

Case study of the impact of personnel counseling on
a group of female workers. 1945.

* PART I
INTRODUCTION

This is a story of a group of girls just out of school who started working together. This is the story of what Personnel Counseling meant to each of the girls, its effect on the group's attitude and behavior, and what it meant to each of their supervisors.

It's interesting to watch the thinking of these girls, their problems, sometimes big, sometimes little. It's interesting to watch how they work them out and how each concern involves somehow not only themselves, but the girl next to them, the girl behind them, their supervisor, and the fellow across the aisle.

██████ is the Section chief. He has been a supervisor for a number of years, and has directed men. He hired this group of girls to meet growing demands for equipment. ██████ thought he had a grand bunch of girls. He went on his vacation, and when he returned, "something had happened". Just what that something was, he didn't know but they had become a problem to him and consequently to the rest of supervision.

The supervisory efforts had not been fruitful, and ██████ called the counseling department and asked that they send someone into his group. Perhaps the counselor could do something. He knew that counseling dealt with people and he had some girls that needed "dealing with". This is about the extent of the counselors knowledge of the situation when she began her activity. The first contact was a meeting with ██████. He began rather hesitantly to say something about the girls. His tone indicated, "I don't know what you could do, but here is the story."

He said, "I'm disgusted with the whole outfit. Those girls have been here over three months, and they still don't know what work is. They just don't have the right attitude. They think they are still in school, I guess. They try to see how much they can get away with stand back there and talk for a half an hour at a time, go out for thirty or forty minutes. They are always scrapping.....I don't know.....we've tried everything we can think of.....Oh, some of the things we do help for a while, but they don't last.

██████ the group chief back there, you'll be dealing mostly with him, I don't want you coming around talking to me. I don't want anything more to do with that outfit than I have to. I'd just like to wash my hands of the whole business. You and ██████ can work together on this, and don't come near me."

██████ "took over" and met the counselor the next morning. ██████ had some knowledge of counseling, since some friends of his had some experience with it. He asked questions about our working with supervisors, and about methods of approaching the girls, building a relationship with them. He felt he knew what the counselor did but wanted to know just how the counselor did it. ██████ seemed most anxiously willing to have counseling in his group. He was pretty interested in getting the group straightened out, and welcomed counseling if there was a chance it would help him. "That gang has gotten about four different supervisors and I understand they asked for me. Well, if I could get things running smoothly, it would

really be something. I need all the help I can get." [redacted] did some talking about the girls too.

"There are some that you will find pretty friendly, and will visit with you right away. There are a couple of others that are awfully shy. There are sisters up there that always like to be together. The shy one won't talk unless the other one is along. Her sister kind of eggs her on. Then, there is one cry baby up there too. There is always a lot of buzzing going on in the group."

[redacted] also talked about some of the things he would like to see happen. "It would mean something to me if they would just relax. They certainly aren't doing that now. It would mean something if they would come to us with their complaints. I wish they would feel free to go up to [redacted] and talk things over with him."

Mr. 2, the division chief, talked about the group in this way. "Evidently there has been a lot of misunderstanding and imagining in that group up there. They tried to fire a couple of the girls up there, they thought that would help. But, they came in and cried on the Department Chief's shoulder, so he asked them what they thought he ought to do. It ended up with their asking for and getting the whole gang around his desk. Well, he asked the group what the trouble was, and really started something."

There seemed to be about three cliques in the whole group and each little group expressed itself most clearly about the whole situation, all about the little groups sitting near them. "They really tore into each other, in a quiet way. One thing that happened that was kind of interesting was that one girl would say that something happened this way, and another girl on the other side would say that that wasn't it, it was this way. They got to talking over the situation, and they might find that neither of them was right. Maybe it was something else. Well, after they got through talking, one of the things it boiled down to was the fact that they didn't know what they were doing. They weren't sure of their job. They didn't have enough supervision. Well, that seemed like a legitimate complaint, so we gave them some special instruction. We got the supervisor in there as an instructor for them. I'll tell you how I sized up the situation. [redacted] is a good man and has been here a good many years and has been a supervisor for a long time but he's not used to handling women. In fact, he's scared to death of them."

