always carry over to the next. After thinking about this for a moment, the counselor felt that it was quite likely that Group Chief 3 would allow S3 to leave the conveyor on short notice.

On the way to the interviewing room, S3 said that this was a good time to leave the conveyor. It was Monday and if S2 should fall behind in replacing her, they would have all week to catch up.

S3's parents were born in Poland and S3 was very proud of this. S3 lived in Poland three years prior to this time. Her sister just returned from there. For several months the family was considerably worried over her sister's welfare and S3 said that, as a result, her mother had been very sick and it was not until they heard that her sister was safe and well that her mother recovered. S3 indicated that they are a closely knit family but that her sister seemed to be her father's favorite. She added that no mother could be any more thoughtful or considerate than hers and she cited some examples to prove this. S3 said that she likes to meet people,

likes to travel, and likes to go to dances, especially Polish dances -- in fact, she likes to go anywhere where there are people.

She seemed to feel that she had grown old too fast. She was 24 and unmarried. Her sister was 21 and was already planning her marriage. She believed that she was growing old since no boy friend seemed satisfactory. She felt that she had become too particular in her choice but didn't know what to do about it.

S3 said that several of the girls on the conveyor had not liked Group Chief 3, but that he had always treated her very well and had helped her out in every way that he could. He had upgraded her to adjusting, a job which she had coveted ever since starting to work on the conveyor, and he had given her a great deal of encouragement. He had asked her to learn a different method of adjusting. She had been "all thumbs" and had given it up. Group Chief 3 was all right but the girls did not understand him. As an analogy she spoke about her sister and how she was expecting to be married and how though she did not know anything about cooking, she was learning to cook. S3 thought that as long as the girls have to work they should try to understand their supervisor.

For some time S3 had talked about Poland and her sister who had been over there. For several months S3 lead the counselor to believe that she was born in Poland. The counselor learned from S3's friends and later from S3 that she wanted as many people as possible to believe that she was born in Poland. The counselor, who had been interested in her loyalty and love for that country, wondered why S3 had tried to keep up a false front. She also wondered what it meant to S3 that her sister was her father's favorite; what it meant that her sister, three years younger than she, was to be married when she herself did not even have a steady boy friend.

The counselor noted that S3 seemed to have a different attitude toward Group Chief 3 than the other operators had had. How had this happened? With whom did S3 associate? What would happen to her feeling toward Group Chief 3 if he were to ask her

again to use the new method of adjusting and refrain from the old method entirely. He had not insisted that S3 learn the new method before because she had only recently been upgraded to adjusting. Could his tolerance have been related to the fact that he had participated in her upgrading?

April 2

Group Chief 2 mentioned that N4 and N5 were the bottleneck jobs and said that the conveyor could go only as fast as these girls could work unless given surplus parts that had been made by another conveyor. He referred to N4B as the most outstanding of the automatic screw driver operators. He said all the girls on Conveyor AII and AIII were "screwballs" and that N4B was the top master at fun. She laughed and sang so much that he had moved her to Conveyor AIII -- not because her laughing and singing affected the efficiency of the group but because "passers by" might see her and think her inefficient. As can be observed on Charts I and II, the N operators sit next to the aisle. However, on the morning of April 2, Group Chief 2 had noticed that N4B and the operators on Conveyor AII did not seem to be very peppy or cheerful. He asked N4A and N4B to exchange machines for the day. He had noted a change in the operators' attitudes immediately with N4B leading in jokes, songs, and conversation. He said that it had done both N4B and the operators on Conveyor AII good to get together here, and it had apparently brought Conveyor AII out of its "slump."

He said that not so much thought was given to the output on the Conveyors AI and AII as they usually did between 3200 and 3300 per day. The Conveyors B and BII, however, were expected to do 2550 per day and this was the figure that was observed by all supervisors in determining the output on this job.

It was again called to the counselor's attention that Group Chief 2 was aware of social relationships and that he directed his efforts toward preserving some of them that were productive. (See contact with Group Chief 2, Page 43.)

The counselor had arranged to interview S2 but there was no one to take her place on adjusting as she was substituting for S1 who had gone home to take care of some personal business. (When an operator substitutes for another, the output usually drops a small amount for the day. Where the output has not dropped, it means that an operator equally as efficient is substituting (this is unusual) or that each of the other operators has carried a heavier load than usual or that the operators have a "bank" on which they can draw.) So that Group Chief 3 would not think that the counselor had forgotten about the interview, she contacted him and said that she had noticed that he was short one adjuster and the following morning would be just as suitable for the interview, if this were satisfactory with Group Chief 3.

