

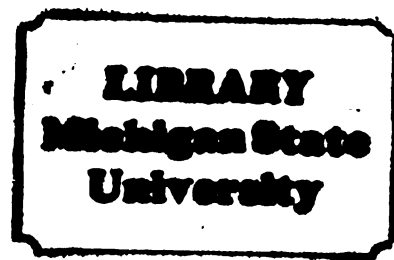
A STUDY OF THE DEVELOPMENT OF THE
EMPLOYEE INFORMATION MEETING AS A
METHOD OF COMMUNICATION
AT ANSUL CHEMICAL COMPANY

Thesis for the Degree of M. A.
MICHIGAN STATE UNIVERSITY

Gladys Strahl

1960

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**A STUDY OF THE DEVELOPMENT OF THE
EMPLOYEE INFORMATION MEETING AS A METHOD OF
COMMUNICATION AT ANSUL CHEMICAL COMPANY**

By

Gladys Strahl

AN ABSTRACT

**Submitted to the College of Communication Arts
Michigan State University in Partial Fulfillment
of the Requirements for the Degree of**

MASTER OF ARTS

Department of Speech

1960

Approved

David C Ralph

ABSTRACT

An industrial communication program at Ansul Chemical Company, Marinette, Wisconsin, is the subject of this study. Such a study is in accord with one of the concerns of today's business world where many industrial leaders are aware of the value of good internal communication within a company as a means of improving understanding between management and employees. Within Ansul Chemical Company, the communication program is related to a management philosophy called "participative management" in which all employees are encouraged to become involved in company problems, policies, and programs. Ansul Chemical Company, therefore, has afforded an opportunity not only to show the development of a unique communication program but also to test the attitudes of employees who have been keenly involved in such a program.

The Employee Information Meeting, a highly important medium within Ansul's communication program, is the specific subject of this study. Qualitative data pertinent to the development of this type of meeting between the fall of 1953 and the summer of 1959 is derived from company records and files and includes information on the changing facets of both employee and management meeting preparation and procedure. Quantitative data is acquired through an attitude survey

of employees and management, and questionnaire results are coded, classified, analysed, and reported in statistical tables. It is anticipated that the development report of Ansul's communication program, with specific emphasis on the Employee Information Meeting, will be of value to other companies concerned with problems of management-employee communication. It is expected that the statistical results of the attitude survey will be of assistance to Ansul Chemical Company not only in determining the effectiveness of its communication program but also in realizing the need for future changes and modifications in that program.

The survey questionnaire, on the basis of collected data about Ansul's communication system and its participative management program, was expected to show a relationship between the variables of age, sex, education, job level, number of years with the company, and work group affiliation, and favorable or unfavorable attitudes of Ansul employees toward the Employee Information Meeting and Ansul's general communication program. It was hypothesized that the following would be not only more favorable in these attitudes but also more positive in their beliefs in their part in influencing decision-making within the participative management program: the older employee, the male employee, the employee on the supervisory level, the employee who had the most years of experience with the company, the employee with the higher education, and the hourly employee. From

the tables of data the only part of the hypothesis that was verified was that the employee on the supervisory level was more favorable and positive.

Several conclusions from the data are significant. To the company, the most important of these conclusions is that employees are not satisfied with the present communication program but rather desire more departmental meetings. To the researcher, most important is that Ansul's communication system during the past six years, inter-related with its philosophy of participative management, has produced employees who are highly interested in their company. That an industrial communication program can be instrumental in developing such employees tends to be of interest to the general field of communication.

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I. INTRODUCTION

Statement of Problem

The purpose of this study is to describe and evaluate a specific method of communication--the Employee Information Meeting--at Ansul Chemical Company in Marinette, Wisconsin, and to survey the attitudes of employees and management toward the Employee Information Meeting and the company's general communication program.

The study will contain information pertinent to the development of the Employee Information Meeting between the fall of 1953 and the summer of 1959, including such materials as historical background, philosophy, and organizational structure of the company; information on meeting preparation, meeting procedure, and questionnaires used in conjunction with the meetings; and excerpts from records and reports related to the meetings. Data from questionnaires circulated to employees in August, 1959 will be classified according to the employee's age, sex, job level, number of years with the company, education, and work group affiliation.

In 1953 Ansul top management outlined and planned a series of group meetings which would be called Employee Information Meetings. Questionnaires were distributed to all Ansul employees. Questions obtained were sorted and arranged and general topics of interest were

discussed in large group meetings. Mimeographed answers to specific questions were distributed to employees.

Between 1953 and 1956 there were observable changes in the meeting design in order to make the Employee Information Meeting more meaningful to Ansul personnel. By 1957 there had been a de-emphasis of the mass meeting procedure and an emphasis of the small group meeting within specific divisions or departments.¹ At the present time, although the top management head of an area may insist that divisions hold meetings, division and department managers are almost wholly responsible for meetings with their subordinates. Thus, the planning and procedure of the Information Meeting have passed to a great extent from the decision of top management to the discretion of division and department supervisors who are encouraged to hold meetings whenever they feel such meetings would be useful.

The de-emphasis of the mass meeting, a few years ago highly significant in Ansul's communication program, has meant that the Employee Information Meeting has become almost non-existent for some employees. For others, information meetings on a small group scale still have importance as communication channels. Under these circumstances, different opinions may arise about the significance of the Employee Information Meeting. The meetings themselves have changed radically; the employees' exposure to meetings has differed. The effects of such changes and dif-

¹Divisions are made up of departments and work groups. Also, there are some separate departments, outside of divisions, made up of work groups.

ferences in a communication program are of importance to this study.

Limitations Imposed

This study will be limited to the time period between the fall of 1953 and August, 1959. In the fall of 1953 top management at Ansul Chemical Company met and set forth eight operating principles, one of which was "management must communicate." To make this principle an active one, plans were made for better communicating past, present, and future operations of the company to all employees. From that time forward, Employee Information Meetings involving everyone in the company became increasingly important.

The questionnaire survey will include only those employees of Ansul Chemical Company located in the home plant at Marinette, Wisconsin.

Justification of Study

Today's industrial leaders are becoming increasingly conscious of the necessity for and the value of good internal communication within companies as a means of improving human understanding between management and employees.

He [the executive] takes into account the facts: (1) that communication is incomplete unless it is a joint process, (2) that the quality of communication up the line is largely determined by the timing, tone, and amount of communication that goes down the line, and (3) that two-way communication not only links top management with the work level, but should also be designed to allow for verification of the immediate response at each intermediary level. Only if free communication is invited from every level within the enterprise, as well as from the union, can there be expression of meaning as a whole by all who are in a

position to contribute to organizational efficiency.²

Robert Hood, the president of Ansul Chemical Company, has been concerned with the place of communication in furthering better human relations in the company. In 1949, a philosophy of "participative management" was phrased, a philosophy which, to be effected, must involve extensive communication. Mr. Hood defines participative management as "a way of managing an enterprise aimed at unleashing the full creative power of people through participation."³

In recent years "participation" or "involvement" have become such common terms to businessmen that they have had their share of editorialising, including criticism. "The word 'participation'," Charles Redfield writes, "has come to have an unpleasant connotation with a caricature of the boss pointing an accusing finger at the cowering conferee and ordering him to 'participate!'"⁴ Nonetheless, more and more businesses are becoming aware of the tremendous importance of participation within the work environment. Chris Argyris, after compiling data on a number of industrial research studies, states:

The employee must be provided more "power" over his own work environment and therefore he must be given responsibility, author-

²Paul Pigors, Effective Communication in Industry (New York: National Association of Manufacturers of the United States of America, 1949), p. 3.

³Ansul Chemical Company, Setting and Managing Objectives in A Business Enterprise, A Report Prepared by Ansul Chemical Company, (Marinette, Wisconsin, 1956), p. 3.

⁴Charles E. Redfield, Communication in Management (2d ed. rev.,; Chicago, Illinois: The University of Chicago Press, 1958), p. 271.

ity, and increased control over the decision-making that affects his immediate work environment. He must become self-responsible.⁵

In 1953, Employee Information Meetings--to get and to give information--became a part of Ansul's communication program. Because Ansul's philosophy of communication has evolved from its philosophy of participative management, it may be assumed that these two philosophies are inseparable and that changes in one will effect the other. This study will be concerned with many aspects of the philosophy of participative management because of its relationship to the general communication system and the specific Employee Information Meetings. To show justification for this study, it is assumed that these meetings have been a useful addition to the company's communication program and that changes in meeting emphasis have been purposeful. Likewise, it is assumed that a systematic record of these meetings and an attitude analysis of those persons involved with the meetings will be of value to the general field of communication, to Ansul Chemical Company, and to other companies concerned with problems of management-employee communication.

Distinctiveness of Study

The object of this study provides its distinctiveness. In these days of the ultra-large corporation, this small company has attained considerable

⁵Chris Argyris, Personality and Organization (New York: Harper and Brothers, 1957), p. 181.

recognition⁶ for its organizational system of "participative management." Also, as a company interested in research, it has given support⁷ to various research projects concerning human relations in industry.

Because Ansul is a small company, its communication methods can more easily be studied than those of a larger corporation. Information gained from such a study may be of interest to teachers of Communication and professional communicators and of use to other small companies and larger corporations interested in research on the interchange of communication between management and employees.

Materials and Sources

Background information was derived from company records and

⁶Books, booklets, and magazine articles that have featured Ansul Chemical Company's programs are:

Argyris, op. cit., pp. 196-197.

Business Relations Department, Chamber of Commerce of the United States, Effective Employee and Community Relations, A Report on Ansul Chemical Company (Washington, D. C., 1956).

Scott M. Cutlip and Allen H. Center, Effective Public Relations, 2d ed. (New Jersey: Prentice-Hall, Inc., 1958), pp. 216-217.

Robert C. Hood, "Group Management--The Ansul Plan," The Development of Executive Talent; A Handbook of Management Development Techniques and Case Studies, ed. M. Joseph Dooher, Assoc. ed. Vivienne Marquis (New York: American Management Association, Inc., 1952), pp. 122-131.

Perrin Stryker, "How Participative Can A Company Get?", Fortune, I, No. 3 (September, 1956), pp. 134-136, 217-220.

⁷Ansul Chemical Company contributes to the Foundation for Research on Human Behavior, Ann Arbor, Michigan. The company has cooperated with studies carried out at Ansul Chemical Company by researchers from the University of Wisconsin (1949), the University of Michigan (1958), and Michigan State University (1959).

reports and interviews with company personnel. Classifications and analyses were made from questionnaires circulated in August, 1959. Samples of questionnaires, survey questions, newsletters, and other materials used by Ansul in conjunction with the Employee Information Meeting are included in the appendixes.

Plan of Organization

Chapter I is the introduction to this study and includes the data of the foregoing pages.

Chapter II considers Ansul, the Company--its size, location, products, company organizational structure, philosophy of management, general communication program, and employee training and development. Questions considered include: What is the company's historical background? How is its internal structure organized? What factors make up its philosophy of Participative Management? How is its philosophy significant in its communication system? The conclusion considers the foregoing material in light of present opinions of Ansul managers and current changes within the company.

Chapter III is concerned with the Employee Information Meeting designs 1953 to 1959. This chapter considers the meeting designs chronologically and is especially concerned with the changes that have come about in preparation, procedure, and in the questionnaires used in conjunction with the meetings. Questions considered are: How have the meeting designs changed from year to year? What have been the reasons for these changes? What type of questionnaires have been

used? How has management answered the questions of employees?

The conclusion to this chapter reviews the changes that have occurred in the Employee Information Meeting in light of further analyses and interviews with management.

Chapter IV contains an explanation of the research design and copies of the questionnaires submitted to management personnel and employees at Ansul Chemical Company in August, 1959. Classifications and analyses of the data are included. Several questions are considered through use of the foregoing data. Of what importance are physical conditions--age, sex, education, work group affiliation, job level, and number of years with the company--in determining the attitudes of Ansul employees toward its communication program? What differences in attitudes are there between different divisions in the company? What do employees think about their place in the "participative management" program? What are managers' opinions concerning Ansul's communication and "participative management" programs?

Chapter V summarizes the conclusions of the previous chapters. Descriptive data concerning the Employee Information Meeting, opinions of Ansul employees and management, and statistical results of the survey are interrelated to form a conclusion to the study.

II. ANSUL, THE COMPANY

In considering Ansul, the Company, the following information¹ will be considered: (1) Size, Location, and Products; (2) Philosophy of Participative Management;² (3) Organizational Structure; and (4) Employee Training and Development. The conclusion of this chapter will consider current changes within the company and their influence upon the foregoing materials.

Size, Location, and Products

Ansul Chemical Company is one of the major industries in

¹General information in this chapter was taken from the following sources: Ansul Chemical Company, Ansul Annual Report for the Year Ending October 31, 1956 and Ansul Annual Report for the Year Ending October 31, 1957; Ansul Chemical Company, Setting and Managing Objectives in a Business Enterprise, A Report Prepared by Ansul Chemical Company (Marinette, Wisconsin, 1956); Business Relations Department, Chamber of Commerce of the United States of America, Effective Employee and Community Relations: A Report on Ansul Chemical Company (Washington, D.C., 1956); Robert C. Hood, "Some Aspects of Ansul's Participative Management," A Report given at Management Conference, Cornell Business School, April 5-6, 1957; Robert C. Hood, "Why Communicate?" Address made before the National Machine Accountants Association, Northwestern Wisconsin Chapter, Marinette, Wisconsin, April 18, 1956.

²The study is concerned with many aspects of the philosophy of participative management because of its relationship to the general communication system and the specific Employee Information Meetings. One of the operating principles which evolved from a 1954 management meeting was: "Communication is the basic function of management because upon it all other management activities depend."

Marinette, Wisconsin, a community of 15,000 people in the northeastern corner of the state. Across the river from Marinette is its twin city, Menominee, Michigan, from which come some of Ansul's employees. The main plant at Marinette occupies a forty-eight acre site along the river, part of which includes deep-water dock facilities. In recent years the company has acquired additional acreage in two locations outside the city to provide for future expansion.

Founded in 1915, the company had a staff of seven persons, two ramshackle buildings, and manufactured sulfur dioxide as a refrigerant. Today the company has over 500³ employees, fifteen buildings at its Marinette location, and manufactures mechanical-chemical refrigeration products, industrial chemicals, and dry chemical fire equipment. All chemical and mechanical manufacturing activities are centered in Marinette, with the single exception of an assembly plant located at Caracas, Venezuela, operated by a subsidiary company, Ansul of Venezuela. In the United States, regional offices are located in six large cities, with sales offices in twenty-seven other cities. Warehouses are operated at five major geographical locations. Ansul dealers and distributors, agents and wholesalers can be found not only in every major city in the United States but also in some sixty foreign countries around the world. A new part of the company organization, Ansul International, handles foreign exports.

³Company figure in May, 1959--516 employees. Quoted from a letter from Ray Twining, Personnel Manager.

It is significant to note that, in the field of fire extinguishing equipment, Ansul pioneered the manufacture of dry chemical units and now provides a complete line ranging from small hand portable units to automatic piped systems and mobile jeeps and fire trucks. A Fire Test Station, with a twenty-acre test field and fire test houses, permits the simulation of a wide variety of fire hazards. Customers for the fire extinguishing products are trained in actual fire-fighting techniques. Research facilities are available to stimulate the development of new and better extinguishing equipment and chemicals.

... [An] Ansul Service Plan... provides customers, along with their equipment, such essential services as plant hazard surveys, training and visual aids for their plant fire brigades, and advanced training for their key safety people at the Ansul Fire School in Marinette.⁴

During 1958 the company made licensing arrangements for distributing fire equipment in Brazil and Argentina, and the company has been considering the possibility of manufacturing in Canada and Europe. In the company's last annual report, Robert Hood, president of the company, re-emphasized the need for manufacturing in foreign countries in order to compete successfully with other companies.

More and more American companies are locating around the world. These companies are good customers of ours in the United States. They should be a major market for us overseas as well. So for this reason... we need manufacturing beyond our own country.⁵

⁴Ansul Chemical Company, Annual Report, 1957, p. 6.

⁵Ibid., 1958, p. 8.

Mr. Hood also commented that, because of the company's location at the juncture of the Menominee River and Lake Michigan, its export business may benefit from the St. Lawrence Seaway by importing more raw materials and exporting more finished goods through Great Lakes shipping.