"One of the things those girls wanted was a clock on the wall. They didn't have any way to tell time. Well, the department chief said he would get them a clock. There were some other things that came out of this meeting, and one was that they didn't like the men in the room looking at them. That bothered all of them, upset them, and kept them from working they said, and it was annoying and insulting. The department chief said, "Well, we'll put you off in a corner by yourselves. That's what we'll do." No, no, no, no, they did not want that. That they had a fit about. I guess it wasn't so bad after all."

"I can't see why women shouldn't continue to be in this type of work, in spite of the complaints we've heard about them. There is probably a lot of cutting up going on but those things can be handled if you aren't afraid to handle them."

This give a picture and the background of the group, as well as the various supervisor's individual ways of looking at the group. The supervisors felt that "something was wrong". In fact, there should be some way to remedy the difficulty. There were various complaints, "We don't know what we are doing", "We don't have enough supervision", "We want a clock on the wall", "We don't want to be looked at". Supervision tried to remedy these things. They said, "We'll give you a supervisor, we'll give you special instructions, we'll give you a clock, we'll put you off in a corner by yourself. With these things granted, their attitude about work should improve. But, it didn't. There were evidently other factors in the picture.

PART II
WHAT COUNSELING MEANT TO EACH GIRL

Now the counselor began her work with the girls. It would be impossible to give a day by day account of the counselor's contacts but perhaps a description of some of the contacts can give the feeling and attitude and the shift in behavior of the group that resulted in the counselor's activity with each individual girl. The counselor would take into account informal organization, significant incidents, and the girls' attitudes. That is, how each little dispute would effect the girl's work and upset her. The counselor would take into account the girl's personal situation, that is, her home environment, her background, and past experiences. All of this effected her attitude toward work and toward the group.

When the counselor walked into the room to meet the girls, they were all gathered in one group, and all in one corner looking curious. [redacted] motioned to the counselor to join the group, and said, "Girls, this is [redacted] the Personnel Counselor. She'll be coming around to talk to you and visit with you from now on and you can feel perfectly free to be with her, and if you have anything on your mind that you would like to talk over, you can do that with her and it's all absolutely confidential. She will probably take you downstairs, each one of you. I want you to know that I know about it and don't you feel hurt if you are not the first one chosen to go. She'll get around to you after while." The counselor responded with, "I'm certainly glad to know you girls and I'd like to come around to each one of you this morning and find out what your names are. There is something about knowing each others names that helps us to feel better acquainted somehow. Any questions you have about my job, or what [redacted] said, I would be very glad to answer, or try to answer them. Would it be okay with you, [redacted], if I spent a little time in here, is that all right, this morning?"

With [redacted] approval, the counselor went around to each one of the fourteen girls and learned their names and told them a bit about counseling, relieved them of some of their curiosity, and scheduled interviews. The girls volunteered something about their interest. [redacted] adored movie stars, [redacted] and [redacted] were budding artists, [redacted] was learning to fly, [redacted] was a scout leader, completely absorbed in after work activities. [redacted] was about to become engaged.

The counselor spent a large amount of her time in the first few days explaining her job, answering questions about it, being a social, friendly, interested and understanding person. In about a week, girls were saying things like this: "You know, we sure wondered about you at first." Some of the kids said stuff like this: "Pipe the babe, who does she think she is?" or "Another old bad, what does she want anyway?". "You aren't like what we were afraid you would be like at all. You know, that's a good idea." "Counseling, I never heard anything like it before."

[redacted]

The following week, after the counselor had about three off-the-job interviews, [redacted] approached her with a worried look on his face. "Say [redacted] there's something going on again. I don't quite know what it is, but there has been a lot of note passing again this morning. They haven't put out a good hour's work in the three and a half hours they have been in here. Somehow I have a feeling there is one girl behind it. I see a

couple of them when they get together in their huddles, look over her way. She's the one we wanted to fire, you know. You know the one I mean. I kind of hate to mention names, even though I know this is confidential."