At the time that the counselor had contacted Group Chief 3, he was talking with an engineer and Section Chief 1 about one of the B units. The counselor indicated to Group Chief 3 that she did not want to interrupt this discussion. Group Chief 3 said, "We are talking about defects. The piece rates people are trying to hold us responsible for the defects that are found in the completed sets but it is not our fault that they become damaged in transit. However, that isn't as important to me as the personnel side of the job."

He asked the counselor if she had noticed any changes in the attitudes around the conveyor. The counselor remarked that she was not in as good a position as Group Chief 3 to observe changes but she did think that the operators seemed to be happy. Group

Chief 3 said, "Yes, I've noticed that too, but haven't you noticed the group chief? Doesn't he look happy? You should have observed that. I've noticed, too, that S2 has been smiling lately."

At this time he returned to the counselor the chapter on "The Interviewing Method" which the counselor had given him to read two days before. He said that he had got quite a bit from it and that it had given him a lot to think about. He thought that there was a lot to be said for "just listening."

The counselor was interested in whether the difference in S2 was a real change in her behavior or could better be explained by a change in the way Group Chief 3 was looking at his situation.

April 3

Two years before, S2 was known to the counselor as one of a group of adjusters where there had been considerable difficulty. S2 was held partially responsible for the restriction which was thought existed in that group at the time. This was confirmed by the counselor in her contacts with S2.

The counselor wondered then if there was any similarity in S2's present behavior and if so, what it meant. The counselor recalled that S2 had not cooperated with the other operators and planned to look for anything unusual in her attitudes toward other people which would help the counselor understand her present relationship with the operators on Conveyor A1.

At the beginning of the interview, there seemed to be a barrier existing between S2 and the counselor. Personnel Counseling was explained but the counselor still did not feel that S2 was at ease. S2 wondered if there was anything to the rumor that married women might be laid off. In the course of discussing this, she suddenly stopped and said, "Say, aren't you going to write all of what I'm saying down?" S2 continued and said when she had been interviewed before, everything was written down and she had never known

what happened to that material. The counselor asked if anything had ever come back that S2 had said. S2 did not know of anything. The counselor briefly explained the recording of an interview, and S2 apparently seemed to be satisfied with this. She discussed the personal situations of operators with whom she had worked before. Although many of the operators about whom she talked lived near her, she always added, "Of course, I never see them to talk to."

She talked about her illness. (S2 had left the Company a year before on a maternity leave of absence and had returned following a miscarriage.) She said that it seemed funny that all of the adjusters who were married (S1, S3.2, who had recently quit, and herself) had been unable to have children. She said that she could have children, but that she and her husband could not afford any at the present time. This lead to her comment that Group Chief 3 had two and that he used to get embarrassed when the operators kidded him about them, but that "he's been doing all right lately."

S2's only criticism of Group Chief 3 was that he would not set any definite bogey for the girls on adjusting and when they inquired about this, answered, "The sky's the limit!" She added that Group Chief 3 had been asking all adjusters to learn a new method in order to turn out more work in an easier way. Group Chief 3 had timed her the day that S3 had been interviewed by the counselor and she had not known why she was being timed, unless he was going to insist that she learn the new method which had been impossible for S1 to accomplish up to the present time. She could not see how S1A could adjust so many units and felt that "What is easy for one person isn't always easy for another." S2 did not see why it was

necessary to work so hard. All the girls seemed to feel that everyone should help each other. She could see how that might benefit all of them but she preferred working individually. She added, "I would just as soon have not come back to work because I had forgotten all about the girls and I didn't care whether I ever saw them again. I wish that I were on bench work. You don't have to worry then about what other people are going to think. You do just as much as you can and that's all."

S2's husband is Italian and she is Polish. She has been married five years. Her younger sister never married but had a baby whom S2's family is expecting to adopt. Her sister was able to secure a job recently and the family has been very happy about this.

The counselor felt, after having interviewed S2, that the difficulty which seemed to be existing at this time between S2 and the operators and supervisor would probably have existed in most any situation in which S2 had been placed. Her problem seemed to be largely personal. During the interview she did not mention personal friends and whenever she mentioned any girls at all, it was to criticize. She seemed to resent having to cooperate with others and did not like to help anyone. The counselor was not able to learn anything regarding her family background and the counselor wondered if there could be anything in this situation which is contributing to her difficulty on the job. The counselor feels that another interview would help in S2's personal situation. In the meantime, the counselor will continue to contact S2 whenever she is sitting next to the aisle as this is more isolated than other positions on the conveyor.

S2 did not seem particularly critical of Group Chief 3 except with reference to his interest in output which apparently clashed with some of her attitudes toward work. However, her criticism of Group Chief 3 was not directed toward him personally as was true of the other operators.

