

GAT Management NEWSLETTER



Editor - H. McClelland

August 16, 1972

GAT'S ANNUAL report of "Cost Reduction Activity" to the AEC for the fiscal year ending June 30, 1972, lists 197 actions for an estimated savings of \$1,695,782. Two innovations were also submitted for possible inclusion in "Cost Reduction Abstracts," a USAEC publication which is circulated to AEC contractors and other governmental agencies for possible adoption. They include a modified design for Samson Survey Meters (not available commercially), and the repolishing of Xerox drums in lieu of replacement.

GOODYEAR'S ECOLOGY PROGRAM, describing the methods being used to clean up the environment at their various plants, was presented 19 times on plantsite during the week of July 31-August 4. A total of 822 employees attended.

NEW COPIES of the 16mm films, "Breath of Life" and "Twins on the Ohio," have been received and are available for showing. To reserve either film, contact the General Training Department, phone 2298.

PLANTSITE REGISTRATION for graduate work at the Chillicothe Branch of OU will be held on September 12 at 1:30 p.m. in the Supervisional Training Conference Room. Courses to be offered during the Fall Quarter include BA 600, Mgt. 692, ChE 530, ChE 690, ISE 553, and ISE 640.

WE HAVE on plantsite a group of men who call themselves "GAT Men for Christ." They recently held a meeting in the cafeteria, and the speaker was an ex-drug addict, Dennis Forney, an inmate of the Chillicothe Correctional Institute, who spoke on his experiences and redemption from addiction. A cassette tape was made of his speech, and is available from O. L. LAYNE for civic use. He has already spoken to approximately 35,000 people.

THE GAT 1972 Golf Championship Tournament began with nine holes of play on August 5. A total of 80 participated (79 current employees and one retiree). The runner-up (for company champ) was W.J. BLOSS, D-712. The 1st Flight winner was R.P. HOLLAND; 2nd Flight, P.L. BOSWORTH; 3rd Flight, E.L. EVANS, D-814; and 4th Flight F. W. GEYER.

THIRTY-SIX MEN enjoyed the GAT Foremen's Club sponsored bus trip from plantsite to Cincinnati Reds - Atlanta Braves baseball double-header and return on August 4.

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

CIT FINANCIAL CORP. has abandoned the traditional pyramid-type organizational structure and adopted a circular structure, which has been dubbed a "doughnut." At the center, in what would be the hole in the doughnut, are the firm's top management, including the president and five vice-presidents. In the ring outside are the heads of the staff departments, but not subordinate to any particular vice-president. Outside of this ring are the various divisions or subsidiary companies, again not connected to any particular operating department. "The circular chart," explains CIT's president, "depicts the close physical relationships of our managers. Furthermore, it demonstrates a way to achieve a high degree of rapport among managers of every level by a freer flow of communications through the organization."

DIXY LEE RAY is the first woman appointed to a full five-year term on the U. S. Atomic Energy Commission.

LEXITRON has developed a revolutionary machine called the "Videotype" which they claim wipes out 35 percent of the paperwork in an office. A video screen is used instead of paper. What is typed appears on the screen. Corrections are simple. When ready, the operator pushes a button and the copy is transferred to paper. Or he or she can move one or more paragraphs from one finished page to another; or turn out two separate documents at once.

DID YOU KNOW that one of the three Ohio State Patrol cars patrolling Route 23 north of the plant is equipped with VASCAR? AAA says 51 tickets for speeding were issued in one day recently.

JEWEL COMPANIES INC., the U. S. Supermarket chain, has adopted the inverted pyramid organizational structure, which is sometimes called "bottom-up management." This is a shift from the downwards relationship expressed in the term "supervision," to an upward relationship characterized by participation and supportive management. "Each of our executives is the first assistant to the person in line below him," says F. J. Lunding, Jewel's chief financial officer. "He is charged not so much with directing and supervising, as with offering assistance to those reporting to him."