When the counselor began to circulate among the girls that day, she came to one who responded to her greeting by saying, "I guess I'm okay." There was definitely a note of despondency in her voice, and the counselor said, "You don't sound as if you are quite sure of that." The girl began to cry. It seems that she and [REDACTED] had quarreled about something, and now [REDACTED] wasn't speaking to her and she was very hurt and unhappy about it all. The counselor suggested that they get together after lunch and talk about it. They hadn't talked together before. The counselor felt that it could be a needed first interview for [REDACTED]

In the conference room, as she called it, [REDACTED] began to express herself. It seems that two of the girls had gone down earlier that day on their rest period and had left [REDACTED] at her desk. It was expected that she and [REDACTED] always go out together, and for [REDACTED] to break this tradition and go with somebody else was quite a blow to [REDACTED]. "We've always been such good friends. I don't know when I've been so hurt. We've always done everything together ever since we've been in High School. I still can't keep from crying. Everything was all right last night; we even went to a show together. I don't trust the girl she went out with today. When they came up, I went over and asked [REDACTED] about it and she said that this other girl whistled at me, and I said I didn't believe her. She said I had no business calling her a liar and she just blew up and got awfully mad. She just didn't want to look at it from my side of it. It seems that [REDACTED] is more important to her than I am. I felt so left out. I couldn't help crying in front of her, and everybody was wondering what was the matter, but I just couldn't help it with something like that. I just couldn't go and tell people up there, I wouldn't want them to know. They would say, 'Well, [REDACTED] really got jilted, didn't she?' Another thing, [REDACTED] is trying to break into our club. We have a club that's called the Six Club. There are just six of us in it, and it's own own little group and we elected [REDACTED] president. We didn't want to have too many rules, so we just said what the president says goes and now the president said that we should take [REDACTED] in. I don't want her in, and a lot of the other kids don't want her in either, and if it came to a show-down, I know the kids would take sides. Half would be with me, and the other half would be with [REDACTED]. If that happened, we would never get together and that would really break up the club."

Here is a spot where if a counselor had not been available and things were allowed to run their natural course, the effect on the group might have been upsetting. As a result of permitting this girl to release her feelings, she felt less sensitive and was less easily hurt and was looking for her solution in a more rational and thoughtful way. At first there was a tendency as there is in most interviews to look for the reason to explain the situation, "something happened to [REDACTED]", "I don't trust [REDACTED]". She wanted to attach the blame or cause on something beside herself. She was only able to gain a bit of insight in the part she played because she felt no criticism from the counselor - because she felt no pressure was put on her to look at one point or another. She went on to say, "A lot of this has been building up for a long time. I've been irritated by [REDACTED] before, and never said anything about it. No wonder I sort of blew up today. I guess I felt it was surely the last straw. If I could only explain that to [REDACTED]. If I could only talk to her, but she won't let me

talk to her. Now that doesn't make sense, does it, that temper of hers. I wish she could talk to somebody. If she would just stop and think about it and start thinking seriously, like I've been talking to you this afternoon, maybe something would happen. I'd like to have her talk to you. I know I felt better about it. It's sort of like a weight being lifted off my shoulders. It's kind of nice having somebody else share your troubles I guess."

On Monday when the counselor took [redacted] out, she too had things on her mind. She had a pretty real idea of what counseling could do for her. "Now let me see if I understand this job of yours. From what you said, and what [redacted] said, the idea I get is that you talk about things that you think about, or you wonder about things and as you keep on talking, new ideas sort of come to you, and the answers sort of come to you." She went on to say, "Well, I've been thinking about some of the things that have been going on upstairs. They seem kind of silly somehow and yet I know I probably do some things to help it out, like this fight with [redacted]. We went down on our rest period without her, and when she came up to me afterwards to ask me about it, she practically called [redacted] a liar and said that we didn't even ask her to go down. That made me mad, and I guess I lost my temper."