Philosophy of Participative Management

Robert Hood became the President of Ansul Chemical Company, a company his father founded, in 1949. The company is family controlled but has about 500 stockholders of whom approximately one quarter are employees. There is no union, but a Labor Committee made up of representatives of hourly workers has been significant as an intermediary between management and hourly employees.

To realize what communication changes occurred during the first years of Mr. Hood's office, this quotation from his 1954 report is significant.

Six years ago I became president and in trying to determine a "plus" that I could bring to the company's progress, I felt that the improving of the company communication program would aid every operation. As I delved further into this study, I began to realize the real aid that social science was giving industry in this area. What I was hearing from them and reading made a great deal of sense to me. From this we developed into this philosophy of management which we now call "participative management".⁶

Defined as "a way of managing an enterprise aimed at unleashing

⁶Robert C. Hood, Concern for Cost, A Report of Ansul Chemical Company (Marinette, Wisconsin, 1954), p. 3.

the full creative power of people through their participation,"⁷ participative management, by its very nature, is directly concerned with effective communication. Mr. Hood added:

It is important to show conclusively to people that the skills and abilities that you are using as a communicator will be guided by principles and objectives which have meaning for them. If this is not done, your confidence ratio is undermined by the thought of manipulation. When it is done over a period of time, it tends to develop confidence and understanding which leads to effective communication.⁸

To clarify this communication philosophy, the company adopted two maxims, "People support what they help create,"⁹ and "People, not products, are the competitive difference between companies."¹⁰

In a report on Ansul Chemical Company compiled by the Business Relations Department of the Chamber of Commerce, Mr. Hood explained participative management in the following way:

Our experience indicated that the more people participated, the more they would develop. People, at all levels, were given the opportunity to contribute their thinking to policy matters that affected them. And, consequently, their sense of belonging and identity was aroused. The fund of human energy that vitalizes our company was increased.

A person is primarily one single human being, not part of a mass, and as such wants to express what's inside him and take part in what's going on. He likes to feel that he's contributing, as an individual and as a member of a work group, and also that

⁷Ansul Chemical Company, Setting and Managing Objectives In A Business Enterprise, A Report Prepared by Ansul Chemical Company (Marinette, Wisconsin, 1956), p. 3.

⁸Ibid., p. 15.

⁹Hood, Concern for Cost, loc. cit., p. 14.

¹⁰Ibid., p. 15.

his own contributions and those of his work group are making a significant difference. If we could help our people achieve this psychological satisfaction, we believed we could reap the reward of greater and more intelligent human effort.¹¹

Five areas that were particularly effected by participative management became involved in changes. These were: decision-making, resources, goal-setting, flexible groupings, and communication.¹² The ideal use of these different areas in participative management is explained below.

The first of these involves employee decision-making.

It is the feeling of this company that in many instances more effective decision-making can be done at a lower level than is generally accepted. Therefore, one of the principles in participative management is to make the decision as low as possible within the hierarchy, which is consistent with the best interest of the company.¹³

Decision-making at a lower level does, in most instances, take longer. Its worth, however, stems from its immediate implementation because those who have helped to make the decision are involved in it and are ready to see how it is going to work. Additional explanations of its implementation are unnecessary.

¹¹Business Relations Department, Chamber of Commerce of the United States of America, Effective Employee and Community Relations: A Report on Ansul Chemical Company (Washington, D. C. , 1956), p. 4-5.

¹²Employees' opinions on these principles are shown in their questionnaire answers in Chapter IV.

¹³Ansul Chemical Company, Setting and Managing Objectives In A Business Enterprise, loc. cit., p. 8.

In addition to using resources within their own departments, the company has developed an association with a number of outside consultants who are called upon when specific information is needed.

The third area considered of major importance is goal-setting, involving (1) corporate objectives and (2) "How Am I Doing?" sessions. Robert Hood has explained how the corporate objectives became part of goal-setting.

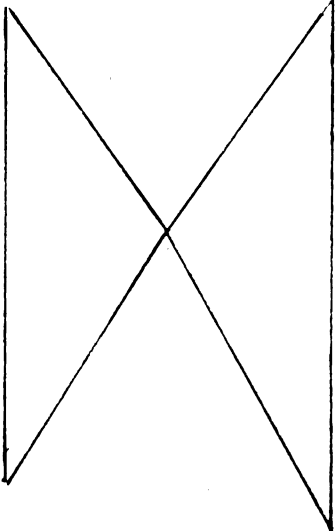
I started in outlining about six or seven corporate objectives that I felt we should be looking forward to during the year. These I branded quite emphatically as tentative. The objectives were then passed to our Executive Committee and they reviewed them as to how realistic they were. After changes and modifications, we began to get agreement from this group. Then in concentric circles this went down in the organization requiring each to look at its objectives and how it could accomplish the total corporate objectives, and whether these corporate objectives were realistic. This found its way down to the foreman and his work group where they began to look at where we are going for the year. ¹⁶

In this company goal-setting, not only management but also every employee was to go on record as saying, "This is what we plan to do." Ideally everyone was to be involved, everyone having primarily the same objective.

The following diagram shows how the company and individual goals may be correlated.

¹⁶Robert C. Hood, "Some Aspects of Ansul's Participative Management," Report given at Management Conference, Cornell Business School, April 5-6, 1957, p. 5.

Goal-Setting¹⁷

<u>Goals</u>		<u>Relate To</u>
Company		Quality
Area		Cost
Division		Effectiveness
Department		Budget
Work Group		Waste
Individual		Profit
		Personal

The column on our right indicates some of the areas that goals can be related to in the total process. In the participative management concept, people are involved in helping set not only their individual goals, but their work group, division, department, company, etc. goals in keeping with "People support what they help create".¹⁸

Another concern in goal-setting is "How Am I Doing?" self-appraising sessions which are particularly pertinent to the individual. An employee has an opportunity to go to his supervisor and set his own job objectives for the coming year. Quarterly meetings are the usual procedure, initiated by the subordinate to ask his supervisor either "How am I doing?" or "I'm not doing as well as I'd like. What do you think I can do to improve?" Ansul calls these "target-setting" sessions and considers them, along with corporate objectives, as influential

¹⁷Ansul Chemical Company, Setting and Managing Objectives In A Business Enterprise, loc. cit., p. 13.

¹⁸Ibid.

factors in successful goal-setting.

The fourth area of importance is flexible groupings. With the participative management program it was hoped that more creativeness would be shown by Ansul's people. In investigating its organizational structure, Ansul management realized the following factors.

This formal organizational hierarchal structure is represented in a typical organization chart with a series of men reporting to one man, he being superior in control and authority. These men in turn had men reporting to them and in the second sequence they replaced their superiors as top men, forming a series of interlocking, hierarchally-structured family work groups.¹⁹

Ansul had an opportunity to observe that homogeneous, family work groups like the above tended to be less creative than heterogeneous groups with varied experiences and on a peer relationship.

We have developed what we call Product Investigating Teams. There is a roster of all the people in the company who can bear on all the various aspects of a particular new product. . . These Product Investigating Teams as we call them, not committees because they are dissolved immediately after the task they have been assigned has been completed, offer to the Policy Committee suggestions and three or four alternative solutions to the problem we have assigned them. Here is another way we have gone about in getting people involved, getting to the point where people support what they help create. As an example, when these men are over in this committee, or team as we call it, and have evolved alternative solutions to a new product, they then, you see, change their hat and go back into their action jobs and the communication problem is kept to a bare minimum because they already know the ins and outs of what's going on.²⁰

¹⁹Ibid., p. 17.

²⁰Ibid., pp. 9-10.

This approach to organization not only draws upon an individual's creative energy but does so while he is company-oriented, working on problems that involve a wider problem range than that of his own work group.

The last area to consider is communication, an important factor in participative management. First, Ansul began communicating information on the company itself. The Employee Information Meeting ²¹ has been the primary channel for this, a flexible means of communication which has changed nearly every six months to meet different needs.

Robert Hood's viewpoint on management-employee communication is shown in this excerpt from a speech made in 1956.

Every skill that a manager uses is judged on how well he can communicate. It is obvious that a manager does not "do", he has to "do" through other people. Nothing happens until he communicates. His effectiveness depends upon how efficient he is as a communicator, therefore, it becomes a mighty important thing to every other thing one is doing as a manager. ²²

He goes on to mention that effective communication depends upon confidence, with which every manager must be vitally concerned. Two ways of building confidence are: (1) a clarification of a philosophy of operation, and (2) the improvement of individual skills as a communicator.

²¹See Chapter III for extensive information on these meetings.

²²Robert C. Hood, "Why Communicate?" Address made before the National Machine Accountants Association, Northwestern Wisconsin Chapter, Marinette, Wisconsin, April 18, 1956, p. 2. (Mimeographed.)

Now in the area of communication and many other factors of human realtions these days, there is a great deal of emphasis on skill. How do we improve our skills in these things? We are beginning to find ways and means of doing this. But skills, in my estimation, aren't worth a tinker's darn if we don't have a basic philosophy. So I feel the development of a philosophy is a very important thing--the philosophy of operation.²³

Organizational Structure

At the present time there are seven specific area heads besides the office of the president that make up top management at An-sul Chemical Company. These seven managers and the president are called the Operations Committee.²⁴ The president can communicate orally with all of the managers, and they with him, whenever the need arises. He works with each of these people in turn concerning the area for which they are responsible and accountable. In this manner, this group as a communication group covers all the main operating and functional areas of the company.

Each of these members has a management staff with which he meets in regular staff meetings or in special meetings. There are occasions when the president asks that a given area head or all area heads call their staffs together to communicate some particular information.

Employee Training and Development

One of the basic tenets of participative management is "People,

²³Ibid., p. 4.

²⁴See Appendix for organizational chart of the company.

not products, are the competitive difference between companies."²⁵

To meet this challenge, employee training has been of great importance.

Two aspects of this training will be considered: (1) Formal training methods, and (2) Foreman selection.

The first of these, formal training, is concerned with conference seminars, executive development courses and management institutes. The company has stressed internal training through courses held at the plant itself. The following graph will indicate how many employees at all levels attended these external and internal training sessions in a peak year, 1955.

1955 CHART OF TRAINING AND DEVELOPMENT ²⁶

<u>Work Position</u>	<u>Training</u>	<u>Number of Employees</u>
TOP MANAGEMENT	<u>External</u> : National Training Laboratory, Bethel, Maine	2
	American Management Association, New York	6
	Northwestern University, Evanston, Illinois	1
	<u>Internal</u> : Meeting Clinics	17
	Executive Seminars	8
MIDDLE MANAGEMENT And STAFF	<u>External</u> : Marquette University Milwaukee, Wisconsin	3

²⁵Hood, Concern for Cost, loc. cit., p. 15.

²⁶Business Relations Department, loc. cit., p. 21.

MIDDLE MANAGEMENT And STAFF (Continued)	Industrial Management Institute U. of Wisc., Madison, Wisc.	24
	Society for Advancement of Management	2
	International Executive Con- ference, Strong, Narovec & Company	1
	Midwestern Society for Statis- tical Quality Control, Milwaukee, Wisconsin	2
	Transportation Association of America, Chicago, Illinois	1
	National Conference Board, New York	1
	Milwaukee Vocational & Adult Schools	1
	Engineering Institutes, Madison	6
	U. of Wisconsin Extension Center	19
	American Management Associa- tion, Seminars, New York	19
	<u>Correspondence</u> : Alexander Hamilton Course	2
	LaSalle School of Law, Chicago	1
	<u>Internal</u> : Meeting Clinics	31

FOREMEN	<u>External</u> : Industrial Manage- ment Institutes, Madison	17
	Plant Layout Technical Workshop Oakmont, Pa.	1
	<u>Internal</u> : Foremen Training Conference	17

EMPLOYEES	<u>External Correspondence:</u>	1
	University of Nebraska	
	International Correspondence	35
	Schools, Scranton, Pa.	
	Vocational School, Marinette	24
	Hayes School of Combustion,	6
	Chicago	
	Technician Training, U. of	4
	Wisconsin Extension Center	
	Henry Stubenvoll Public Speak-	2
	ing Course	

Secondly, employees have had opportunities to help select their supervisory foremen. This plan became significant in 1953 when a divisional manager was preparing to name a few new foremen.

This gave Ansul a chance to put another of its participative management principles to work; namely, "better problem-solving is obtained when every possible human resource is brought to bear on the problem. "

An obvious human resource which always had been overlooked in foremen selection was the employee to be supervised. . . Ansul found validation for this approach from the University of Michigan's Survey Research Center. The center had made some studies confirming wartime findings of the Armed Forces concerning teamwork among air crews. The idea was to give the people who have to deal with the crew leader, from above or below the same level, a part in selecting him.²⁷

Relating this research to the Ansul program, management decided to take the employees into consideration as much as possible. They began by pointing out what qualifications management thought

²⁷Ibid., p. 16.

important for a foreman. These included past performance, seniority, health, and intelligence.

The second step involved the work groups themselves.

Meetings of 20 to 30 hourly workers and groups of supervisors were held. Purpose: members were asked to submit their ideas as to the duties and qualities of a supervisor. These suggestions were consolidated into a composite chart of requirements for the job. ²⁸

There seemed to be considerable agreement between management and employees on foreman qualifications. The next was the nominating step in which employees had an opportunity to nominate, by secret ballot, five employees whom they felt best fitted the composite description of a supervisor. First-line supervisors and managers also made nominations. The last step belonged to management.

After carefully weighing all the data--employees, supervisory, and managerial nominations, personnel records, tests and interviews--management named two new foremen and five lead men. ^{29 30}

Ansul estimated the cost of this first foreman selection, including wages paid while employees attended meetings, to be approximately \$1000. ³¹ The company management, through observation of employees and inquiries of supervisors, felt the investment was a sound one because the employee seemed: (1) to have a better idea of what attributes

²⁸Ibid., pp. 16-17.

²⁹Definition of "lead men" — Hourly-paid, functional leaders within a work group.

³⁰Business Relations Department, loc. cit., p. 17.

³¹Quoted from Ray Twining, Personnel Manager.

a supervisor must have and thus showed greater respect for the supervisor's job; (2) to appreciate being consulted about possible changes; and (3) to approve of the new foremen who were selected. In addition, management found that some suggestions made by employees revealed potential supervisors management had not considered previously.

Conclusion

In Chapter I, under Justification of Study, mention is made of the philosophy of participative management which was partially responsible for Ansul's desire for a good communication system. The ideal use of this philosophy has been detailed in the foregoing material in Chapter II. Additional comments³² based upon interviews with middle and top management will be made in this conclusion to point out some of the problems and implications of this participative management philosophy.

Perrin Stryker's article in Fortune, "How Participative Can A Company Get?", studied Ansul Chemical Company as an organization where a number of management theories were given their first practical application and where new concepts of communication in human relations were utilized. Both positive and negative results of the six years of participative management were considered. Since this philosophy of management aims at changing attitudes, both Robert Hood and Perrin

³² These are based on interviews with middle and top management that took place in August, 1959.

Stryker seemed to be in agreement that specific results are difficult to determine.

Mr. Stryker made some remarks about the executive at Ansul that are related to attitudes observed through interviews with management people. He wrote:

After nearly seven years of trying to recast the thinking and emotions of his subordinates at Ansul, Hood is having to use some operating methods very similar to those found in companies totally unaware of "participative management".³³

In fact, Mr. Stryker points out, Mr. Hood has reduced the number of committee meetings and conferences from several a week to twice a month and sees his top five executives individually only once a week. However, this has not discouraged Hood because he feels that "tightening up by more orthodox formal management methods shows that, after managers have made efforts at working with people, they have gained a new appreciation of the old fact that the prime job of a manager is to get things done through people."³⁴

In the article, Mr. Stryker quotes Mr. Hood as saying that the process of participative management has produced three kinds of managers: "Some who seem to have developed better judgment for making decisions on their own, others who have only learned more about the company, and still others who have gained no more than a facility with such terms as 'agenda building'."³⁵ Mr. Hood stated:

³³Perrin Stryker, "How Participative Can A Company Get?", Fortune, I, No. 3 (September, 1956), p. 220.

³⁴Ibid.

³⁵Ibid.

Usually people don't want to become involved, so you test and test new ways and ideas to win them over. We believe in the principles of feedback, i. e. getting people to discuss and criticize policies and ideas, because it is one of the most effective means of changing people that we know of. . . the reason for the mixed results is that participative management "involves changing people's values from the viewpoint of depending on authoritative management." ³⁶

This article, written in the fall of 1955, pointed out the move to more orthodox management methods that had already begun to take place at Ansul, i. e. the reduction in number of committee meetings and conferences.