ROY W. WALTERS, a leading job enrichment consultant, set up a one-man firm six years ago. Now there are six full-time consultants in the firm and they spend \$100,000 for air fares annually.

GSA determines the requirements for every product it needs and tells industry what they are. A manufacturer, if he is interested and has a product meeting specifications, makes a bid. GSA looks at the various bids, awards the contract on the basis of the lowest one, and tests samples of the product against the specifications. If it passes the test, that's the one accepted. For example, the refrigerator GSA is buying this season is Sears Coldspot 68390, the sewing machine is Singer 719/835, and the dry iron is Proctor-Silex 13815.

VOLVO, in Sweden, has a pilot program involving 700 assembly or paint line workers. To relieve the monotony of doing the same thing every day, employees are being trained to handle two or more jobs and are regularly rotated.

THE ACCURACY of establishing age by carbon-14 analysis is now very much in doubt. Everyone knows that if you count the rings of a log you can tell how old the tree was because there is one ring for every year. Some California bristle-cone pines lived as long as 4,600 years but carbon-14 analysis would indicate their age as being as much as seven centuries less. This has far-reaching implications for the "cultural diffusion" theory favored by historians. This theory holds that cultural advances in prehistoric Europe were the result of direct influences from the great civilizations of the Near East. Now it is evident that some of the ruins in Spain, for example, are older than their supposed prototypes in the Aegean.

CONSUMER'S REPORT SAYS that Burger-King puts about 25% more meat in its hamburgers than McDonald.

TIP FOR PAINTERS. If you have to paint the outside of your house, porch furniture, etc., at a time when there are gnats or flying insects that might get into the fresh paint and mar the surfaces, the magazine "Modern Maturity" says to add a tablespoon of oil of citronella to each gallon of paint and you will find that insects will not bother what you paint.

THE LAGRANGE, GEORGIA, public library circulates not only books to card holders but also lawn mowers and rotary tillers.

THE WORLD'S HIGHEST chimney is being built at Sudbury, Ont. It's to be 1,250 ft. high, have an outside base diameter of 116 ft., be split by a motor vehicle tunnel 25 ft. wide and 35 ft. high, and cost \$5.5 million.

THOUGHTS ON MANAGEMENT

EXCELLENCE in management consists of setting great goals--and in achieving them. The two parts of the process are essential in measuring excellence. Without goals and objectives chosen in advance, the final results may not be measured, since their achievement may be due to windfall (or good luck) alone! Great goals without matching achievement may be the sign of an idle dreamer.

--George S. Odiorne

WHEN WE finally get a three-day work week, do we lose out on all those paid holidays?

--Jack Kaplin in "Laugh In"

UNLESS THE JOB ITSELF can be satisfying, unless there are opportunities right in the work situation to get fun out of working, we will never get people to direct their efforts voluntarily towards the organization's goals.

--Frederick Herzberg

I'M NOT WITH IT, I'm told, and though I don't doubt it, I would just like to say I'm quite happy without it.

--Arnold J. Zarett

WHICH is more important for a manager: that his people have confidence in him or his people have confidence in themselves? Most managers want both results; but between the two choices, I believe you will agree that it's more important for you to be the kind of a manager who trains and motivates his employees to have confidence in themselves.

--Raymond O. Loew, "Managing More By Doing Less"

AFTER I FOUND OUT what was in hot dogs, I stopped eating them (57% water, 26% fat, 13% protein, 4% other things).

--New York City's Consumer Affairs Commissioner, Bess Myerson

AS WE LOOK at the sum of the world's knowledge, we see that the most valuable thing an education can give us is not mere learning--for that must always be severely limited--but judgment, which allows us to choose and select and compare and fit together the fragments of knowledge we want and need for whatever it is we want to learn and do.

--Earl Nightingale

TWO THINGS can be counted on not to work as well as they should--most pills, most people.

--Hal Boyle, columnist

MIDDLE AGE is when you can do everything you used to do--but not until tomorrow.