Looking at this interview, the antagonism of the group toward S2 is not surprising inasmuch as she has not tried to be friendly.

April 3

The counselor, in contacting the operators who also work on the same conveyor where X works, finally came to X's position. X inquired, "When are you going to talk to S2? You have already talked to her? You talked to her this morning? What do you know about that? Not a word about it was mentioned at lunch; in fact, we haven't mentioned a word about Group Chief 3, S2, or anything about that job for three or four days now. You know, I think that if you had interviewed S2 at the time the girls did not like Group Chief 3, it would probably have caused a riot. Now everything is all right and they just seem to take it for granted. I told them, just in case they saw you and me talking, that I had a personal problem that I was talking over with you. I can certainly see that personnel counseling is confidential. Those girls haven't the slightest idea that I have told you a thing, because I have never mentioned it to them and I know that you haven't mentioned it or I would have heard about it the first thing. Of course, I knew that you would never mention it to anyone or I would never have talked it over with you. Our lunch hours are a lot more pleasant now. At least I can say that from the last three days. We have to discuss something, of course. Today it was politics."

"My husband now has a job. We're awfully happy about that."

April 4

Group Chief 3 stopped the counselor and said, "Don't forget about my group. Are you planning to continue interviewing? I don't know yet how permanent S2's present good feeling will be, but I feel sure that the other girls have made a fairly permanent adjustment. I wonder if it would be possible for me to make a date



with you in order to discuss the future of this group." By "S2's good feeling" Group Chief 3 referred to an impression he had that she was smiling more than usual.

The counselor was very much interested in discussing the future of this group with Group Chief 3. Since the counselor has been attempting to build up better personnel counselor-employee relationships, it will be possible in the future to discuss the group in a more intelligently critical manner than before. It is also to the advantage of the counselor and the group if the counselor is aware as to how the supervisors are thinking. In that way the counselor can help all involved to look at the situation more objectively than would have been possible otherwise.

April 5

Section Chief 1 stopped the counselor and said: "Group Chief 3's group is coming along okay. Group Chief 3 told me yesterday that he was through with psychology, as far as using it on the job was concerned. He said that he had read so much of it that he had got confused and he has decided that a little of anything is worse than nothing.

"I have another group now that I would like to have you concentrate on as we are having difficulty there among the operators." (Section Chief 1 discussed the situation in the group to which he was referring in detail.) As the counselor had spent considerable time with this group when she had first started working in the department, she was aware of its history. She and Section Chief 1 compared this with the present situation. As this group had no connection with the situation existing in Group Chief 3's group, no further mention will be made of it in this record.

In effect, Section Chief 1 seemed to be saying that the counselor had helped him, evidenced by his request for further help.

Section Chief 1 told the operators in Group Chief 3's and

Group Chief 2's groups that their earnings had improved considerably over the preceding month. None of the operators seemed to be able to understand just how this had happened, but they all seemed to feel that they deserved it. S1, S2, and I1 said that it was only what was coming to them. I1, being an inspector, did not participate and commented that she did not understand why inspectors who worked on conveyors were on task and bogey as they could work only as fast as the conveyor, and that oftentimes the work came irregularly.

I1's comment in regard to task and bogey had been heard by the counselor before from inspectors working on conveyors. The counselor had been interested in just what factors contribute to this feeling. (It is of interest that I1 later received a cut because of a drop in her efficiency. This, of course, was not known by the counselor on this date but may throw some light on her attitudes toward task and bogey.)

#### April 8

The counselor contacted operators around Group Chief 3's conveyor and noted that there was apparently no talking about the work situation. I1 was discussing bowling; S2 was talking about a dance which she had attended the previous Saturday night; S1 was worrying about her mother-in-law and the effect of an automobile accident on her; and I1 was explaining how very particular her sister is about the neatness and cleanliness of her home and how they have had some family difficulties over this matter.

Group Chief 3 asked the counselor if they could meet in the cafeteria on the following morning to talk about his group, in relation to future contacts by the counselor and the future of the operators.

April 9

The counselor met Group Chief 3 as previously arranged. Group Chief 3 said that he had wanted an opportunity to express to the counselor his feelings toward counseling. He said, "All of the people from your organization with whom I have come in contact have impressed me by their sincerity and the concentration which they show in their work. I have been wondering how your supervisors evaluate what you do. Do you tell them everything that you do? Does your supervisor know all of this?"

The counselor explained to Group Chief 3 that the supervisors in the counseling organization interview the counselors as the counselors interview the employees. Whenever a counselor has a problem or a situation that he would like to discuss, he can talk this over with his supervisor. The counselor pointed out that the supervisor is not interested in the names of the individuals in a given situation nor is he interested in the identification of their job, except as it relates to the problem. The counselor mentioned that in this particular situation the supervisor had been contacted and the counselor had discussed with him the interviewing of all operators on a conveyor before interviewing many others.