Here again was a description of the event, the fight with [redacted]. Following that, there comes a question of the part she played. There is a looking at her actions and her feelings and then there is an attempt to understand them. "I know I hurt her feelings; I do it a lot. I wonder why. I know it, and yet I go ahead and do it. I can't understand it. What makes me do it? When she began to cry, that's what got me most. I was always brought up to believe that crying was kind of a weakness. We even got punished when we were kids if we cried. I guess that's why I just couldn't stand to see her cry. It seemed like such a cowardly thing to do. It's not only [redacted] I hurt, I hurt other people. It makes me feel mean. I can sort of feel how the other person feels. I feel hurt right along with them, and yet I go and do it. In a way, I would like to go to [redacted] and talk to her about it but I just can't make myself go somehow and I feel uncomfortable, I guess. I feel awfully uncomfortable and then too, the kids have been trying to make me go and the more they try to make me go, the more I won't do it. I hate to be told what to do. I can see their point, and yet it makes me mad when they try to push me. I don't like to do anything against my will. I guess I sort of answered my own question in a way. I get a kick out of getting to meet people and feeling that I know them and feel that I understand them. When [redacted] acted this way, I felt that I didn't know her at all. It was as though I couldn't see into her any more. Does that make sense? I guess that it was just the feeling of being uncomfortable over there, and not knowing her. I'd like to get to talk to her, so I could understand her but I feel as though I just can't any more."

In conversations with both girls some time later, these references were made about the spat they had had. [redacted] said, "You know [redacted] and I got together again and we had a long talk Saturday after club, and now I feel that I understand her again. We just stayed there after all the other kids left, and had another coke and we got to talking, and things all straightened out." And [redacted] said, "Those fights did us good. When we talked them over afterwards we both learned a lot about each other."

I found out that you can't baby [REDACTED], that you just have to speak up to her." And then a month later she said, "Things are getting better between [REDACTED] and me all the time. We sort of worked things out and you are helping [REDACTED] to work some things out, too. We understand each other better. Things are going along swell."

Here each one of the girls was expressing personal attitude, talking out feelings that controlled her actions and talking about things that kept each one from going to the other. As they talked them through, and better understood them, they became no longer barriers between the girls.

[REDACTED] is a girl who is in the center of a great deal of attention and of comment. She is a scout leader, and a lot of the talk of the group centers around this outside activity. Said [REDACTED], her department chief, "That [REDACTED] is a funny girl. It's awfully hard to get her talking. Oh, she'll talk about her club, it's the only way to get her to show any life. She seems so apathetic, lackadaisical, and I'll bet you don't have any more luck with her than I do." The department chiefs and group chiefs both say, "An awful lot of friction seems to center around [REDACTED]. The girls don't like her, she's one of our big problems. She's just not interested in her work either. She comes in late a lot." [REDACTED] says about her, "I can't stand her continuous whistling. She knows it bothers me, and yet she continues doing it." [REDACTED] feels that she's not to be trusted - that she goes through the girls' possessions without permission and says, "I don't see how [REDACTED] got to be a leader in her club. A lot of us have wondered about it. She's just not the type."

Over a period of some months, [REDACTED] talked to the counselor about very casual things. It seemed that her only interests were in her club group, in the out-of-doors, and doing things that boys could do and she talked endlessly in great detail about these things. Complaints about her from supervisors and from other girls had been increasing instead of decreasing over a period of some three months. Then one day during an interview, [REDACTED] had said, "You know, sometimes they say people do things to cover up what they are really thinking about." This seemed to represent a shifted emphasis in the kind of talking [REDACTED] had been doing. She went on to enlarge on the statement she had made. "I think that's what I do. I think I act the way I do upstairs because I don't want to think too much about the things that go on outside." She went on to tell of some of her experiences at home. She told of living with her grandmother, because she did not get along with her parents. She told of running away from home more times than she could remember. She said that her parents were divorced and she talked about all the fights that she had remembered and as she said this next, there were tears in her eyes. "I've never had a friend in my life, can you believe that? And I can't keep a friend. I get to know them, and pretty soon they drift away, and why, I don't know. It's that way upstairs, none of them want me. They don't like me and I can tell that and I don't know why and I haven't the slightest idea and I don't know how to go about finding out. I don't know where to begin. Maybe I should just begin at the beginning and tell you all about myself, all the things I can remember. I don't know what they'll mean but I just want to tell you everything I remember." So, she began talking about her childhood, things she remembered when she was two, three and four. She talked about stepping on a spider. She remembered that, she remembered one in her room. She talked about dropping something