Production problems by late 1956 necessitated a further de-emphasis upon group meetings and group decision-making. ³⁷ In spite of these changes, the president did not hesitate to maintain that group cooperation was the primary factor in making 1957 more profitable. He had this to say to a stockholder who asked some of the reasons why 1957 turned out so well.

One primary reason is that we worked together more effectively. For many years we've been trying to get our people to realize more of their potential and to work more usefully and effectively with one another. A good share of these efforts seemed to come together in 1957. Although this is difficult to measure precisely, our results are a strong indication that this is true. Two other reasons for our good year are our improved planning and improved execution of our plans. Product planning, budget planning, sales estimating--all were accomplished with more coordination this past year. ³⁸

³⁶Ibid.

³⁷ This de-emphasis and other changes will be enumerated further in Chapter III.

³⁸ Ansul Annual Report, 1957, p. 12.

The following year, 1958, there was a decline nationally in capital spending. This necessitated drastic changes for Ansul because, when capital spending declines, Ansul's fire equipment sales are affected. Profit wise, it was not a good year. Sales were down 18% and profits went sharply down to only 21% of 1957's record high. However, in the 1958 annual report, Robert Hood pointed out that, although profits and sales were off, the balance sheet--assets to liabilities ratio--had strengthened almost 100%. With new products for 1959, management hoped that profits would increase.

Other changes in 1958 were the following: (1) some employees went on a 32-hour week schedule; (2) there was a layoff of some hourly people; and (3) there was an elimination of some salaried jobs. Mr. Hood, in the 1959 annual report, explained that these changes were necessary to prepare for higher costs in 1959.

We found that some functions could be eliminated, others could be postponed and that both these actions could help us achieve our broad objectives. We reduced our personnel from 557 to 502, but only after very careful deliberation about the best way to keep our company strong--for the benefit of our customers, our employees, and our stockholders.³⁹

The difficulties of 1958 did not mean a change in philosophy, Mr. Hood emphasized. He said:

One of the fundamental things about participative management, or any method of organization, is that it undergoes change. We have to acknowledge that, anticipate it, and modify our methods accordingly. But generally speaking, we're heartened by the results of participative management. We've made mistakes,

³⁹Ansul Annual Report, 1958, p. 15.

certainly. But we believe this "approach to working" has made us stronger--more able to cope with 1959 and the years beyond.

Our advertising campaign in 1958 featured some of our management thinking, "People support what they help create" and "People are the real competitive difference between companies." We don't pay mere lip service to these ideas; we live by them. And we think they've helped us weather a difficult year and will help us grow and develop in the better years ahead. Our job with participative management is, and always has been, to apply its principles effectively to our business. Change is inevitable, but some of the principles we operate under seem to give us greater flexibility and understanding as we attempt to meet changed conditions. ⁴⁰

In late 1958 and early 1959, organizational changes took place at Ansul. These were management changes to improve performance and to provide greater flexibility for growth and, as such, they were a move away from what Ansul called a "functional" type of organization toward an organizational structure oriented toward production and markets.

Management's optimism about profits and sales did not ring true until the second quarter of 1959 when profits allowed a small employee dividend. But Ansul's economic situation still necessitated an emphasis on production, and there was less time spent on time-consuming plans for Employee Information Meetings and other outlets for the participative management philosophy.

Such changes in emphasis are pertinent to this conclusion because they may influence attitudes. Many of the managers interviewed tended to point out the negative features of participative management. It is

⁴⁰Ibid.

important that any evaluation take the variables of organizational change, employee layoffs, and reduced work force into consideration.

The problems of participative management pointed out by various Ansul managers can be better understood by first recalling comments made by Perrin Stryker and Robert Hood.

In one of the quotations from Fortune used earlier in this chapter, Perrin Stryker spoke of the "abstractions of human relations." Robert Hood, as quoted earlier in this chapter, said:

I began to realize the real aid that social science was giving industry in this area [of communication]. What I was hearing from them and reading made a great deal of sense to me. From this we developed into this philosophy of management which we now call "participative management".⁴¹

Among the members of middle management who were interviewed⁴², there was a consensus of opinion that the "theory" of participative management was sound and backed up by social science research, but that its "application" was not successful. Mention was made that "time" involved in testing such a theory is a problem in a small company which has an economic need to produce efficiently.

When there is feedback--defined by Mr. Hood as "getting people to discuss and criticize policies and ideas"⁴³--greater under-

⁴¹Hood, "Concern for Cost," p. 3.

⁴²Three members of top management: the President and two members of the Operations Committee; and ten members of middle management were interviewed in August, 1959.

⁴³See Page 27.

standing is expected to result. A few managers, however, expressed the opinion that there was excessive feedback or over-communication at Ansul, that people tended informally to discuss and criticize policies and ideas without a definite objective in mind. Thus, communication was non-structured and, as such, they felt, not useful to the company.

Several managers commented that the implementation of a social science theory into an industrial situation may be problematical because there is a tendency to be more concerned with "means" than with "results". Usually a management executive is used to dealing in results rather than means to results. Therefore, at this point may be a place where communication breaks down within the management framework, when managers used to dealing in specific results are called upon to pay attention to more abstract means to results.

There is evidence of misunderstanding of the term "participative management" among managers. As mentioned earlier in this chapter, Robert Hood's definition of participative management is 'a way of managing an enterprise aimed at unleashing the full creative power of people through their participation. "

In an interview with Mr. Hood, the following question was raised: "Mr. Hood, a few of your managers say that the Ansul worker feels he should participate but when it comes to making a decision-- even to making up his mind where his machine should be moved, for example--the employee backs off, saying, That's not my job. You make the decision.' Do you, therefore, feel that participative manage-

ment has been successful? "

Mr. Hood pointed out that participative management and decision-making must not be used as synonymous terms. By participative management is meant "participation by management" with himself as a central core and his different managers in concentric circles around him. Mr. Hood explains decision-making, as expressed by the industrial psychologist, Douglas McGregor, as a continuum.

Complete Participation

No Participation

On this continuum, Ansul's system would fall fairly close to Complete Participation, Mr. Hood declared.

Sometimes, when a decision is made by the Board of Directors, the president himself may have no part in it. "But, whenever possible," Mr. Hood declared:

...even when the decision has been made, it is participation when the Executive Committee, or Operations Committee as it is now called, can sit down and talk about the implementation of that decision. When this is carried to a lower level, it is participation when the participants talk of the implementation of a decision. For example, if the decision has been made to place a machine in a particular location, the participants may discuss the changes in assembly procedure, better use of light, etc., and what differences these changes will make to them.

Evidence that employees may not be clear on the term "participative management" was provided by one manager who said that the average worker, defining the term to suit himself, thinks he should participate in such things as wage administration and policy formation.

This is not, of course, practically feasible, but is, according to this manager, often theoretically expected. With such misunderstanding of a person's place in participative management, there is a tendency to challenge decisions after they are made. "This is something of a power struggle," said another manager, "a questioning of others' rights to make decisions." Also, because of past emphasis on communication, managers stressed that workers now have an "insatiable appetite" for and an expectation of, more and more communication. If they do not receive all the information they feel they are entitled to, they become unduly disturbed.

Some of the managers felt that, although they are not communicating as often with employees as previously, what they are communicating is more meaningful. With the de-emphasis of mass information meetings and group decision-making, there is less contact with subordinates through goal-setting sessions and Product Investigating Teams. However, one manager commented:

...but there is better day-to-day communication with my men. This may not be considered by some as a communication channel, but to me it's the best one.

Participative management is defined as "a way of unleashing the full creative power of people through their participation." Asked about the problems of attempting to arouse creativeness in people, Mr. Hood pointed out the difficulty within a culture such as ours of teaching people to be creative. "Too often, decisions are made for children by their parents, then by their teachers. When they step into

jobs, the problems of making decisions are magnified because, to some extent, they have had very little opportunity to make decisions." Mr. Hood concedes that few Ansul people have turned out to be "creative" and that he has been somewhat surprised that there have not been more.

Mr. Stryker concludes his article by saying:

Many, like Hood, have wanted to believe that if you attend to motivating people, such matters as products and profits will take care of themselves. They do not. Managers have a limited amount of time to run a business. The more they become preoccupied with "people-centered" management and the abstractions of human relations, the less energy they have to expend on the hard necessities of operations.⁴⁴

It is perhaps unfortunate that these "necessities of operations" required the changes at Ansul so that definite effects of the philosophy of participative management can not be more effectively measured.

To the question, "Do employees, such as assembly-line workers, want information that isn't pertinent to their own work situation?", eighty-eight percent of the seventeen managers surveyed believe that employees do want such information.⁴⁵ Robert Hood feels that the employees must have such information to help them realize the importance of their jobs. He maintains that, unless we want a country of "mechanical workers" who have to have "material compensation for lack of interest in their jobs", we must attempt to help the worker feel his job is meaningful to himself and to his employer.

⁴⁴Stryker, loc. cit., p. 220.

⁴⁵ See questionnaire results in Chapter IV.

A number of Ansul managers feel that participative management, as they understand it, is not functioning any longer at Ansul. The president, Mr. Hood, does not feel that participative management is at a standstill but that the training period is over and that managers are utilizing much of what they have learned without being conscious of using it. He concludes that, even without continued emphasis on participative management, this philosophy can still be of value to managers in their "approach to working."

III. THE EMPLOYEE INFORMATION MEETING

The following information on the Employee Information Meeting, 1953-1959, is concerned with meeting preparation and procedure, questionnaire design, questions asked by employees, and responses given by management. A chronological order is used to facilitate comparisons and to consider the changing concepts and reasons for these changes. The conclusion of this chapter considers some of the implications of the use of the Employee Information Meeting, the current importance of these meetings, and the different substitutes for this type of meeting that are in use at the present time.

I. 1953

A. Employee Meetings

Until 1953 Ansul Chemical Company, like many other family-owned corporations, had not made financial information available to its employees. That year, however, company management decided that such information would be communicated to employees through group meetings. The employees were informed by letter from the Executive Committee that they could ask any questions they wished on any subject, financial information included. Management would answer their questions in Employee Information Meetings.

This letter¹ to the employees, dated April 15, 1953, read:

Dear Employee:

You, as an employee, are naturally interested in Ansul--its past, present, and future. Therefore, management wishes to make this information available to you. Through the cooperation of your department manager, a series of small group meetings have been planned to discuss the Ansul "goings on".

Undoubtedly, from time to time you've heard other people ask, "What is Ansul's Financial picture?"--"Why do we make certain purchases?"--"What plans do we have for the future?"

Perhaps you have questions along these or similar lines. If so, will you please let us know about them to help us prepare for these meetings. Simply jot down your questions on the attached sheet of paper, seal it in the provided envelope, and return it to your department manager. It is not necessary to sign these sheets.

Your department manager will turn these envelopes over to us. We will attempt to answer your questions during the course of the meetings.

We look forward to hearing from you and talking with you in the very near future.

Yours truly,

EXECUTIVE COMMITTEE

The "attached sheet of paper" mentioned in the foregoing letter differed slightly for salaried and hourly workers. The salaried employees were asked to comment and ask questions on company and divisional operations while the hourly workers asked questions on these same things plus departmental operations.

¹This letter, other correspondence, meeting notes, designs and schedules included in this chapter are taken from Ansul files and records. When this type of material is quoted in this chapter, no footnotes will be used.

These "questionnaires"² were simple, including only a word or two to induce questions, words which referred to divisions, i. e. Finance, Research and Development, Sales, Manufacturing, and Others.

Such a deluge of questions resulted from Management's offer that answering these questions at Employee Information Meetings would have been an impossibility. Although some questions were retained for the group meetings, most of them were answered in a series of mimeographed answer sheets distributed before the meetings so that the employees would be prepared for discussions. More than thirty mimeographed pages on legal-sized 8 1/2 x 13 paper were required to answer all of the questions submitted.

Questions from employees covered the following broad range: Employee Benefits, Employee Compensation, Employee Seniority, Facilities and Equipment for Employees, Company Personnel, Training and Development, Production Operations, Construction and Expansion, Future of Products, Management Operations, Company Finance, Policy, Ansul's Economic Future, and Miscellaneous.

The answers to questions were often informative. For example:

Question: What plans does Ansul have in case of a deflation or depression?

Answer: The primary job of top management is, and probably will remain, the survival of the business. At Ansul, we believe emphasizing survival of the business will benefit more people than any other effort we can put forth. Any steps we take during a deflation or depression will be based on what will best promote this survival

²See Appendix, Questionnaires 1 and 2.

and therefore serve more people. We will use all of our ingenuity to provide as much steady employment and as much incentive to as many persons as possible.

A New York firm, "Econometrics", helps us in our overall economic planning. This firm regularly sends us its predictions and the reasons why it makes these predictions. Every three months one of the firm's economists comes to Marinette to discuss such problems as our short, medium, and long-range planning. "Econometrics" brings together all its available data plus predictions from other well-known economic sources. This information helps our management get the feel of what's ahead and helps us plan accordingly. At a recent meeting with an "Econometrics" representative, we adopted a broad 12-point program to meet any nation-wide decline in business. You might call this 12-point program an "Anti-Depression Plan".* We are intensively studying this entire program and have already started work on several of its points. The best economic information available tells us business will decline between now and 1956. After 1956, an upturn is expected. And so we are working hard to be prepared. The group working on this program includes the Executive Committee, managers of divisions and key departments.

*The 12-point program is attached.

Answers were often concise, to-the-point. For example:

Question: The company is penny-wise and pound-foolish. Why let our contracts (and pay more) when there are men in the company who can do it cheaper?

Answer: We try to do all the work we can with our own people. We do occasionally have work done by outsiders, but only on these conditions:

1. We do not have the necessary equipment .
2. We can have it done cheaper because of specialized equipment of the outside firm.
3. We cannot get the work done in time ourselves.

Sometimes there was an attempt to clear up misconceptions.

For example:

Question: Why does Ansul hire people (who charge a large amount for their services) for help on such a problem as furnishing the lobby of the sales office? Is a company of this size justified in having a designer like Raymond Loewy determine color of draperies and walls and the type of furniture? Don't we have people at Ansul whose choices would be just as good, and who would save us money besides?

Answer: When we furnished the sales offices we believed it was important to make them both attractive and comfortable. Attractive because of our many visitors. (These visitors are mostly important customers). Comfortable so that work efficiency could be at the highest possible level. We recognized that color and furnishings influence customers and influence our own employees' ability to produce.

So we asked the Raymond Loewy people for some broad advice. We did so because we felt the Loewy organization was better qualified to give advice than anyone in our own company.

Actual selections of drapes, furniture, color of walls, etc., were made by Ansul employees guided by the Loewy suggestions. By following these suggestions, we were able to furnish the office for less money and do it attractively. Also, the sales office has a great deal of versatility and can be used in many different ways. This, too, is a benefit of the Loewy advice.

Comparisons were made for clarification. For example:

There were many questions asked about the number of engineers and technical people at Ansul...and just what their jobs were.

Answer: To summarize, our engineers and chemists are held responsible for the following functions and operations: [This answer included a list of how many and what kind of engineers and technical persons were included in Production, Research and Development, and Maintenance. In addition, the answer attempted to show why these men were needed.]

The need for engineers and chemists to provide the company with new and improved products and methods, as well as to keep quality of product and procedure at the highest level, is obvious. Any product has a limited sales life--competition takes care of that--so it must be improved and eventually replaced with something else if the business is to go successfully. Additional new products and new uses are required to provide a suitable growth rate for a business. So, technically trained personnel are needed to take care of product obsolescence and to provide the tools with which to grow.

References were made to other sources. For example:

Question: Explain more about our special insurance benefit for which we do not have to pay any premium. I understand that we receive a certain part of our wages for lost time accidents or sickness up to a certain period of time. The lost time accident mentioned is being incurred outside of work as an auto injury or anything similar. What are the benefits of this insurance?

Answer: The best answer to this question is contained in a booklet which covers our sickness and non-work accident insurance plan, which can be obtained from the Personnel Department. In brief, the plan does this: the company will pay 50 per cent of your regular earnings starting on the first day in case of an accident--on the fourth day in case of sickness, and the pay will continue for a period of 26 weeks.

Three pages were used to illustrate the problems of developing a specific Ansul product. Part of this follows:

Question: What is the complete story on the drier difficulties?

Answer: When a company brings out a new product it is hoped there'll be no trouble in making it or in its use by the customer. Especially in its use by the customer.