--Shrine News

FOR SOME TIME I have been looking for a simplified, equitable tax revision program. There is considerable research to indicate that, in general, tall people have a great economic advantage over short people and are far more successful as leaders in the business and political world. I have maintained, therefore, that the tax law should provide compensation for the inequities thrust upon the short people of the world. I would draw the line at a height of 5 feet 6 inches and provide half rates of tax for those below that level and the regular rates for those above.

--Edwin S. Cohen (5'5" tall), undersecretary of the Treasury

IF A MAN must cope with a psychologically unrewarding job, he is a candidate for an ulcer. Rewards are the key: when favorable feedback is present, a person is better able to control the stresses in his life and isn't likely to develop ulcers.

--Dr. Jay M. Weiss, behavioral psychologist

WHAT IS YOUR P. Q. --Your "predictability quotient?" How well can your employees predict your actions and reactions? Can they trust you to be consistent? Ask yourself: Do you congratulate them for initiative in one case, and bawl them out for not clearing with you in the next case? Are you consistent in the kinds of decisions they are allowed to make? Do you take them into your confidence enough so that they are familiar with your thinking? Do they know what you want them to do in emergencies or in your absence? Are you always sympathetic to their problems--or only when you're not too busy?

--From "Successful Supervision"

WHEN LINCOLN SAID, "You can't fool all of the people all of the time," the cloverleaf highway exit hadn't yet been invented.

--Earl Wilson

LIKE RATS in the psychologist's maze, most of us are driven through our social labyrinths by our needs and anxieties. Physically we walk erect but mentally we are too unsure of ourselves and our steps to stand upright and gain an overview of society and a perspective on life.

--Christian Bay, author of "A Social Theory of Intellectual Development"

WHO'S WHO IN MANAGEMENT

GERALD F. JOHNSON is a foremen-Maintenance in D-711. He supervises seven first class and two apprentice electricians in the maintenance of all electrical systems in the X-330, 342, 344, and 630 buildings. He is the coordinator of the new Foremen Home Study Program in his subdivision, and will be an instructor for apprentice electricians this fall. He reports to Q. ENGLAND, supervisor, Electrical Maintenance.



Mr. Johnson graduated from high school in Martinsville, Indiana; attended a four-month course in electricity at Franklin Technological Institute (Boston); a six weeks advanced electrical theory course at Westinghouse Electric (Pittsburgh); and while working here, took a DeVry course in electronics and completed a two-and-one-half-year ICS course in Electronic Instrumentation and Servo Fundamentals. He served in the U.S. Coast Guard (2/43-11/45) and was discharged an electrician 1/c. His employer was William Mfg. Co. (Portsmouth) before joining GAT as an electrical mechanic 1/c in August, 1954. He was promoted to his present position in June, 1956.

Jerry, his wife, Tena Ruth, and daughter, Mary Beth (16), a high school junior, live near Minford. One son, Zane (25), is an auto mechanic in Columbus, and the other son, Eric (23), is a machine operator at Empire Detroit Steel. The Johnsons are members of the United Methodist Church. Jerry's hobbies include camping, fishing, scuba-diving and photography.

GAT NAMES AND FACES IN THE NEWS



J. LANG



H. R. BOGGS



N. F. REITER



H. G. JOHNSON



R. H. DETOSKI

J. LANG is a member of the Board of Trustees of National Church Residencies, Inc. (which operates Bristol Village, Waverly's retirement community), and president, Board of Public Affairs, in Piketon.

H. R. BOGGS received an Associate in Arts degree in Chemistry (a two-year program) from Ohio University.

N. F. REITER is the author of a paper entitled "Iron as a Scavenger in Fluorine Disposal" which he will present in New York during the 164th American Chemical Society's national meeting August 27-September 1.

H. G. JOHNSON is men's golf champion for 1972-73. Gordon also won the championship in 1968 and 1969.

R. H. DETOSKI has been appointed adjutant general, Grand Commandry of Ohio, Knights Templar, for a term starting with a meeting in Cincinnati, October 8-9-10.

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