in school and breaking it. It was a decoration for a party and after that she wanted to run away. She talked about a sex experience with a group of boys when she was four and a half and "although nothing happened. I felt awfully ashamed and scared." She talked about fighting with her parents, and sticking someone's hair in an ink-well. Many of the things she talked about were in terms of running away when doing wrong.

Although [redacted] precipitated the way the girls felt and acted toward her, she was very unhappy about it. Looking at herself in this fashion was probably the most effective way of altering her behavior and the things about her which the girls did not like.

[redacted]

From the first interviews, the girls seemed to recognize the instability of the group. They would say things like, "The girls don't act very grown up." There was a tendency to look at the group as a whole instead of the individual girl's part in the disturbance. Gradually that way of looking changed. They began to say, "Well, we have it coming in a way; I know I yell around a lot." [redacted] is one of the girls who went through a process similar to this. She was constantly being criticized by supervisors and girls about her behavior. [redacted] is one of the worst in the lot" says [redacted]. "She's boy-crazy. She seems to lose her mind when a man comes around the girls." At one time the supervisors told her that they would have to move her away from the aisle because she talked too much. She interfered with production by stopping to visit with people who came down the aisle. She told them she wouldn't move, that she would quit before she would move and she began to cry. Her supervisors were quite at a loss. After going out with the counselor, [redacted] asked to have her seat moved.

Another time, she had had a fight with a couple of the boys in the department and had run around from bench to bench chasing one of them. And in the course of chasing one of them, she scratched her hand quite badly. Two of the other girls felt that this was quite out of keeping with their new way of thinking about order and "being grown up" in the department. So they went to [redacted] and complained about her behavior. The response was "What do you want me to do?" His response was in terms of what kind of action would he take to remedy the situation. "Should I fire her? Should I not give her a raise next raise period?" The girls felt that they didn't want to be mean to [redacted] that they didn't want to do anything to hurt [redacted]. They just wanted to do something to make [redacted] a better person. The three of them decided that perhaps [redacted] should talk to the counselor.

[redacted] was talking to the counselor over a period of time about herself and her situations and along these lines, "Every time I see you it seems that I'm upset or something is wrong. [redacted] is an old eagle eye. Why does he make [redacted] bawl us out, why doesn't he bawl us out himself? They want to move me. They scolded me out in front of everybody this morning. I was ready to quit. I told them if they said any more, I would walk out. I've been deserving it in a way, I guess. I do fool around, but everybody does. People all stop to talk to me, and I like it. I like to fool around. I just don't stop to think how much I do it, I guess. One of my troubles is I guess, that I just don't stop to think. I do things and I don't know until afterwards that it's kind of silly. Sometimes I do things without realizing I do them. I'll bet other people think they

are wrong. Why, I know they are, but I never had to think about them before, really. I've always been able to do pretty much of what I wanted." All this talk was illustrated with examples from a past experience which helped her to realize more clearly what kind of person she was and to take constructive steps to change. Recently her section chief has said, "I don't know what happened to [REDACTED] but she certainly has turned over a new leaf. She used to be our bad apple, and she's certainly changed and settled down."

[REDACTED]

Although [REDACTED] was not one of the persons who was most responsible for the general group disturbance, she might be regarded as pretty typical of the group. Says [REDACTED] about her, "[REDACTED] is a fair worker and a good kid. She needs confidence in herself, though. Maybe that's something you could help her with. She has quite a time with mistakes in her work. She's liable to upset things once or twice a day. I've had to call her on it a couple of times. She's quite a chatter-box, too." The counselor's first contacts with [REDACTED] were definitely on a social level. She talked rapidly, and jumped from one subject to another.