This is a typical procedure for bringing out a new product. Usually models of the product are made up and laboratory-tested. Then, depending on the product, a field test is usually made which tests the product under actual customer conditions. At the same time production processes are planned, manufacturing equipment is obtained and special tools are made, if necessary. The next step is a pilot production run. In this run sufficient quantities are produced to find out if the manufacturing processes and controls are adequate to produce a uniform product, maintaining the quality desired. Finally the product is ready to be shipped to the customer.

As we've mentioned, it's hoped there'll be no trouble during this procedure. This is rarely the case, however. Frequently, despite careful planning and testing, trouble pops up in production or in the products' use by the customer.

For example, one of the oldest and largest automobile manufacturers is having serious trouble with the engines of their latest cars after they are driven about 2,000 miles. Another automobile manufacturer is having trouble with his fender dies. The fenders split open when they are made and must be welded together (and the weld ground off) in order to stay in production. A large electrical company is having serious trouble with its new hearing aid. The company has learned that after the hearing aids are worn for a few months the moisture of the wearer's body ruins the unit.

We have similar experiences with new products we've brought out in the past...

One question asking for an explanation of the large cost of the company pension plan invoked an answer that was two pages long and very detailed.

The explanation was made clear through the use of cost figure samples.

In addition to such extensive printed matter, ten separate meetings were held for salaried and hourly workers, with approximately forty members in each group. The procedure, the same for both salaried and hourly meetings, was as follows:

Members of the Executive Committee made a brief presentation concerning their own areas and then answered questions from the floor. These Executives were the President, Treasurer, Vice President for Sales, Vice President for Research and Development, and the Vice President for Manufacturing. During these meetings questions were encouraged verbally or on blank cards. The meetings were about 40 to 50 minutes in duration. It was discovered through follow-up [asking supervisors what their subordinates' reactions were] that employees felt management "had nothing to hide" and was definitely trying to give people straight information about the company. Employees also said that all the answers were not as complete as they would have liked, but that management was willing to face and answer any question.³

For additional information, a report "How Did We Do In '53?" was used in the December, 1953 issue of the company magazine. Sales figures, product plans, and company policies were discussed.

B. Management Meetings

In December, 1953, plans were under way for an early 1954 managerial meeting. Members of management were asked to fill out questionnaires⁴ so that their thinking could be incorporated into meeting plans.

³Ansul Chemical Company, Communication History, A Report of Ansul Chemical Company (Marinette, Wisconsin, 1958), pp. 3-4.

⁴See Appendix, Questionnaire 3.

II. 1954

A. Management Meetings

In January, eighty-seven members of management, including foremen, attended two meetings at a local country club. The president began the opening discussion followed by the Finance Chairman's statement and various reports on major events and accomplishments by members of management. Following dinner, different supervisors asked questions of the top management group. It was felt that such meetings would be advantageous to the supervisors in acquiring more information for use in the Employee Information Meetings.

As follow-up, a short post-meeting questionnaire⁵ was distributed to the people who had attended the management meetings. An extensive mimeographed report was prepared from the answers. Multiple-choice question responses were classified; percentages of responses from different areas were noted; and the two open-end questions invoked responses that were recorded on twelve pages. It was felt that, by using this meeting data, management was in a better position to impart information to subordinates.

B. Employee Meetings

Top management people were the communicators again this year. They included the President, the Vice Presidents for Sales, Research and Development, Manufacturing, and the Treasurer.

⁵See Appendix, Questionnaire 4.

Their material primarily covered the broad company operations. Prior to the separate group meetings for hourly and salaried people, a printed excerpt about the past year's operations was taken from our company magazine and distributed to all as preparation for the meetings. [This was the company magazine story, "How Did We Do In '53" mentioned earlier.] In the hourly group meetings employees were encouraged to submit questions on cards or ask them from the floor as was done in the first group meetings in 1953.⁶

There were not many questions, usually no more than eight or ten per meeting. The assumption by management was that this was due to the extensive answering of questions the previous year, that the great backlog of unanswered questions had been taken care of in the 1953 mimeographed information. Thus, no attempt was made in 1954 to mimeograph and distribute answers to questions.

Another change this year was the decision to have a summer meeting in June. This was a short meeting of only one hour and was held out-of-doors. The salaried people and the hourly people met together in three groups. This was a "geographical" breakdown by buildings rather than a divisional or departmental breakdown. Each of the five members of the Executive Committee gave a short presentation concerning their area of responsibility. Questions from the employees were encouraged but there were fewer questions than in the February meeting.

⁶Ansul Chemical Company, Communication History, loc. cit., p. 4.

C. Management Meetings ⁷

In December the president called an Executive Committee Meeting to consider the Year End Employee Information Meeting. A summary of suggestions and tentative design on the coming meeting was given out to the committee members prior to the meeting. A change in approach to the meeting design was indicated. The reason for this change was that, after the 1954 meetings, employees expressed the opinion that the general information from top management did not satisfy some of their questions. Thus, a new meeting plan can be noted in the summary which follows:

The tentative plans for the year end meeting as it now stands are so constructed that each worker will get the Ansul Story ranging from the general to the specific. The thinking which prompted this design is based on several points:

1. If just given the general pitch, as in the past, there is often a lack of interest or understanding.
2. For some time we have wanted to involve Division and lower level management in the reports.
3. We do not have adequate place to assemble the total work force.
4. We want as little down time as possible and still have an effective meeting.

It is felt that the tentative design satisfies all four of the points. It is: Place-Division Areas-Each division or natural work unit will meet as a body at a designated spot in their division's area...

<u>Resources</u>	<u>Place</u>	<u>Topic</u>	<u>Time</u>
R. C. Hood	Division Area	Greetings- Program outline-Hoped for outcomes.	10 min.

⁷It may be noted that management meetings are considered quite extensively in this chapter. The reasons for this are: (1) they are, to some extent, Employee Information Meetings because managers involved are employees of the company, and (2) they point out the elaborate plans for the regular Employee Information Meetings during the early stages of their development in Ansul's communication system.

<u>Resources</u>	<u>Place</u>	<u>Topic</u>	<u>Time</u>
One Exec. Committee Member	Division Area	Sales, profits, financing, Capital improvements, labor picture, summarize 1953-54, project 1954-55.	5 min.
Division	Division Area	Production, budget realization, manpower, new products, equipment, purchase or repair, summarize 1953-54, project 1954-55.	40 min.
Departmental Foremen (Hourly workers) Department Heads (Salaried workers)	Work area	Production, budget realization, manpower, new products, equipment, purchase or repair, summarize 1953-54, project 1954-55. (On departmental basis)	30 min.
Total Time.....			100 min.

Plans were made so that higher management people would leave the scene of the meetings after taking their designated time on the program.

Additional planning was done so that the final outline that was worked out for the 1956 Employee Information Meeting was not only an outline but also a management briefing session. After Executive Committee members had discussed it, the outline was given to divisional managers and they, in turn, passed it on to department supervisors. Thus did explicit information on meeting design move down communication channels to those who would be newly involved in the meetings.

The December issue of the company magazine, Fuse Plug,

carried "Let's Take A Look at 1954". For the first time in Ansul's history, an annual report was distributed to all employees.

III. 1955

Employee Meetings

The schedule prepared in late 1954 was carried out in February Employment Information Meetings. Department managers received the following requests prior to the meetings, requests which placed some responsibility on them and their foremen.

Enclosed are copies of the Year End Meeting schedules. Prior to the meeting time for your areas, you are requested to:

1. Inform all of the people in your general areas as to the time and place of your meeting.
2. Make any necessary arrangements for visuals, chairs, etc., in plenty of time before the meeting.
3. See that all of the people in your general area receive a copy of the program on the eve of your meeting.
4. Hold a final briefing session with your foremen so that they are entirely familiar with the plan and schedule.

As planned in the schedule, prepared in late 1954, there was approximately a fifteen minute overview of the company operations for the past year and the outlook for the new year by the president. He was followed by a Division Manager, in each division, who conducted about a thirty minute portion of the meeting.

As a foremost resource on divisional operations, he [the division manager] was in a position to interpret them to his men and relate them to broad company operations. Budgets, production records, improvements made, manpower needs, etc. are examples of topics discussed by division managers.⁸

⁸ Ansul Chemical Company, Communication History, loc. cit., p. 6.

The final and most important change in the procedure for this year was the thirty minute meetings of the foremen and departmental heads with work groups.

There are many things about a worker's job and the departmental operations which the division managers do not know or wholly understand. Therefore, the foreman or departmental supervisor was called upon to interpret the departmental operations, plans, and progress to his group of employees and relate them to the ever-all division situation. The attempt here was to bring the total company picture down to understandable terms as it directly affected the worker on the job in a situation most familiar to him.⁹

Following these meetings, approximately twenty-five persons were polled¹⁰ to determine their reactions to the change in design. As was stated earlier, the reason for this change was so that employees, who claimed they were hearing only from top management, would be satisfied. The meetings were still large ones made up of complete divisions but, after the president and division head spoke, the meeting broke down into small department or work groups. Thus, the poll was an attempt to get the reactions from a cross section of the people, both as to divisions and the types of jobs they held. From these reactions, company management deduced that:

Hourly workers- are anxious to hear about their own departments and what is in store for them as to employment, promotions, remunerations. They are interested in the "bread and butter" activities.

Salaried Technical workers- are most concerned with the future plans of their division and the company operations (especially the activities of other divisions). They feel they are pretty well versed on their own departments on a day-by-day basis.

⁹Ibid.

¹⁰Questions asked in this polling are not available in Ansul records.

Salaried girls -like to hear about changes affecting their group, and the more interesting and spectacular activities in other parts of the company.

In May, not long after the results of the February meeting had been tabulated, a memo was distributed to urge preparation for the next Employee Information Meeting. Conclusions drawn from the polling are evident in the last sentence of the memo.

Within the next three weeks another information meeting will be held. It will be somewhat similar to our February meeting, except that less time will be devoted to the company and divisional presentations and instead more time given to our department. This change was based on your suggestions which followed our last meeting.

Along with this memo, which was given to all employees, went an extensive printed report which began with a comment by Robert Hood.

This report from your Executive Committee will highlight what has happened at Ansul during the first half of 1955. You'll read how Sales is doing and why...how Manufacturing is holding the line on costs...how Research and Development is unearthing new products...what Finance has to report on our financial position.

As an employee of the company you probably have a good idea about what's going on in your department and section. This report attempts to give you that same familiarity with the operations of the entire company. Read it, study it, ask questions. The better informed you are, the more effective you can be in your job. This is in your own best interests. You can make the company more successful in the future, just as you have made it more successful in the past year.

Six mimeographed pages followed this introduction and included information from Sales, Manufacturing, Research and Development, and Finance.

In June separate meetings were held for (1) hourly employees, (2) male salaried employees, and (3) female salaried employees.

Different approaches to these three audiences were noticeable, based on the polls taken after the last meeting.

In the hourly employees' meetings there was a general "greeting" by Robert Hood and an Executive Committee member. Both division heads and department supervisors then gave general information about the company. The department head used some of his time to get information in the form of suggestions and complaints from the workers.

With salaried male employees, the Executive Committee member gave information on the company ending with the following words:

These are our general interpretations as we see it on a company basis. To make sound interpretations we need your opinions based on your experiences and knowledge.

We want to ask you:

Are there any ways in which your department efficiency can be improved?

What is your thought on the salaried turnover?

Do you have any ideas which you feel could help the company picture?

What are your thoughts on the salary evaluation?

How do you think reorganization has affected your area?

So that you are talking with the people who are best able to understand your answers, we want you to now discuss these questions with your division heads.

The meeting was then turned over for discussion between the division heads and the people working under them.

With female salaried workers, simple questionnaires¹¹ were issued asking for opinions on specific things important to women office workers, i. e. typing pools, promotions, general morale, and efficiency suggestions. A written analysis of this questionnaire was studied by the

¹¹This questionnaire is not available in Ansul records.

Executive Committee, followed by a meeting of the committee with the female workers and their office managers.

In July, questionnaires¹² were distributed to all workers who had attended the three types of meetings. There were six questions, all open-end, again aimed at getting people's opinions on the last meetings.

From eighteen pages of categorized responses (categorized according to hourly and salaried workers, sex, division) a brief analysis was extracted. It stated that the general reaction to the new procedure was good on the part of hourly-paid people because they liked talking to supervisors close to their jobs and their problems. General reaction on the part of salaried people was mixed. Some of them sought more reassurance about the future of Ansul, and some expressed opinions about the need for more new products at a faster pace. Also, the analysis said: "There is some evidence that communication with salaried people in some areas is good enough to make them feel a less acute need for communication like the mid-year meetings than in former years." Both hourly and salaried people liked receiving the written report before the meeting, and most employees felt they had enough opportunity to get questions in before the meetings. The analysis ended with the following suggestions for future meetings:

More time between a written report and the deadline for sub-

¹²See Appendix, Questionnaire 5.

mitting written questions was suggested by hourly-paid people.

Suggestions from salaried people included breaks, and improved rooms for meetings; more questions from the floor.

The December, 1955 company magazine carried the story,

"Let's Take A Look At '55 and '56." The 1955 annual report was sent to all employees.

IV. 1956

A. Management Meetings

In January briefing sessions were held for foremen and other management people to talk over the results of a questionnaire¹³ sent to employees along with a 1955 year end report of the company. The foremen had an opportunity to submit problems that they had had communicating to employees through the previous year. A few of the questions foremen asked were:

1. How can we bring out more questions from our employees before the meetings?
2. How can we bring out more questions on other departments for employees' thinking on departmental and not company basis?
3. How can we deal with too many questions at the meetings?

Such questions were discussed between foremen and management with an attempt to arrive at useful answers. For example, one of the answers to the last question (3-above) was the idea that answering of questions and giving information should be on a continuing basis. Foremen should meet with their employees on a periodic basis to perform the same function as they perform during the year end meetings.

¹³This questionnaire is not available in Ansul files.

B. Employee Meetings

The January Employee Information Meeting was carried out in similar fashion to those of 1955 except that cost figures and facts were de-emphasized because of lack of interest in previous years. Management, although satisfied with the semi-annual meeting formula, was concerned about the percentage of return of employee questionnaires. Of the total number of questionnaires¹⁴ given out to employees after the January year end meeting, only 13% were returned. This meant that there was an insufficient number on which to base solid conclusions. Also, there was widespread feeling among the employees that very general answers were being given to their specific questions.

Thus, in the June meeting, a change occurred. Foremen or department heads called their work groups together and asked them to appoint a recorder who could take down personal and group questions in small group meetings.

The supervisor then left the group. The groups were allowed thirty to forty-five minutes for this purpose. The questions the recorder jotted down were placed in an envelope which could be sealed and relayed by the supervisor to the Personnel Department where they would be broken down by categories. At the beginning of the meetings, the employees were told that this procedure would be followed and that complete anonymity was desired.¹⁵

The questions recorded were sent to the Personnel Department and tabulated. Upon completion of tabulating, different work group

¹⁴See Appendix, Questionnaire 6.

¹⁵Ansul Chemical Company, Communication History, loc. cit., p. 7.

heads were assigned specific questions to answer. Based on the January analysis, the Executive Committee answered only general questions and left the rest to the department managers or foremen who were "closer to" the problems and thus, more capable of answering them.

Another change in design was the opportunity for division and department heads to call in any resource in the company, including the Executive Committee, to explain questions more extensively if needed. According to a yearly report on meeting procedure, "The mid-year meeting, compared to past meetings, was vastly improved and provided better training methods through the foreman level."¹⁶

V. 1957

Employee Meetings

In his meeting with all employees at the beginning of the calendar year, the president (1) gave an overview of the previous year, and (2) looked ahead at the coming year, at such things as objectives, expenditures, new products, manpower planning. The same design used in mid-year 1956 was continued in this January meeting.

This design consisted of brief talks by Management to the people followed by family-group breakdowns where specific answers were fed back to the people asking them. A great deal more emphasis this year was placed on putting across information which Management felt was important and not necessarily relating it to questions which were asked by the people.

¹⁶ Ansul Chemical Company, "Employee Mid-Year Meeting Analysis," 1956, pp. 1-2. (Mimeographed.)

Since the divisional and departmental meetings were left to the discretion of the division managers, again it was suggested to work groups that the President, the Executive Committee members, and others, be available to the divisions as resource persons. In 1957, two divisions, Chemical Manufacturing and Maintenance, used the suggested resources more than the other divisions did. Maintenance was particularly involved in communicating information on the company through resources. Observation ¹⁷ on company morale indicated that foremen in these divisions seemed more progressive and other employees more satisfied.

