

Speech given
Nov 21 1963
Dorchester Pines.
Kennedy was
about

JEM

Speech given
to Plant Power
Employees - Told
joke about Langston
Johnson - next day he was President

Nov 21, 1963
Group Decisions
Improving Situations

As a young man there are many things that occur
that cause an impression to arise that make you wonder
& to seek out causes & effects.

U. S Army men who were used to taking orders
More recently with S.R.V.

I found hostility & deliberate attempt
to slow those on the
top that this could be done

made a study in this area, to discover the cause of the hostility
in business organization - to exam the effect
Techn terminology of this type of study is Industrial
Sociology

This is a relatively new field & boundaries are not yet outlined.
In general it includes the study of social relations
as they influence and are influenced by economic activity.
I am more interested in the interpersonal relations
in work situations & their economic effect

Outstanding working this field was done by Lester Coch
John French in 1948 Overcoming resistance to change

- ① Discover people resist change so strongly
- ② What can be done about it.

Pajama Factory
Investigation ~~was~~ made:

How long it took to teach new help to reach max output
then they were transferred to new jobs
& studies were made to determine how long to relearn
Relearning was slower than initial learning
38% recovered prior production
62% were chronically substandard " or quit during
relearning period

Think of econ importance on the industry
having a valuable trained personal because of a necessary
change by management

Mgt knows that changes are necessary to stay in business
tho workers may not. If Full Power doesn't change ~~it'll~~
trends in elec. It could stay in business

Resistance was a combination of 2 factors:

- ① Frustrations of transfer - leading new job
~~contrast of new status with former status~~
- ② Negative attitudes induced in the individual
for his work group.
those with positive attitudes towards mgt. quick release
neg " " " Strong resist.

Frustrations can be cut by better ^{or simpler} working situations

Problem is making positive attitudes toward mgt.

Explain chart