[REDACTED]'s grandmother had died a few months before and her grandmother had been the one person to whom [REDACTED] felt she could turn for sympathy and understanding, the one person who she felt would not disapprove. When she died, [REDACTED] felt she had no one to whom she could turn, no one on which she could depend. She felt quite alone and adrift, as though all security were gone. All the feelings of insecurity and inadequacy that she had had for years suddenly came into focus. The process in which she came to recognize this with the counselor is interesting to follow.

She only knew at first that she was mixed up about little things. "What school should I go to?" "The only thing that bothers me is that I use a lot of slang. My dad kids me about it, and it makes me feel that I don't know very much." "I always drop things. I'm so dumb." "It's hard for me to talk to the girls upstairs. I can't think of things to say, so I just sort of rattle on." When she found that the counselor seemed to understand and was not evaluating or disapproving, she went into more description of her way of behaving about which she had feelings of fear, guilt, inadequacy, and about which it was hard to express herself. "I'm mean to people. I say awful things." "It seems that I feel inferior to people, or superior." "Another thing, I might as well tell you, I tell lies, and it hurts my parents and makes them think I'm awful." She gave example after example of things that she had done that were "mean". She expressed a desire to better understand these things, to do more talking. In this particular interview, she only mentioned her Grandmother's death and she said that she missed her "...because I went over there so much."

In the next interview, she again talked about being clumsy and not being able to cook or to sew as her sister could, about liking to play football. She talked about being mean and yet not wanting to hurt her parents. "I want to be loyal to them. I know I do wrong, but they don't seem to understand me, they let me get away with things." "I don't want to yell at my sister, but yet I do it." Then she began talking about her grandmother, how she felt guilty that she hadn't spent more time with her before she died. She talked about how good her grandmother was, how easy it was to talk to her and how much fun she was. Her grandmother would laugh at her blunders and say they weren't so bad. Her mother would

say she was stupid. She talked about dreams she had about her grandmother, horrible dreams and that she often would wake up crying. She dreamed that her grandmother was sitting in a rocking chair in a field outside of their home and her grandmother was cold, and [redacted] wanted to keep her warm, and she would go to her, and just before she would reach her, her grandmother would disappear. Then when [redacted] awoke, she would cry and cry. She talked about other things that meant a lot to her. "There were things at Grams that were especially mine - a swing in the basement, a pillow, an old whittling knife. They meant things to me that other people could not understand. I would plan to go to church with Gram, and then we would go for a walk in the country instead. It was all sunshine and happy, and you felt good inside. It's like it should be when people go to church. A lot of things with Gram were like that. This is all connected up with religion somehow. All these things go together somehow. My not being responsible, my being mean, my telling lies, my being clumsy, my missing Gram....I don't know how, but they do."

In a still later interview, she said, "You know I felt so different about things since that last talk that we had. I haven't had those terrible night-mares lately." "When I say awful things to my sister, it makes me feel good, superior in a way. I feel sorry afterwards, but yet I feel good when I do it." "I hurt people I like, rather the people I know like me." "Yet I tell lies and exaggerate to impress people I'm not sure of. I don't hurt them, I want to impress them. I need to feel superior in either case, don't I? I never thought of it that way before. It's just that all these things came up at once. I'd think about them, and I didn't have Gram to run to and then they began to pile up. I never realized how much I depended on her." Still later she said, "You know what mother said last night; she said, 'What's happened to you, you're so nice lately.' Oh, I still do things like yelling but I stop to think first."

The usual way of dealing with a "mean" "irritable" "clumsy" person, would be in terms of punishment - punishment for lying, punishment for throwing things, punishment for being mean, and [redacted] had received this kind of treatment. Another way that people often deal with a situation like this is in terms of "reason with" or "make helpful suggestions". People might say, "Don't worry about it" or "Try harder, [redacted]" or "Don't be silly, [redacted]". [redacted] talked about hearing some of these very things. The place of counseling here was quite different. It took time for [redacted] to learn that the Counselor would not ridicule or criticize her. When she did discover this, she felt free to examine for herself the experiences that she had been afraid to think about. The counselor helped her to clarify her thinking, to relive certain painful experiences, to look at her feelings in a constructive understanding way which helped [redacted] to find that talking about herself was something that could be very useful. The atmosphere of the interview, one of comfortableness, relaxation, understanding, seemed to make [redacted] realize that she could do something about those feelings. From being ashamed and fearful and lost, she went on to the place where she could see herself more rationally and with an insight quite new to her. This provided a meaningful and helpful experience in which [redacted] could deal with herself, a way which she obviously welcomed and appreciated.