Besides the regular method of calling in resources, data from the president's January report were distributed for use in group meetings.

Following the January meetings, survey results were analyzed and certain observations made by the Personnel Department. These were:

1. The value of the general meetings is being questioned by an increasing number of employees.
2. There was an expression of general satisfaction toward the small, departmental meeting.
3. The need for more visuals and written data both preceeding and following the general meetings was voiced.
4. The need for seeing and hearing more from the Division Managers was expressed.

In November plans were made for an extensive Employee Information Meeting. An illustrated booklet, "A Report to Employees," re-

¹⁷ The Maintenance Division Head and other members of the Executive Committee made this observation.

viewing operations for 1957 and looking ahead to 1958, was sent to each employee at his home. After this, employee group discussion "Question-Development Sessions," the same as in 1956, were held to get questions which were categorized by the Personnel office and fed back to divisions and area heads later in the month.

During the week of December 2nd, foremen met with their work groups and answered these questions. A panel discussion was utilized in the Finance area instead of a regular question-answering session. It was made up of the three department heads in the Finance Division whose purpose it was to explain different company matters to their personnel and to stimulate questions from them.

Follow-up questionnaires¹⁸ were distributed on a selected area sample basis so as to cover approximately one-third of the employees. The similarity to questions asked the previous two years is noticeable, but this questionnaire was much more extensive. Employees were asked, among other things, what parts of the year-end meetings were most interesting and meaningful, whether or not the "Year End Report" sent to their homes was clear and helpful, and whether or not the group question gathering method was giving them ample opportunity to report questions. In addition, they were again asked what suggestions they had for changing or improving future meetings. At the end of the questions was an adjective check list designed to be an objective measure of attitudes toward the Employee Information Meetings.

¹⁸ See Appendix, Questionnaire 7.

Two extensive analyses, one qualitative, one quantitative, were made up after the November meetings. The qualitative report listed the following purposes for the analysis: (1) to throw some light on employees' feelings about the meetings; (2) to point out areas of misunderstanding and concern; (3) to examine relationships between certain variables and employees' attitudes toward the meetings; and (4) to suggest ways to improve future meetings.

Certain deductions about the communication factors in the meetings included:

1. Where communication within the work group is good, the value of the meetings is questioned.
2. When questions were answered satisfactorily, the meetings were seen as a success and valuable.
3. When talks were directed to the specific group involved, they were well-received.

In addition, this analysis included separate summaries of answers received in the six different divisions.

The quantitative analysis contained raw follow-up questionnaire data with the different questions and comments broken down into separate departments. Some of the recommendations suggested from this analysis were:

1. Continue the same general approach to Year End Meetings.
2. Encourage employees to use their supervisors to answer questions when they arise.
3. Management should be more conscious of time during meetings.
Don't let them drag out,
4. Consider using more outside sources and visuals during meetings.
5. Consider making attendance at Year End Meetings optional.
6. Supervisors should point out purposes of Year End Meetings.
7. Concerning questions:
 - a. Point out that questions aren't mandatory.
 - b. Allow people to sign their names to their questions if they desire.

VI. 1958**A. Management Meetings**

It will be noted that this year, following some of the above recommendations, Ansul management de-emphasized the planned Employee Information Meeting and left it up to supervisors to communicate as necessary to their subordinates.

Manufacturing, the largest area at Ansul, handled mid-year communication in the following way. After a Board of Directors' meeting, Manufacturing management met to determine ways and means of using the data developed by the Board for mid-year objectives. This was followed by an elaboration of specific plans in each area.

The Chemical Division met as a group in June, followed by further meetings held at the foremen's discretion, using resources from outside the division. The Mechanical Division broke up into small groups and panel discussions composed of managers and foremen were used instead of outside resources. The Maintenance Division started out with foremen meeting with their departments, then with division managers, followed by a total division meeting with outside resources.

B. Employee Meetings

The Manufacturing Vice President reported that the meetings, as mentioned above, averaged about two hours per division. His was the only division reporting meetings. Other areas, if they held meetings, did not report them. Meeting plans were left up completely to

to division and department heads. Top management did not ask for records of meetings because they felt the responsibility should be left up to employees and their supervisors who had been made conscious of communication channels through previous Employee Information Meetings.

In December Robert Hood spoke to all employees (450) for about fifteen minutes, about 1958 and plans for 1959. He talked about new product plans and their market possibilities. Because some personnel were laid off in 1958, he mentioned this change.

Work-force wise, you might be interested to know that a year ago we had 557 people and now we have approximately 493. We tightened our belts, we eliminated some functions and we modified others. This, as I said in my letter, will be a continual job we will have to do to meet the problems ahead. We feel we are efficiently organized to do the job.¹⁹

He indicated that the outlook for 1959 was a positive one, that business seemed to be improving slightly. He spoke of the new Ansul International at this meeting.

Another area that you will be hearing a little more about as the year goes on is the new corporation that we're going to form called Ansul International. This is another effort on our part to do a job in the foreign market which is changing very rapidly. More and more companies from the United States are building plants all around the world. It is toward these markets that we are primarily aiming our efforts. Ansul International will handle all our export operations, will do our billing and handle all the sales effort outside the United States. We want to take our present products and see if we can get more payoff for them by selling them in markets abroad. We think this may be a good

¹⁹Robert C. Hood, Speech before Ansul employees, Year End Meeting, December 19, 1958, p. 2. (Mimeographed.)

opportunity to increase the total growth of the company.²⁰

Mr. Hood's speech was the extent of the Information Meeting that December. There were no opportunities for discussion or questions from the floor.

VIII. 1959

Again Employee Information Meetings were left up to the decision of division and department heads. Ansul's records hold no information on such meetings.²¹

As was pointed out in Chapter II,²² one reason for the de-emphasis of extensive planning for Employee Information Meetings in 1958 and 1959 was that such planning took work time away from production efforts. Due to economy measures, because of a loss in profit and sales, managers were less involved in meetings themselves and did not call as many meetings as formally for their subordinates. In addition, although some departmental or work group meetings were held, records of these meetings were not kept.

IX. Conclusion

The foregoing material in Chapter III has covered the development of the Employee Information Meeting and pointed out the extensive

²⁰Ibid., p. 4.

²¹The conclusion of this chapter contains information about such meetings, information derived from interviews held in August, 1959.

²²See Chapter II, p. 28.

planning on the part of Ansul Management to make these meetings as useful as possible to its communication system. The attitude survey made in August, 1959, ²³ elaborates further on pertinent information related to this type of communication. Additional analyses and evaluations based on records and interviews follow.

A. Questions & The Employee Information Meeting

In 1953 Ansul Management told employees they could ask any questions on any subject relating to the company. The response to this offer was overwhelming. As mentioned earlier, thirty mimeographed pages were needed to answer the questions from employees. The extent of detail of some of these answers was shown earlier in this chapter.²⁴ 1953 was not only the beginning but also the biggest year for such answers. Management feels the need has not appeared since to be so great.

In regard to these questions, one of the managers interviewed in August, 1959, commented that when employees were able to ask questions on any subject from the outset, this caused "the dams to be opened wide." He pointed out that a company management often makes value judgment decisions which are not readily explainable in the practical, factual language the worker uses. Thus, from the beginning, there was a need for specific answers when workers wanted to know why management had made certain decisions. It was not always possi-

²³See Questionnaire results, Chapter IV.

²⁴See pp. 38-42.

ble to answer such questions in a manner which workers accepted.

Thus, the employees' reactions were often that management was

"beating around the bush" or was not answering at all. This attitude

is shown in comments made by employees in 1957 following an Employ-

ee Information Meeting.

Announce publicly in advance what questions won't be answered and save us the frustration and embarrassment of asking them.

Most of the information given the employee by management during the year end sessions was already known by most of us or would be given without any hesitation to any person or group were they interested at any time. I have heard from several areas that the year end meeting is a waste of effort on the part of management as far as the employee is concerned. . .

Many employees have asked questions pertaining to themselves and their relationship to fellow employees in like jobs. The answers, while honest and forthright, have been answered in a generalized way. This in many cases does not satisfy the individual since management interpreted his question erroneously or was not specific in the individual's eye leaving a feeling that management evaded the issue. This employee invariably goes back to his job and discusses the question and answer with his fellow workers, all the while presenting his side of the question and failing to look at the answer as one being what management honestly thought to be the issue in question. This then leaves more than one employee with the feeling that his question was not answered properly. This individual will not rise during the meeting and clarify the question!

Such comments as the above point out the problems that management has faced in attempting to answer questions.

Until 1957 there was a continued attempt to find out what employees wanted to know and to answer accordingly. Employees' questions and post-meeting comments were the bases for the changes in both questionnaire design and meeting procedure. Management plans

seemed to be highly flexible. There was a de-emphasis on the mass meeting after two years because the employees began to favor small departmental meetings. In 1956, when employees asked for more specific information, the Executive Committee assigned specific "questions to answer" to those who could do the best job of answering them.²⁵ These answers were given in face-to-face discussions.

B. Employee Information Meetings

When economic conditions in 1957 necessitated a stricter regulation of time, management tried to utilize meeting time to best advantage.

A great deal more emphasis this year was placed on putting across information which management felt was important and not necessarily relating it to questions which were asked by the people.²⁶

Throughout its history, the Employee Information Meeting has been used not only for information getting and giving but also as a "training method" for supervisors. For example, in 1954 the following approach was used when notes on a management meeting were handed out to management personnel.

These notes were compiled at our management meeting several weeks ago. The purpose of the meeting was primarily to review and discuss Ansul management philosophy and operating principles.

We have attempted no neat summaries nor have we tried to draw any broad general conclusions. These notes are offered,

²⁵See pp. 53-54.

²⁶Ansul Chemical Company, "Employee Year-End Meeting Analysis," 1957, p. 1.

more or less, as food for thought. We who write this and you who receive it are management; and in reviewing the problems brought up at this meeting we are, in a sense, reviewing our individual performance...

Responsibility for meetings with their subordinates in turn placed responsibility on shoulders all the way down to the foreman level. It was necessary for supervisors to be well prepared on all aspects of company operation.

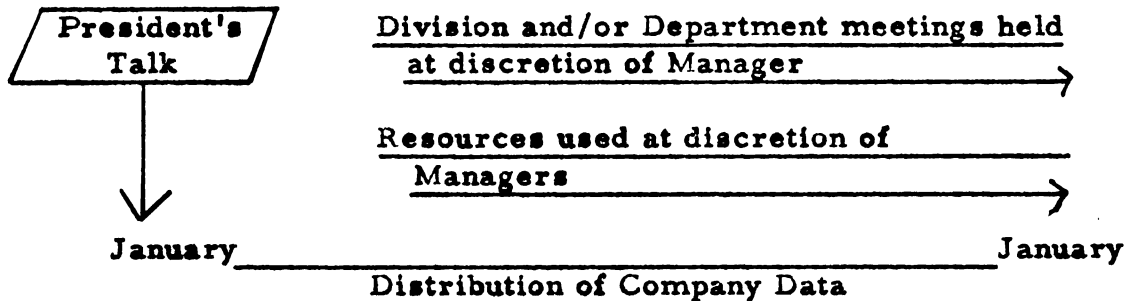
Analyses of the Employee Information Meeting carried out by Personnel to determine changes were taken into consideration from meeting to meeting. For example, the following recommendations were suggested after the January, 1957 meeting evaluations.²⁷

Based on those observations, we would suggest that the present design be altered in the following ways:

1. Bring in the president for talks to the employees once a year at the beginning of the calendar year. The following information could be disseminated to the employees;
 - a. An overview of the preceding year covering such things as profits and goals and their attainment; product planning efforts, etc.
 - b. A look ahead at the coming year covering such things as objectives, planned expenditures, new product status, etc.
2. Leave it to the discretion of the division managers as to how often (if at all) they wish to hold divisional and/or departmental meetings. This would mean that a mid-year meeting, as well as a year-end meeting, would be entirely up to the individual division managers.
3. Continue to use the president, area heads and others as resources in meeting if requested by the divisions.
4. Follow the president's talk each January with distribution of company data which could be used in divisional meetings for discussion.
5. To illustrate, the following diagram shows how this might work in a division which decided to hold one divisional

²⁷Other evaluations (or observations) can be found on p. 57.

meeting sometime during the calendar year:



This change in design has distinct advantages:

1. The divisions will no longer be carrying out a "project", but rather will set up divisional and departmental meetings based on needs as they perceive them.
2. Communication and interaction of family groups will operate on an on-going basis based on needs which have long been an objective of preceeding employee meetings.²⁸

These recommendations were carried out in the late 1957 and the 1958 meetings. As mentioned earlier, different work groups held separate meetings in late 1957 according to their needs. In December, 1958, Robert Hood spoke to the entire company in a mass meeting, but small departmental meetings met at the discretion of supervisors.

C. Substitutes for the Employee Information Meeting

A few years ago there were several extensively planned Employee Information Meetings a year. What has taken the place of these? Several answers to this question are: (1) a yearly objectives meeting, i. e. the December, 1958, meeting when President Robert Hood spoke to all employees assembled together, (2) Information Newsletters (see

²⁸Ansul Chemical Company, "Employee Year-End Meeting Analysis," 1957, loc. cit., pp. 7-8.

below), and (3) smaller departmental and divisional meetings (see below).

Newsletters of 1959 included (1) those sent out by the President along with employee dividend checks to all Ansul employees, and (2) those sent out by the Vice President of Manufacturing to employees of the Mechanical and Chemical Manufacturing Divisions. The former reviewed developments of different products and pointed out some of the problems involved in the "profit picture" for 1959. The latter were primarily information letters for production people, giving up-to-date information on various products. The first letter sent out by the Vice President in February, 1959, included the following introduction.

For some time now I have felt a need to tell you more specifically about the events and happenings which affect our company, and in particular those things which will have a direct bearing on those of us in the Manufacturing Area.

This, then, will probably be the first of many letters which I will try to write to you at fairly regular intervals. The intent in sending it to the home is to provide you with information which you can discuss directly as a family, since these things affect not only our company, but the families that are concerned with Ansul. At this point, I might say that the information in this letter, while not confidential, should be treated the same way you treat personal information about your own family, that is, you don't discuss it too much with outsiders.

While basically these letters will deal primarily with the problems of Manufacturing, there are many other things about the total operation which will be of interest to you. Here are some of the types of general subjects I would like to cover: sales, change in organization, general business conditions, new designs and developments, community relations. Of course, I can not always know the whole picture, and the viewpoint I will be giving you will be the one as I understand it.

Reports on smaller divisional and departmental meetings were

obtained from managers interviewed in August, 1959. It was found that information meetings are held more often in divisions which are made up of hourly workers than in divisions made up of salaried employees. One of the reasons for this is that there is a greater fluctuation in job duties among the hourly workers and a greater need to communicate information on these changes. One other reason for this in a division such as Finance is that many employees are young women and the employee turnover is considerable. It is difficult to get the girls interested in meetings, one Finance manager said, and this is one reason why the meetings are held only once a year at the present time. One manager mentioned that the Employee Information Meeting is not so important in Finance because there is a closer relationship between members, and questions are discussed daily. Also, since much new information is related to Finance, the girls know about it through typing letters or making out new orders. However, another manager in this division feels that the large annual meeting is important to Finance because it gives his people other departments' views and an important tie-in with other areas.

In the divisions concerned with production, several managers told of different types of smaller meetings that are taking the place of the mass meeting. One manager said that staff meetings are held eight to ten times a year in his office. Whenever there is a change of policy or new and useful information, he calls a meeting of his staff. There are seldom any questions; he is the major communicator. This manager

believes the bulletin boards serve as a good source of information for the greater percentage of employees.

Another manager said his foremen hold meetings in the plant once a month. This meeting takes a half-hour to an hour and is a question-answer session. The foremen do not allow the discussion to get out of hand so that the meeting is an excuse for getting out of work. If the discussion does go "off on a tangent", he said, the meeting ends and any answers to questions are given later.

One manager feels that hourly workers at Ansul often do not know what they want. Many of the company's hourly employees came out of World War II and directly to work in the plant. Because of the small turnover, not many employees in these divisions have worked elsewhere and have no other system with which to compare Ansul. Because their frame of reference is so shallow, he commented, they may not realize any advantages to such a democratic system as Participative Management and thus tend to be overly critical. Also, this manager stressed, informality of small meetings may be a negative rather than a positive factor. In his department's meetings no report is written up or put on the bulletin board. "And, if this were done," he added, "possibly the meetings' data would be more useful to the workers. They would have a chance to re-read their discussions. Of course, this might also lead to loss of spontaneity at the meetings and therefore to less successful discussion."