Group Chief 3 also asked the counselor, "What satisfaction do you get from all of this? I know you must get a satisfaction out of it because of your interest in your job." The counselor mentioned to Group Chief 3 some instances where there had been no outward indication that a counselor had been functioning in a given situation, but where the counselor had felt that something which had happened had been at least to some small extent a result of a counselor's being there.

Group Chief 3 continued saying, "Counseling is something that is here all the time. Any supervisor can avail himself of this opportunity given us by Management. I wonder if all supervisors realize what counseling can do to help them. You have done something that I could not have done without your help. If I had left my job two weeks ago -- if I had been transferred -- if I had been changed to another job -- I would have left my present job with the feeling that I was a failure. I do not feel that way today."

The counselor tried to explain to Group Chief 3 that the counselors do not in any way attempt to take the place of a supervisor and that anything the counselor did in this situation more than likely simply facilitated the adjustment in a shorter time than might have been required if the counselor had not been there. However, the counselor pointed out, whether or not the counselor helps in a situation is always a question.

Group Chief 3 interrupted the counselor to say that L1 had talked "in a way that she never would have if it had not been for the interview. You put L1 in the proper mood for my approach."

(Note: Group Chief 3 mentioned several times during this contact that "L1 was in the proper mood for my approach.")

According to L1, it was she who made the approach and did the talking. The counselor was interested in observing that Group Chief 3 felt that he had taken the initiative, and that L1 had felt the same way.

In discussing the future of the group, Group Chief 3 said that he hoped that S1, S2, and S3 would adopt the new method of adjusting as he felt that their output would increase and they would be less tired as a result. At the present time he stated that he

was not going to disrupt their way of working, but he was going to try and build a better relationship between himself and the operators before attempting anything new.

He said that SI had been asking him to time the conveyor as she felt that Conveyor AI was going faster than Conveyor AII. He gave her the stop watch and said that they had timed it together. He added that SI seemed to be satisfied with this.

He was interested in whether the counselor was going to continue interviewing his group. The counselor mentioned that after each operator had been interviewed once, no more interviews would be taken for a while unless the counselor or the supervisors felt that it was necessary or unless an operator requested it. The counselor said, however, that she would, of course, continue to contact the operators.

Group Chief 3 indicated that as soon as all of the units were salvaged, he would have an extra operator. Although the selection of the girl to be eliminated will be made later, Group Chief 3 was anxious that the counselor be aware of the proposed move and in the near future the counselor and supervisor might discuss this move together.

As Group Chief 3 was going back to his conveyor, he said, "I have learned one thing from this experience. I had thought that my relationships with operators was not to be questioned; that I could get along with anyone with whom I came in contact; but I have realized how overconfident I was. One can never take his relationships with employees for granted."

When the counselor had left Group Chief 3 in the morning, she had made arrangements to take Cr3 for an interview in the afternoon.

Cr3 said that she had been very much pleased to be called back to the Western Electric following her layoff. During the time that she was laid off, she had been married and at the present time has a baby nine months old. She spoke about how hard it was to leave her baby boy and come to work but as her husband had short hours where he works, it was necessary for her to work. She said she leaves the baby with a friend of her sister's but that she herself takes complete care of him, which includes his bath, laundry, and food. She does all of this work before and after work. She takes the baby to the friend's home and all that the friend does is to see that he gets his food and sleep.

Cr3 told the counselor that N4A is her sister-in-law. She married her younger brother of whom the family is very fond. She added that her family is also very fond of N4A. Both Cr3 and N4A were called back to the Western Electric soon after vacation.

Cr3 worked for a while on Group Chief 2's conveyor. She said that she did not like working on armatures which she did while working on Conveyor BII. She also indicated that Group Chief 2 was much more demanding in the matter of output than Group Chief 3. She continued saying, "The only trouble with Group Chief 3's conveyor has been that the girls never ever seem to have the fun that they do on Group Chief 2's conveyor. Lately we have been having more fun. We sing a lot. Oh, not all of us do but Sc4,

S3, N4, and I sing all the time. Once in a while we can't think of a tune, so we ask I2 and she helps us out. But she never sings with us after we get started, she only gives us the tune. It has got so now we get request numbers. Last week S1 and I1 sent a note around the conveyor to us on which they had requested 'Spring Time in the Rockies.'

"We're all feeling pretty good because of that nice bonus we're getting. A lot of the girls said that we were only getting what we deserved but still, we're all very glad to get it. We just can't quite figure out how we did it."

Phyllis Dodds.  
1940

CHART I