PART III
WHAT COUNSELING MEANT TO THE GROUP

██████ had been absent for three days because her sister had been seriously ill. Several of the girls thought it would be a nice gesture to send some flowers. So, they began a collection. All the girls contributed except ██████. So, one of the girls suggested that she be black listed and that anyone who spoke to her be black listed also. Being labeled that way meant that ██████ could not take part in any group activities nor could she be spoken to by any one of the group. Another girl immediately said, "Oh, I think that's childish and silly". The counselor went over to ██████'s desk and began visiting. ██████'s best friend was very loyal to her. In about an hour, the girl next to ██████ said, "Oh ██████, I can't stand not talking to you, I don't care what those kids think". More and more sarcastic comments were exchanged by notes such as, "You silly kids are acting like eighth graders making up a black list. We don't want anything to do with anything so stupid." Then some from the other side, "We think you are pretty cheap to encourage her not to contribute money."

██████ was aware of the situation, and told the girls what he thought of it. ██████ was so much a part of the group and had lived with their spats for so long that he was not the effective disciplinarian that a higher supervisor more removed from the girls would have been. They told ██████ that their dispute was not interfering with work, so therefore they did as they pleased. Every time one of the girls or ██████ told them they were behaving foolishly, they became angry, and were more determined to maintain the stand they had taken.

When the counselor came into the room that day, every girl was bent over her desk working busily. This fact, even without the tension that prevailed was enough to indicate that something was different. She began talking to one of the girls. After a moment, the girl said almost sheepishly, "Half of the kids aren't speaking to the other half, and I think some of them are quite mad. It all started with our black listing ██████ for not contributing for ██████'s sister. It's kind of silly, isn't it." Next the counselor talked to ██████'s best friend who is on the black list. This was one time when perhaps the counselor became concerned about herself and her position in the group. That is, was she an integral part of their social structure, would she be rejected by the "black listers" or was she regarded as a neutral agent who was interested and impartial. When she left ██████'s friend, she approached a girl on the other side again and then another and another. Each one of them came up with the same kind of talk with this tone expressed, "I guess we aren't being very grown up. This thing has almost gotten out of hand. This did all start in fun, and I'm afraid we all got kind of upset about it." A couple of the girls talked together with the counselor, and expressed similar ideas. Probably because they had talked together each had reinforced the other in this more objective way of looking. Just before the counselor left, she talked to ██████ and while she stood there two of the instigators of the black listing came over and began chatting with ██████ and the counselor. Here the counselor served as sort of a medium that made it easier for the girls to get together. ██████ saw this and stopped the counselor on the way out. "Boy, was I glad to see that. I don't know what happened but they certainly relaxed again. Oh this thing probably would have blown over, but on the other hand somebody might have blown up and that's what I was afraid of. You know, you never know with this gang."

Perhaps this rather immediate effect came about because the girls talking to the counselor were not forced to defend themselves to someone who called them silly. They were allowed time to discuss the situation and state their feelings and reflect upon both. Perhaps this type of thinking could be done because in their minds the counselor was connected with a thoughtful way of working things through. In other words, the very presence of the counselor might have facilitated such thinking. Here when the entire group was involved, one can see how the individual use of counseling had it's effect on improving a rather precarious group situation.