There was a consensus among managers that small department

meetings could successfully be held more often. They stressed, however, that time was a factor at present. Although not as much information is communicated in smaller meetings as in the large Employee Information Meeting, the managers feel the information is more meaningful in the smaller meetings.

There is a budget allotment in the Personnel Budget for Employee Information Meetings in all divisions. One manager said that he had not used much of his 1959 allotment. He holds staff meetings with his foremen each week but does not make demands upon them to do likewise. "In 1957-58," he said, "four foremen held meetings of one to one and a half hours each per month. Now, one foreman has been holding a half-hour meeting once a month and the others do not hold any." However, this manager felt that the communication process between worker and foreman was good. He questions the value of the mass Employee Information Meeting because he feels workers are uneasy about asking questions, and there are always a few who will ask questions just to embarrass management.

One member of top management is of the opinion that department and division heads do not hold enough meetings with their employees. "The goal of the Employee Information Meeting planning between 1953-1957 was to set a climate for smaller departmental or work group meetings," he said. "Without pressure to do so, most supervisors do not hold meetings." The fore

The foregoing has pointed out some of the implications of changes

that have come about in the Employee Information Meeting specifically, in Ansul's communication system generally. The question with which we will be concerned in the next chapter is: What do Ansul employees feel about the changes, the present program, and their place in that program?

IV. THE RESEARCH DESIGN

The Purpose

The dual purpose of this study is (1) to describe and evaluate a specific method of communication--the Employee Information Meeting--at Ansul Chemical Company, and (2) to survey the attitudes of employees and managers toward the Employee Information Meeting and the company's general communication program. Previous chapters have dealt with qualitative materials: a description of the meetings and an evaluation based on interviews with Ansul managers. This chapter classifies and analyzes quantitative data acquired from questionnaires answered by Ansul personnel.

From a study of Ansul records, meeting reports, magazine excerpts, newsletters, and speeches, the following general hypothesis was derived:

Physical conditions--age, sex, education, years of experience with the company, and work group affiliation--are significant factors in determining the attitudes of Ansul employees.

The separate parts of this hypothesis suggest several attitude assumptions. They are:

1. The older the Ansul employee, the more favorable is his attitude toward the Employee Information Meeting and Ansul's general communication program and the more positive is his belief in his part in influencing decision-making within the company.

2. Male employees are more favorable in attitude toward the Employee Information Meeting and Ansul's general communication program and more positive in belief in their part in influencing decision-making within the company than are female employees.

3. Employees in supervisory positions are more favorable in attitude toward the Employee Information Meeting and Ansul's general communication program and more positive in belief in their part in influencing decision-making within the company than are non-supervisory employees.

4. The longer an employee works at Ansul, the more favorable is his attitude toward the Employee Information Meeting and Ansul's general communication program and the more positive is his belief in his part in influencing decision-making within the company.

5. The more education an employee has, the more favorable is his attitude toward the Employee Information Meeting and Ansul's general communication program and the more positive is his belief in his part in influencing decision-making within the company.

6. Hourly workers are more favorable in attitude toward the Employee Information Meeting and Ansul's general communication program and more positive in belief in their part in influencing decision-making within the company than are salaried employees.

The Procedure

In August, 1959, the researcher spent three days at Ansul Chemical Company in Marinette, Wisconsin, in order to distribute questionnaires to Ansul employees and to interview Ansul management.

Prior to her arrival, company management placed a memo, explaining her presence at the company, on bulletin boards throughout Ansul buildings. On the first morning after her arrival, an additional memo was sent to all employees:

TO ANSUL EMPLOYEES:

Within a few days you will receive a questionnaire entitled

"Communication Survey Questionnaire." This is a survey which I am doing as part of my graduate study at Michigan State University. I hope to find out about your attitudes on the Employee Information Meeting and other methods of communication in your Ansul program.

This questionnaire will not ask you to sign your name, but it will ask for your age, length of service with the company, job title, etc. This information is necessary because I will be classifying opinions according to age, sex, education, work position, number of years with the company, and work group affiliation. Such personal information will be treated as confidential material and will be used only for statistical classification.

Since I probably will not have a chance to talk to all of you personally, I want to take this opportunity to tell you that I will greatly appreciate your help.

GLADYS STRAHL

During the first day at Ansul, the researcher circulated around the company buildings and talked to a number of employees. Arrangements were made with division and department managers to distribute questionnaires to their subordinates at convenient times the following day. A schedule for interviews to take place during the three days was also set up at this time.

Since most managers had asked to receive questionnaires for their subordinates before working hours began, and since Ansul's summer working day begins at 7 a.m., most questionnaires were distributed by 6:45 a.m. the following morning. Exact conditions under which employees filled out questionnaires are not known by the researcher. Plans were that employees would be given questionnaires by their supervisors to fill out before the working day began. Some questionnaires were returned personally by individual respondents to the researcher who was located in the Personnel office; others were collected in large quantities

and brought to the Personnel office by a manager or other employee. Promptness was such that most questionnaires were returned in the morning and very few remained out overnight.

Two questionnaires¹ were used. One was distributed to employees and supervisors i. e. foremen, lead men and department managers. The other was designed for middle management and differed slightly in question wording.

The questionnaire distributed to employees included three sections: (1) Personal data, (2) Opinions about Ansul's Employee Information Meeting and other methods of communication, and (3) Opinions about decision-making. The eighteen questions included in (2) and (3) were of three types: Two-way, Multiple-choice, and Rank Order. From her study of Ansul, the researcher believed that Ansul employees would have well-formed opinions on the communication system and on decision-making. In order to have definite opinions expressed in the answers, few "neutral positions" were included. No "no opinion" answers were used.

Questionnaires to middle management also asked for personal data and included eight questions of the same three types as used in employee questionnaires.

Out of 385 questionnaires distributed, 297 were returned. Of these 297, twenty-one were rejected by the researcher because per-

¹See Appendix for copies of these questionnaires, Questionnaires 8 and 9.

sonal data necessary for classification was not included.

Questionnaire Data

The McBee Key Sort was used to process statistical data. Questionnaire answers as well as independent variables (age, sex, work level, number of years with the company, education, area or work group affiliation) were coded and this information punched on Keysort notched cards. It was then possible to correlate each answer to the independent variables in order to show their relationship. Each of the resulting tables contains all the answers to a particular question, and most tables are inclusive on one page, facilitating comparisons. Each column is numbered (1 to 24) to allow reference from the Interpretation of Data which follows the tables. The table containing data from managers' questionnaires is found on the last two pages of the table.

The statistical measurement used throughout the tables is a percentage score which shows how the various independent variables are distributed with respect to frequency of response to questions. Each table is broken down into two cells or parts, i. e. the individual variable "age" includes the two parts "younger" and "older". The tables are checked for verification by indicating whether or not there is more than a ten per cent difference in frequency of response between these two parts.²

²The researcher is aware that more extensive measurement of this data, rather than the 10% criterion, could have been made. Advice was sought and the conclusion reached that the 10% criterion would be adequate for the purposes of the study.

In the Interpretation of Data which follows the tables, this ten per cent difference is considered, the results are checked against the hypothesis, and the observation "Hypothesis verified- Yes" or "Hypothesis verified -No" is made. Responses which do not verify the hypothesis are noted as having "No significant difference."

The Interpretation of Data should be referred to in reading the tables.

TABLE I

QUESTION I

DO YOU GET ENOUGH INFORMATION ABOUT THE COMPANY?

	Age				Sex		Work Level	
	Younger		Older		Male	Female	Super- visory	Non super- visory
	25 or less (1)	26-35 (2)	36-45 (3)	46+ (4)	(5)	(6)	(7)	(8)
N.....	54	71	78	56	196	63	27	232
Yes.....	54%	51%	70%	61%	59%	60%	81%	57%
No.....	41	45	26	36	37	35	15	39
N.A. ^a	5	4	4	3	4	5	4	4
Total...	100%	100%	100%	100%	100%	100%	100%	100%

	Number of Years with Company				Educational Level			
	Shorter		Longer		Lower	Higher		
	4 yrs. or less (9)	5-9 (10)	10-14 (11)	15+ (12)	Non H.S. (13)	H.S. Grad (14)	Some College (15)	College Grad (16)
N.....	89	72	55	43	78	123	33	25
Yes.....	65%	54%	60%	56%	60%	55%	52%	88%
No.....	30	42	38	37	35	42	39	12
N.A.....	5	4	2	7	5	3	9	...
Total...	100%	100%	100%	100%	100%	100%	100%	100%

^aNo Answer. This abbreviation will be used in all tables.

TABLE I - Continued

[illegible]

^bAbbreviations of areas are as follows: M. M. (Mechanical Manufacturing), MD&D (Mechanical Design & Development), Chem. Prod. (Chemical Products), C.S. (Corporate Services), Fin. (Finance), P&PP (Personnel & Plant Protection). Department abbreviations are: C.M. (Chemical Manufacturing), R&D (Research & Development), and Maint. (Maintenance).

TABLE 2

QUESTION 2

FROM WHAT SOURCE DO YOU RECEIVE MOST OF YOUR INFORMATION ABOUT THE COMPANY?

Please Rank 1-2-3-4-5 in order of importance to you. (1-Most important to 5- Least important)

[illegible]

[illegible]

TABLE 2 - Continued

[illegible]

[illegible][illegible]

TABLE 2 -Continued[illegible]

IF YOU HAVE SOMETHING TO COMPLAIN ABOUT,
WHOM DO YOU MOST OFTEN COMPLAIN TO? (Mark only one)

[illegible]

TABLE 3 - Continued

[illegible]

TABLE 4

QUESTION 4

WHICH EMPLOYEE INFORMATION MEETING DO YOU MOST FAVOR?
(Mark only one)

[illegible]

TABLE 4 - Continued

[illegible][illegible]

[illegible]

TABLE 5 - Continued[illegible]

TABLE 6

QUESTION 6

**DO YOU FEEL THE COMPANY'S MANAGEMENT ANSWERS
YOUR QUESTIONS AS BEST THEY CAN?**

[illegible][illegible]

[illegible]

TABLE 7

QUESTION 7

WHAT KINDS OF INFORMATION HAVE YOU RECEIVED FROM
EMPLOYEE INFORMATION MEETINGS?

a. Information about the over-all company program?

[illegible][illegible]

[illegible]

b. Information about your own job?

[illegible][illegible]

[illegible]

c. Information about the work of other divisions?

[illegible][illegible][illegible]

TABLE 8

QUESTION 8

DOES YOUR SUPERVISOR CALL AN EMPLOYEE INFORMATION MEETING OFTEN ENOUGH?

[illegible][illegible][illegible]

TABLE 9

TABLE 10

QUESTION 10

WHO BENEFITS MOST FROM THE EMPLOYEE INFORMATION MEETING?

Rank in order of importance 1-2-3-4-5.

(1 - Most important to 5 - Least important)

[illegible]

TABLE 10 -Continued[illegible]

TABLE 10 -Continued

[illegible]

TABLE 10 -Continued[illegible]

**DO YOU BELIEVE YOU SHOULD TAKE
PART IN THE DECISION-MAKING IN YOUR DEPARTMENT?**

[illegible]

[illegible]

TABLE 12

QUESTION 12

HOW OFTEN DO YOU HAVE AN OPPORTUNITY TO MAKE SUGGESTIONS?

[illegible][illegible]

[illegible]

TABLE 13

QUESTION 13

HOW OFTEN DO YOU MAKE SUGGESTIONS ABOUT YOUR OWN JOB?

[illegible][illegible]

[illegible]

TABLE 14

QUESTION 14

**DO YOU FEEL YOU CAN MAKE SUGGESTIONS ABOUT YOUR
JOB AT ANY TIME?**

[illegible][illegible]

[illegible]

TABLE 16

QUESTION 16

**DO YOU FEEL YOU HAVE A PART IN SETTING UP YOUR
PERSONAL JOB GOALS ?**

[illegible][illegible]

[illegible]

TABLE 17

QUESTION 17

**WITHIN YOUR OWN WORK GROUP, ABOUT WHAT PERCENTAGE
OF THE DECISIONS CONCERNING THE WORK GROUP
ARE MADE BY EMPLOYEES?**

[illegible]

TABLE 17 - Continued[illegible][illegible]

TABLE 18 -Continued[illegible][illegible]

TABLE 18 - Continued

Question	Area							
	M. M.	MD&D	Chem. Prod.		C. S.	Fin.	P&PP	Sales
			C. M.	R&D	Maint			
Dept.	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)
N.	109	19	25	17	34	27	5	23
Top Man- agement								
Rank 1...	25%	11%	20%	12%	15%	8%	...	4%
2...	35	37	20	23	18	11	60	13
3...	29	47	48	65	35	74	40	74
N.A...	11	5	12	...	32	7	...	9
Total...	100%	100%	100%	100%	100%	100%	100%	100%
Your Supervisor								
Rank 1...	55%	79%	74%	47%	41%	48%	80%	35%
2...	34	16	24	47	24	45	20	52
3...	6	3	4
N.A...	11	5	12	...	32	7	...	9
Total...	100%	100%	100%	100%	100%	100%	100%	100%

TABLE 19

**RESULTS OF COMMUNICATION SURVEY QUESTIONNAIRE TO ANSUL
MIDDLE MANAGEMENT**

Question	Answer	Score	Percentage
1. How often do employees come to you with questions or with information, in preference to their immediate supervisor?	Very often.	4	24%
	Often.	6	35
	Seldom.	6	35
	Never.	0	...
	N. A.	1	6
	Total.	17	100%
2. From what source do you get most of your information on the company?	Management at your level. ...	5	29%
	Subordinates. ..	1	6
	Management above you. ...	7	41
	Grapevine.	1	6
	N. A.	3	18
	Total.	17	100%

TABLE 19 - Continued

Question	Answer	Score	Percentage
3. What amount of information do you feel you need to perform your job?	More than you get now.....	4	24%
	Less than you get now.....	1	6
	Same as you get now.....	12	70
	Total.....	17	100%
4. Do your subordinates give you adequate information about their jobs?	Yes.....	13	76%
	No.....	3	18
	N.A.....	1	6
	Total.....	17	100%
Is this information accurate?	Always.....	7	41%
	Sometimes....	9	53
	Seldom.....
	Never.....
	N.A.....	1	6
	Total.....	17	100%
5. Who benefits most from the Employee Information Meeting?		Score in Mean Ranking ^c	
	Salaried workers....	2.4 or	Rank 1
	Department managers...	3.2 or	Rank 3
	Top management.....	3.6 or	Rank 4
	Hourly workers	2.4 or	Rank 1
	Foremen.....	2.7 or	Rank 2
	N.A.... (3)		
6. Do you feel employees want information that isn't pertinent to their own job situation?		Score	Percentage
	Yes.....	15	88%
	No.....	2	12
	Total.....	17	100%

^cBecause of the small n, or number of scores, no attempt is made to show percentages for this Rank Order question. Rather, a mean ranking is used to show the average score for each category.

TABLE 19 - Continued

Question	Answer	Score	Percentage
7. Has "Participative Management" made employees more or less independent on their jobs?	More independent...	9	53%
	Less independent...	6	35
	No Change.....	2	12
	Total.....	17	100%
8. Has "Participative Management" made the employee more or less flexible on his job?	More flexible...	12	70%
	Less flexible...	2	12
	No Change.....	3	18
	Total.....	17	100%

Interpretation of DataTable I

With only one exception, Finance area (Column 22), employees were favorable in their opinions concerning information about the company. However, there is a rather large percentage of "No" responses for a company that has attempted for several years to give out considerable information on the company to employees.

Age : The older age group (Columns 3 & 4) are more favorable than the younger age group (1 & 2). Hypothesis verified -yes.

Sex : No significant difference. Hypothesis verified -no.

Work Level : Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with Company: Employees who have been with the company longer are not more favorable. Hypothesis verified -no.
It is interesting to note that the data shows that these employees work-

ing four years or less (9) are most favorable, those working five to nine years (10) are least favorable.

Educational Level: The employees with the most education are not more favorable. Hypothesis verified -no. Note here that college graduates (16) are highly favorable, the non-high school graduates (13) rank second.

Area: The category "area" has not been broken down in the table into hourly versus salaried workers even though the interpretation of this data will assume this breakdown.³ The reason for this is that every area is not all hourly or all salaried but includes both. Of these areas, M.M. (Mechanical Manufacturing), C.M. (Chemical Manufacturing), and Maint. (Maintenance) are made up almost completely of hourly workers. MD&D (Mechanical Design and Development) and R&D (Research and Development) include about half hourly employees. None of these four areas vary significantly in their responses to this question. Fin. (Finance - Column 23), made up of salaried workers exclusively, shows the least favorable response to this question, but P&PP (23) and Sales (24), also salaried, are highly favorable. Hypothesis verified -no.

Table 2

Since Ansul has attempted to make the small Employee Information Meeting significant as a communication channel, it can be assumed

³See Appendix for breakdown on areas into hourly and salaried workers.

that this answer would be most favorable of the five. Employee letters from management recently have been used among hourly workers. Bulletin boards are not emphasized as a communication channel as much as the letters and meetings. As mentioned in earlier chapters, the annual Employee Information Meeting has become much less important. Other employees, or the "grapevine", is not as favorable a method of communication when other channels of communication are available.

The high incidence of "No Answer" in this question may be due to the respondent misreading the question and marking only one answer, the one he felt most important, rather than ranking the five. In these cases, a "No Answer" response was coded.

Age: With the one exception of the youngest group (1) which ranks "Other Employees" above other sources, the "Employee Information Meeting" has the most favorable response as top rank. The "Annual Information Meeting" falls significantly low in 1-2-3 ranks.⁴

Sex: The females (6) rank "Other Employees" above other sources while the males (5) give first place to "Employee Information Meeting with Supervisor." Over-all ranking (1-2-3) is highest for both sexes in the "Employee Information Meeting" and "Employee Newsletters."

Work Level: Supervisors (7) rank "Employee Information Meeting" highest, non-supervisors (8) rank "Other Employees" high-

⁴Due to the extensive ranking necessary in this type of question, there will be no attempt to test the hypothesis on Questions 2, 10, or 18.

est. Again, however, both give over-all top ranking to "Employee Information Meeting".

Number of Years with Company: Short-term workers (9) rank "Other Employees" at the top while long-term employees (2) place "Employee Information Meeting" first. The "Other Employees" category is rated fairly high by all. "Annual Employee Information Meeting" is rated lowest by those having worked at the company over fifteen years (12).

Educational Level: The non-high school graduate (13) ranks the category "Other Employees" lower than, "Annual Employee Information Meeting" higher than, the higher educated groups. Workers with some college or college graduates (15 & 16) rank "Employee Information Meeting" very high but also give "Other Employees" significant approval.

Area: Finance (22) highly favors "Other Employees" as sources of information. Other areas give it considerable ranking also. "Employee Information Meetings" rank very high with the research groups, MD&D (18) and R&D (20) and fairly high with all other areas except Finance (22).

Table 3

The favorable response to this question would be "Your Supervisor" since the company has tried to improve communication channels between supervisor and subordinates. All groups except Finance (22) show a favorable response in this respect.

Age: The older the worker, the more he complains to his "Supervisor" and less to "Employees in his own Work Group". Hypothesis verified -yes.

Sex: Males complain more to their "Supervisors" than do females. Hypothesis verified -Yes.

Work Level: Supervisors complain to "Supervisors" more often than do non-supervisors. Hypothesis verified- yes.

Number of Years with Company: The longer a worker is with the company, the more he complains to his "Supervisor". Hypothesis verified -yes.

Educational Level: The lesser educated the worker, the more he complains to his "Supervisor" rather than to "Employees in his own Work Group." Hypothesis verified -no.

Area: Hourly workers, especially in the manufacturing areas, have a slightly more favorable response than salaried employees. Again, Finance area (22) is significantly different. Hypothesis verified- no.

Table 4

The favorable responses here would be the "Meetings with Work Group and Supervisor". The others are not unfavorable but since employees showed a preference for the smaller meetings, this has been emphasized above the others. All groups do show a preference for the "Work Group Meeting", their second choice the "Divisional Meeting", and their third the "Mass Meeting."

Age: No significant difference. Hypothesis verified -no.

Sex: No significant difference. Hypothesis verified -no.

Work Level: No significant difference. Hypothesis verified -no.

Number of Years with the Company: No significant difference.

Hypothesis verified -no.

Educational Level: No significant difference. Hypothesis verified-no.

Area: Hourly workers are more favorable toward the "Work Group Meeting" than the salaried employees. Hypothesis verified -yes.

Table 5

A favorable response is 75% or above. Results show all groups are highly favorable in their responses to this question.

Age: No significant difference. Hypothesis verified -no.

Sex: The males (5) are more favorable than the females (6).

Hypothesis verified -yes.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of years with the Company: No significant difference.

Hypothesis verified -no.

Educational Level: The better educated personnel are more favorable than less educated people. Hypothesis verified -yes.

Area: With the exception of Finance (22), salaried employees-- Sales (24), P&PP (23), and R&D (20)--are more favorable than hourly

workers. Hypothesis verified -no.

Table 6

Since company management has attempted, primarily through the Employee Information Meeting, to answer all questions, the "Yes" response is a favorable one to this question. All groups showed highly favorable responses.

Age: The older workers (3&4) are more favorable than the younger ones (1 & 2). Hypothesis verified -yes.

Sex: There is no difference in "Yes" responses but it is interesting to note that there were fewer "No" responses and more "No Answer" responses on the part of the females. (6) Hypothesis verified- no.

Work Level: Supervisors (7) were more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: No significant difference. Hypothesis verified- no.

Educational Level: The higher educated are not more favorable than the lower educated. It is interesting to note, also, that the highest educated (16) and the lowest educated (13) are more favorable in their responses than the other two groups. Hypothesis verified -no.

Area: With the exception of Finance (22), the salaried employees are slightly more favorable than the hourly workers. Hypothesis verified-no.

Table 7

This question has three parts. The high incidence of "No Answer"

responses in parts b and c evidently occurred because respondents misunderstood and filled in only part a.

There are favorable responses to a and c (information about the company program and divisions) and an unfavorable response to b (information about their own jobs). Since the questionnaire did not specify what kind of Employee Information Meeting, it can be assumed that respondents meant all types.

Age: a. No significant difference. Hypothesis verified -no.

b. There is a more favorable attitude on the part of older workers (3&4). Hypothesis verified -yes.

c. No significant difference. Hypothesis verified -no.

Sex: a. No significant difference. Hypothesis verified -no.

b. No significant difference. Hypothesis verified -no.

c. No significant difference. Hypothesis verified -no.

Work Level:

a. No significant difference. Hypothesis verified -no.

b. No significant difference. Hypothesis verified -no.

c. No significant difference. Hypothesis verified -no.

Number of Years with the Company:

a. No significant difference. Hypothesis verified -no.

b. No significant difference. Hypothesis verified -no.

c. There is less favorable attitude among the longest-term workers (12) but this difference seems primarily to be due to the great number of "No Answer" responses in this group. Hypothesis verified -no.

Educational Level:

- a. No significant difference. Hypothesis verified -no.
- b. No significant difference. Hypothesis verified -no.
- c. The non-high school graduate or least educated group (13) is least favorable but again, this seems primarily due to the great number of "No Answer" responses. Hypothesis verified -no.

Area: a. All areas are very favorable with the exception of Finance. Hypothesis verified -no.

- b. Finance is least favorable, P&PP most favorable. The remaining areas show little difference. Hypothesis verified -no.
- c. All areas are favorable with little significant difference between hourly and salaried. Hypothesis verified -no.

Table 8:

Ansul managers have been encouraged to hold Employee Information Meetings whenever they feel their employees need them. Thus, the "Yes" response is favorable. Favorable responses to this question are slightly more frequent than unfavorable responses.

Age: No significant difference. Hypothesis verified -no.

Sex: Females (6) are more favorable than males (5). Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: Short-term employees (9&10)

are more favorable than long-term employees (11&12). Hypothesis verified -no.

Educational Level: The college graduate (16) is more favorable than the other three groups. There is little difference between the lowest (13) and the two other higher-educated groups (14&15). Hypothesis verified -no.

Area: Two hourly groups, M.M. (17) and C.M. (19), are least favorable. Also less favorable are salaried employees in Finance (22) and P&PP (23). Hypothesis verified -no.

Table 9

If to "stay the same" is considered a favorable position, with "more" or "less" on each side, there are more employees favoring the "status quo" rather than desirous of a change. However, it is important to stress that a high percentage of employees feel they should have more meetings.

Age: No significant difference. Hypothesis verified -no.

Sex: No significant difference. Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: Those employees who have been at Ansul the longest (12) and the shortest times (9) are more favorable than the others. Hypothesis verified -no.

Educational Level: College graduates (16) are more favorable

than the others, but the non-high school graduate (13) is more favorable than the other two groups. Hypothesis verified -no.

Area: Of salaried workers, Finance (22) and P&PP (23) are least favorable of the "status quo". Sales (24) are highly favorable. Of hourly workers, MD&D (18) and Chemical Products (19&20) are most desirous of maintaining the "status quo". Hypothesis verified-no.

Table 10⁵

Because Ansul management has emphasized the Employee Information Meeting for its benefit to employees, favorable responses would be that the workers, hourly and salaried, benefit from the meetings. The high incidence of "No Answer" may be due to misreading, as in Table 2, and possibly to a reluctance to answer as to what others get out of the meetings.

Age: "Hourly workers" are ranked highest, "salaried workers" lowest by most ages. "Firemen" do not scale as high in Rank 1 as does "top management" but rank better than "top management" in Ranks 2-3-4.

Sex: Females (6) rank "department managers" higher than do males (5). Males rank "top management", "hourly workers", and "Firemen" significantly higher than do the females.

Work Level: Again "hourly workers" are ranked highest,

⁵There is no attempt to prove hypothesis on Rank Order questions.

"salaried workers" lowest. Supervisors rank "hourly workers" higher than do non-supervisors; non-supervisors rank "top management" higher than do supervisors.

Number of Years with the Company: Again "hourly workers", "salaried workers," "Foremen", and "top management" receive similar rankings to those mentioned under Age and Sex above. In ranking "hourly workers", the eldest and the youngest groups are less favorable than the two groups between.

Educational Level: Again "hourly workers", "salaried workers", "Foremen", and "top management" receive similar rankings to those mentioned above. Also, the better educated a worker, the higher he ranks "hourly workers."

Area: Some hourly workers (M. M. , MD&D, C. M.) rank themselves favorably as benefiting from Employee Information Meetings while others (Maintenance) rank themselves unfavorably. Again "salaried workers" are not ranked favorably. "Foremen" and "top management" receive similar rankings as those mentioned above.

Table 11

Because of Ansul's Participative Management philosophy and an interest in bringing decision-making down to the lowest possible level, a favorable response to this question is "Yes". All groups responded favorably.

Age: Although the 26-35 age group (2) is more favorable than the

25 years or less group (1), there is no significant difference between older and younger age groups. Hypothesis verified -no.

Sex: Males are more favorable in their responses than females. Hypothesis verified- yes.

Work Level: The supervisors are more favorable than non-supervisors. Hypothesis verified -yes.

Number of Years with the Company: The longer an employee has worked at the company, the more favorable is his attitude. Hypothesis verified -yes.

Educational Level: The college graduate (16) is more favorable than the other three groups. Again, the non-high school graduate (13) is more favorable than the high school graduate (14) and employee with some college training (15). Hypothesis verified -no.

Area: Salaried workers are somewhat more favorable than hourly workers. Two groups of hourly workers (Maintenance and Chemical Manufacturing) are more favorable than hourly workers in Mechanical Manufacturing. Hypothesis verified -no.

Table 12

Ansel has attempted to incorporate goal-setting into the work life of employees. Favorable responses to this question indicate that employees feel they have an opportunity to make suggestions. "Often" and "very often" are favorable responses.

Age: Older workers (3&4) are more favorable than younger

workers (1&2). Hypothesis verified -yes.

Sex: No significant difference. Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: No significant difference. Hypothesis verified -no.

Educational Level - The college graduate (16) is most favorable but there is not a significant difference between the other three groups. Hypothesis verified -no.

Area: The slight difference in the totals of favorable responses indicate that two hourly groups , M. M. (17) and Maint. (21) and one salaried group, Finance(22) rank least favorable. Hypothesis verified -no.

Table 13:

The previous question asked if the opportunity to make suggestions was available. Question 13 asks how often employees make suggestions about their own jobs. Again, favorable responses are "Often" and "Very often".

Age: No significant difference. Hypothesis verified -no. It is interesting to notice that the oldest (4) and youngest (1) of the four groups are least favorable.

Sex: Males (5) are more favorable than females (6). Hypothesis verified -yes.

Work Level: Supervisors (7) are more favorable than non-

supervisors (8). Hypothesis verified -yes.

Number of Years with Company: The total of favorable responses of long-term workers (11&12) is more favorable than the total of favorable responses of short-term workers (9&10). Hypothesis verified -yes.

Educational Level: The more educated the worker, the more favorable is his response. Hypothesis verified -yes.

Area: The only significant difference in favorable responses is that P&PP (23) is the least favorable of the groups while Sales (24) is the most favorable. Hypothesis verified -no.

Table 14

The previous question asked how often employees make suggestions. Question 14 asks if the employees feel they can make suggestions about their jobs at any time. Thus, a favorable response would be "Yes". All groups are significantly favorable in their responses.

Age: No significant difference. Hypothesis verified -no.

Sex: No significant difference. Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors. Hypothesis verified -yes.

Number of Years with the Company: No significant difference. Hypothesis verified -no. Note that the longest-term (12) and the shortest-term (9) workers are most favorable.

Educational Level: The better educated the employee, the more favorable is his response to this question. Hypothesis verified -yes.

Area: The only significant difference in favorable responses is that P&PP (23) is the least favorable of the groups while Sales (24) is the most favorable. Hypothesis verified -no.

Table 15

Because the company has urged employees to participate in the company goals, they should have the opportunity to make suggestions. Thus, "Yes" responses are favorable. All groups answered favorably although the difference in frequency between "Yes" and "No" responses is not significant in all groups. The high incidence of "No Answer" may indicate that respondents are not answering because they have no definite favorable-unfavorable opinion and seek "a middle ground" which is not supplied in the answers.

Age: No significant difference. Hypothesis verified -no.

Sex: No significant difference. Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: No significant difference. Hypothesis verified -no.

Educational Level: Higher-educated people (14, 15, & 16) are more favorable than lower-educated people (13). Hypothesis verified -yes.

Area: Salaried workers, with the exception of Finance (22) are more favorable than hourly workers. Hypothesis verified -no.

Table 16

Personal job-setting goals for every employee has been emphasized by Ansal management. The favorable response is "Yes".

Age: Only the youngest group (1) is more favorable than the others. Hypothesis verified -no.

Sex: Females (6) are more favorable to this response than males (5). Hypothesis verified -no.

Work Level: Supervisors (7) are more favorable than non-supervisors (8). Hypothesis verified -yes.

Number of Years with the Company: The short-term employees (9&10) are more favorable than the long-term employees (11&12). Hypothesis verified -no.

Educational Level: The higher the education, the more favorable is the response. Hypothesis verified -yes.

Area: The salaried workers are more positive in their response than are the hourly workers. Hypothesis verified -no.

Table 17

With emphasis upon personal goal-setting, the larger percentage of decisions within a work group should be made by non-supervisory personnel. A favorable response would be 50% or over. Not all responses to this question are favorable.

Age: There were more unfavorable than favorable responses in this category. The older the employee, the less favorable is his

attitude. Hypothesis verified -no.

Sex: There were more favorable than unfavorable responses in this group. Females had more favorable responses than males. Hypothesis verified -no.

Work Level: Supervisors had more favorable responses than did non-supervisors. Hypothesis verified -yes.

Number of Years with Company: All groups had more unfavorable than favorable responses. Slight differences were that longest (12) and shortest-term (9) employees were more favorable than other groups. Hypothesis verified -no.

Educational Level: With the exception of the college graduates, there were more unfavorable than favorable responses. The college graduates (16) were the only higher-educated group which was favorable. Hypothesis verified -no.

Area: The hourly workers , M.M.(17), C.M.(19) , and Maint.(21), had more unfavorable than favorable responses. Other groups were favorable. Hypothesis verified -no.

Table 18

The program of job evaluation and decision-making should lead to a closer bond between supervisor and subordinate. Thus, favorable responses would include "Supervisor" and "Self" as important in determining how jobs are carried out. Most employees ranked their "Supervisor" above "Self", some with more significant difference than

others. "Self" appeared most frequently in second place and "top management" in third.