PART IV
WHAT COUNSELING MEANT TO THE SUPERVISORS

The counselor spent a great deal of time with the section chief too, in spite of his remark "stay away". His feeling was that the girls would be suspicious if the counselor talked to the supervisor. She came down very early and explained to him that she told the girls that she often stopped with the supervisor to explain her job to him and to get acquainted and very often supervisors have things they like to talk over with the counselor. In about two months he was saying, "You haven't been in to see me in over a week. I wanted to talk to you." He complained about the girls and in general painted a pretty black picture. Perhaps he felt if the counselor was spending time with the girls, there was hope for them. He began to look for ways that he might deal with the girls. "All of us have got to work together on this thing. Supervisors have been putting a bit of pressure on, and you've been helping out. There's no one answer to it. The gang settled down considerably, but there still is considerable work to do. They are working on each other, too. Some of them put pressure on the others if they don't behave. I'd like to call the fellows in too, and have them give the girls hints once in a while. They could help out."

The group chief, [REDACTED] said about counseling some months after the counselor had worked in the group, "You know there is one thing that counseling has done for me. It's made me look at these girls from a different angle. I've got different ideas of dealing with them. I've enjoyed the little talks you and I have had. I felt we had some good times visiting, I guess. We've had fun, and we've relaxed. We've worked together and struggled together with this group, you might say. I've been able to think about things that I might try with them that I wouldn't dare bring up to [REDACTED]. These little talks have been an education to me in a way. I've often come back and I was about to give somebody hell and then I would think, "Now wait a minute, maybe there is another way of looking at this. Maybe there is another way of handling this girl." See what I mean? You've made me think of the girls' side of the story and work on it from that angle. The girls have settled down a lot. It seems that they are easier to talk to. Oh, they still have their ups and downs but they aren't so bad as they used to be. They seem to have grown up a lot."

"You know what I think? I think you might spend more time with [REDACTED]. I sure wouldn't say this to anyone else, but that's where I think a lot of the trouble lies. His attitude toward the girls makes them afraid of him and he's afraid of them. He sees something happen, and he makes a mountain out of it and gets all worked up. He doesn't know how to handle these girls. That's where I think you have a job to do. I think some of the things I've gotten out of my talks with you could really help [REDACTED], and really help the whole situation."

The counselor's talks with [REDACTED] had at first been only about the general situation and he had expressed the desire to "stay clear" of the group and the counselor. "Don't come near me, work with [REDACTED]." Later he wanted to look again at what might be done to work through all of the difficulties he felt existed in the group. "We've all got to work together with this thing." Still later, he began to express his own feelings of involvement, his own feelings of inadequacy with the girls. "Maybe I'm old-fashioned, maybe I expect too much. I don't want to be mean, I don't want to spy on them, but it seems they are sneaky, they don't expect me to understand. It's gotten so that everytime I see them in a huddle I think, "Oh, oh, something is up." One of the bad eggs made

me feel so good the other day when she told me that she knew she had done wrong and that she was really going to try from now on. I was really high about that. In two days, she was back in the same old rut and I don't know when I've been so blue. All those things hurt. I won't be any good now for the rest of the afternoon. Those kids don't trust me, they don't like me, they are suspicious of me. They think I'm an old bear. I don't want that. I walk down the aisle, and I can't even look at them. I just feel that they don't give a damn about me, and I don't give a damn about them. I've got to get out of here, excuse me." there were tears in his eyes, and it seemed as though he had to stop talking about all this.

Though on the surface this looked like a negative kind of talking, the counselor welcomed it, because it gave [redacted] an opportunity to relieve some pretty strong and real feeling. It was the first time he had given vent to his feelings, and it seemed to the counselor the first step in the interviewing process. Following the thorough exploration of his own feeling, he would be better able to take a more objective and more rational look at his behavior toward the girls. After this talk, he showed too a great deal more curiosity about the counselor's method of dealing with the girls.

[redacted] commented recently, "I've seen some changes in [redacted]. We were talking the other day about how to discipline a couple of girls who had been acting up and [redacted] started talking about how tough their home life had been and that we ought to consider the effects that it was having on them down here at work. It tickled me, because I don't think he would have said that before he started talking to you."

The supervisors play their part, too, in a group's social structure. The attitude of the supervisors toward the girls, plays its part in the group adjustment. Often their attitudes or feelings or conception of a situation can be modified considerably through their contacts with the counselor.