Age: The older group ranked their "Supervisor" higher than did younger employees. The younger employees ranked both "self" and "Top management" higher than did older employees. There was not a significant difference between top ranks on "self" and "Top management".⁶

Sex: Females were more favorable in ranking their supervisors and themselves than were males. There was not a significant difference between top ranks on "Self" and "Top management".

Work Level: Non-supervisory workers ranked their "Supervisors" highest while supervisors ranked "Self" highest. "Top management" was ranked significantly low by supervisors.

Number of years with Company: Long-term employees ranked "Self" higher than did short-term employees. Short-term employees ranked "Supervisor" higher. There was no significant difference between top ranks on "Self" and "Top management".

Educational Level: Significant differences were that college graduates ranked "Self" higher than their "Supervisors" and non-high school graduates ranked "Top management" over "Self." The other two groups did not differ in top ranking "Self" and "Top management."

Area: Significant differences were that Sales ranked "Self", above "Supervisor" and hourly workers (MM, MD&D, and Maint)

⁶There is no attempt to prove hypothesis on Rank Order questions.

ranked "Top management" above "Self".

Table 19

1. Managers answer that employees come to them more often than not with questions and for information. Employees, however, responded that they did not complain to members of management above their supervisors (Table 3). It is possible, since the questions were not correlated, that employees do go to managers above their immediate supervisor with questions and for information but not with complaints.

2. Although the greatest number of managers get information from management above them, a rather large percentage also acquires information from management at their level.

3. Approximately three-fourths of the managers felt information was adequate in the "status quo". Approximately one-fourth preferred a change to more information.

4. Managers answered favorably that subordinates give them adequate information about their jobs but claimed this information was more accurate "sometimes" than "always".

5. Managers believe the workers, "salaried" and "hourly", benefit most from the Employee Information Meeting. Second in rank are "foremen", they claim.

6. A large percentage of managers feel employees do want information that is not pertinent or that they do not need.

7. Most favored response is that employees are "more independent" because of Participative Management. Slightly less than half of the managers, however, feel they are "less independent", and few specify "no change".

8. Almost three-fourths of the managers felt Participative Management made employees more flexible in their jobs.

Summary

The results of this questionnaire data have been interpreted according to the relationship between different independent variables. Interpretation has shown whether or not the hypothesis was verified by the responses. Further interpretation of this material will follow in Chapter V where correlation will be made between quantitative and qualitative materials.

V. CONCLUSION

This conclusion to the study will show relationships between the report material concerning Ansul's communication system and participative management program reviewed earlier and the opinions of Ansul employees and managers shown in questionnaires and interviews.

Approach

Since the survey questionnaires were based on collected data about Ansul's communication system and its participative management program, the questions include the entire scope of the study. For this reason, these questions will be used as a basis for discussion of the interrelationship between statistical data, interview results, and company records and reports.

Discussion

Question 1 : Do you get enough information about the company ?

(Answers - Yes or no)

If Ansul's formal communication system was effective in the past or is effective at the present time, the assumption can be made that statistical results will show favorable or "yes" responses. This assumption is verified (Table 1). Since the question implies information

from any source, and since the next question shows a high rating for "Other Employees" as a source of information, it is possible that some of this information is received through the informal association of the "grapevine". However, the next question also points out the over-all high ranking given "Employee Information Meeting with Supervisor" so that it would appear that the greater amount of information comes from this source.

Question 2: From what source do you receive most of your information about the company? (Answers -Annual Employee Information Meeting, Bulletin Boards, Employee Information Meeting with Supervisor, Other Employees, or Employee Letters from Management.)

Because of recent emphasis, it was assumed that the "Employee Information Meeting with Supervisor" would receive a higher ranking than the "Annual Employee Information Meeting". This assumption was verified (Table 2).

The high rank given "Other Employees" by all groups surveyed may be due partly to the fact that no matter how elaborate a system of formal communication, informal channels will always function to some extent. Interviews with managers indicated that they felt participative management had led to some over-communication or excessive feedback. If there is a great deal of non-structured discussion, this could be one reason why "Other Employees" rank so high. Probably significant, also, is the fact that all Employee Information Meetings, even meetings with supervisors, have been used less and less the past two

years. As mentioned earlier (Chapter I, p. 2):

The de-emphasis of the mass meeting, a few years ago highly significant in Ansul's communication program, has meant that the Employee Information Meeting has become almost non-existent for some employees. For others, information meetings on a small group scale still have important communication value... The meetings themselves have changed radically; the employees' exposure to meetings have differed.

The "Annual Employee Information Meeting" received a lower rating than "Employee Information Meeting with Supervisor" and "Other Employees". This is not surprising since the last annual meeting (Yearly Objectives Meeting, Chapter III, pp. 59-60) was in December, 1958, and lasted only fifteen minutes. "Employee Letters from Management" received its highest rating from Sales, a salaried area. Yet the Employee Newsletters of 1959 were primarily for production people from the Vice President of Manufacturing. "Bulletin Boards" received the lowest rating of the five. Actually, only one manager interviewed believed Bulletin Boards were a good source of information (Chapter III, pp. 67-68).

Most managers interviewed indicated the need for more small departmental or work group meetings if time would allow them (Chapter III, pp. 68-69). Within the Finance area, one manager thought the "Annual Employee Information Meeting" best for his people because it gave them information on other divisions and the entire company operations as well. Several other managers in this area did not think the meetings were imperative. They stressed the difficulty of getting employees interested in meetings, partially blaming this on the fact that

many Finance area employees are young women and the employee turnover in this area is considerable. Throughout the survey, however, employees from the Finance area have responded less favorably than any others. For example, they have expressed the opinions that they (1) depend on other employees for information (Table 2); (2) complain to other employees rather than to their supervisor (Table 3); and (3) are one of three areas which had more "no" than "yes" responses when asked whether supervisors called Employee Information Meetings often enough. (Table 8)

It is curious to note, also, that in the "Number of Years with the Company" category, the employees who have worked the longest at An-sul and have been available for the more extensively planned Annual Employee Information Meeting of several years ago, gave the "Annual Employee Information Meeting" its lowest rating.

Question 3: If you have something to complain about, whom do you most often complain to? (Answers: Employees in your own work group, Your supervisor, Member of Management above your supervisor, Employees outside your own work group.)

If statistical results of this question are an adequate indication, a supervisor is a highly important communication channel for complaints. A large percentage of respondents in every group answered "Supervisor" to this question (Table 3).

The reason why "Member of Management Above your Supervisor"

is included as a possible response is because the president and top management members of the Operations Committee have been available to groups as resources for several years. The possibility that employees might complain to these resource people was assumed. It was not a valid assumption.

Question 4: Which employee information meeting do you most favor? (Answers: Meeting with division, Mass meeting with everyone in the company, Meeting with work group and supervisor.)

The evolution of the Employee Information Meeting from an annual mass meeting to a divisional meeting to a small work group meeting came about because of the desire for these changes expressed by a majority of employees. As elaborated in Chapter III, Ansel management distributed "Follow-up Meeting" questionnaires, analyzed suggestions, and provided changes in the Employee Information Meeting as often as every six months. Thus, the statistical results of this question should show the preferences for the meeting with work group and supervisor because this is what the employees asked for. Without exception, all groups show this preference. (Table 4)

Questions 5 & 6: (5) If you were to ask questions at your Employee Information Meeting--either the Annual Mass Meeting or your Work Group Meeting--what percentage of your questions would be answered? (Answers: 100%, 75%, 50%, 25%, None.) (6) Do you feel the company's management answers your questions as best they can? (Answers - Yes or No.)

All groups surveyed showed consistently favorable responses to questions 5 and 6 (Tables 5 and 6). However, as reported in Chapter III (pp. 61-62), employees have complained in the past because management's answers were not specific enough. Management found itself with some problems when it allowed any questions to be asked by employees because not all questions were answerable in a specific enough manner to satisfy all employees. Thus, the assumption may be made that, because employees are presently further removed from regular Employee Information Meetings where extensive answers were attempted by management, they may be more tolerant in their attitudes toward these answers.

Question 7: What kinds of information from Employee Information Meetings have you received? (Answers: a. Information about the over-all company program? Yes or No. b. Information about your own job? Yes or No. c. Information about the work of other divisions? Yes or No.

As the Employee Information Meeting evolved from the mass meeting format, information derived from these meetings changed as well. The meeting emphasis on the work group of recent years has not eliminated company and divisional information but has made such information available mainly through resource people. In 1958 only a few divisions used suggested resources. It was expected that employees were receiving information primarily about their own jobs in their own work group meetings.

Respondents to this question claimed they received information about the company and division programs but not on their own jobs, (Table 7). There may be several reasons for such answers: (1) the respondents are using only the Annual Employee Information Meeting (i. e. the Objectives Meeting held in December, 1958) as a frame of reference; (2) the few resource persons who have been used over the past few years have been highly effective; or (3) the supervisors are emphasizing company and division rather than work groups in the few meetings they hold.

Questions 8 & 9: (8) Does your supervisor call an Employee Information Meeting often enough? (Answers: Yes or No.) (9) How much time do you think you should spend in Employee Information Meetings? (Answers - More than we do now, Same as we do now, Less than we do now.)

Survey results show only a slightly more frequent response to "yes" than to "no" in Question 8 (Table 8). Because so many responded "no"--that their supervisors do not call Employee Information Meetings often enough--it is evident that a considerable number of employees desire more Employee Information Meetings.

In question 9, a slightly greater percentage of employees prefer to keep, rather than to change, the "status quo" (Table 9). It is important to notice, however, that a considerable number of employees felt they should have more meetings. Since some departments presently hold meetings only once a year, sometimes less, it is not surprising

that employees, who became highly meeting-conscious a few years ago, presently indicate a desire for more meetings.

Question 10: Who benefits most from the Employee Information Meeting? (Answers: Salaried workers, Department Managers, Top Management, Hourly workers, Foremen.)

In 1955 several different meeting approaches were utilized for three audiences: (1) hourly employees, (2) male salaried employees, and (3) female salaried employees. (Chapter III, PP. 49-51) Meetings were specifically designed for different needs so that the greatest benefit to each group could be achieved.

Today, when there is an Employee Information Meeting, there is individual attention for different groups from the supervisors who should be closest to the group's problems. Thus, this question, if answered favorably, should show that workers are receiving considerable benefits. Managers' questionnaires (Table 19) showed that managers felt that "hourly workers" and "salaried workers" received more benefit from meetings than anyone else. In most cases, however, employees rated "hourly workers" highest but "salaried workers" lowest (Table 10). It is possible that this is due to the fact that more Employee Information Meetings are held among hourly than among salaried employees.

It is interesting to note that, while other hourly workers rate themselves as benefiting favorably from the meetings, the Maintenance Division does not. However, according to a 1957 report (Chapter III, p. 55):

Maintenance was particularly involved in communicating information on the company through resources. Observation on company morale indicated that foremen in this division seemed more progressive and other employees more satisfied.

Evidently many workers do not feel they personally benefit from Employee Information Meetings as much as top management, department managers, and foremen. Although top management has been particularly anxious to make the whole communication program, especially the Employee Information Meeting, meaningful to the non-supervisory workers, one category of non-supervisory worker--the salaried employees-- is rated low by Anul personnel.

Question 11: Do you believe you should take part in the decision-making in your department? (Answers: Yes or No.)

Anul refers to its participative management program as a means by which its workers have an opportunity to aid in decision-making because decisions are brought down to the lowest possible level. However, it is well to recall that there is some evidence that employees are not clear on the terms "participative management" and "decision-making". (Chapter II, pp. 32-33.) As recorded in 1954, managers were attempting to define properly the terms of their new philosophy of management. In a mimeographed copy of notes on a management meeting held in April, 1954, the following comment was made: "Lowest' level-- word 'lowest' is ill conceived. Really means decisions are responsibility of persons with the problems." And, according to Robert Hood, the implementation of a decision, not making a decision, is the core of the participative management philosophy (Chapter II, p. 32).

Although managers as well as employees may not be completely clear on what is expected of them in decision-making, the statistical results of Question 11 point out the employees' desire to take part in decision-making in their departments. (Table II, p. 97.)

Questions 12, 13, and 14: (12) How often do you have an opportunity to make suggestions? (Answers: Very Often, Often, Seldom, and Never.) (13) How often do you make suggestions about your own job? (Answers: Very often, Often, Seldom, and Never.) (14) Do you feel you can make suggestions about your own job at any time? (Answers: Yes or No.)

Responses to these three questions concerning opportunity, frequency and freedom to make suggestions are favorable. (Tables 12, 13, and 14.) The researcher concedes that if there had been a more neutral position in Questions 12 and 13 (i. e. "sometimes") the "often" responses might have been fewer in number. The fact that the greater percentage of employees did answer "often" rather than "seldom" is considered significant, however, and an indication that the respondents, with few exceptions, feel they can participate in personal goal-setting.

Question 15: If you were to make a suggestion about the company (New Product Idea, Change in Production, etc.) do you feel it would be considered by company management? (Answers: Yes or No)

Ansul has stressed that all personnel are "resources" because each has individual information no one else has, that "it is a challenge to management to find ways and means to effectively bring to bear re-

sources , regardless of the hierarchal structure on problem solution. " (Chapter II, p. 15) Thus it is assumed that an employee can make a suggestion about the company and expect to have it considered by company management. The responses to this question by all groups are positive (table 15).

Questions 16 and 17: Do you feel you have a part in setting up your personal job goals? (Answers: Yes or No) (17) Within your own work group, about what percentage of the decisions concerning the work group are made by employees? (Answers: All, 100% , 75%, 50%, 25%, none.)

Goal-setting was one of the areas Ansul expected to be effected by the philosophy of "participative management" . Although there has been less emphasis the past few years on product investigating teams and mutual seeking of company goals (Chapter III, pp. 16-17), employees evidently feel they have a definite place in setting their personal goals and respond favorably to Question 16. With Question 17, however, older employees with longer experience in the company were unfavorable concerning the number of decisions within the work group made by employees (Table 17). Also, hourly workers showed a dissatisfaction with this situation even though, as mentioned earlier, more Employee Information Meetings, where decisions might be made, are held for hourly workers than for salaried.

Question 18: Who has the most to say about how your job will be carried out? (Answers: Yourself, Top Management, Your Super-

visor.)

It is assumed that a communication program such as Ansul's should lead to a closer bond between supervisor and subordinate. Responses to this question verify this assumption. Most employees ranked "supervisor" highest. In most cases, "self" was ranked second, "top management" third, an indication, perhaps, that employees do feel their responsibility to their own jobs.

Summary

The foregoing conclusion has used the survey questions as a basis for discussion of survey results, interview data, and Ansul records and reports. Although this paper has not been essentially a research study, it has included questionnaire data which would be useful to the company. It is, therefore, relevant to include a short summary of the survey data. The following conclusions can be made:

1. The questionnaire results are believed to be valid by this researcher because, through Ansul's policies of feedback and employee surveys, Ansul personnel have had ample opportunity to become familiarized with questionnaires. Also, through the encouragement of the participative management philosophy, employees have had an opportunity to express their personal opinions, verbally and through questionnaire surveys. Therefore, data gathered by questionnaires should accurately express the opinions of the respondents.

2. A general hypothesis significant to the survey was formulated

after the researcher had studied miscellaneous records, reports, and other background materials at Ansul Chemical Company. This hypothesis was:

Physical conditions--age, sex, education, job level, years of experience with the company, work group affiliation,- are significant factors in determining the attitudes of Ansul employees.

The following table shows the totals of Yes and No responses as to whether or not the hypothesis is verified by statistical data. These responses were first listed in the Interpretation of Data, in Chapter IV.

TABLE 20
TESTING OF HYPOTHESIS

Question	Independent Variables					
	Age	Sex	Work Level	No. of Years	Educa- tion	Area
1.....	Yes	No	Yes	No	No	No
3.....	Yes	Yes	Yes	Yes	No	No
4.....	No	No	No	No	No	Yes
5.....	No	Yes	Yes	No	Yes	No
6.....	Yes	No	Yes	No	No	No
7.....	Yes (1) No (2)	No(3)	No(3)	No(3)	No(3)	No (3)
8.....	No	No	Yes	No	No	No
9.....	No	No	Yes	No	No	No
11.....	No	Yes	Yes	Yes	No	No
12.....	Yes	No	Yes	No	No	No
13.....	No	Yes	Yes	Yes	Yes	No
14.....	No	No	Yes	No	Yes	No
15.....	No	No	Yes	No	Yes	No
16.....	No	No	Yes	No	Yes	No
17.....	No	No	Yes	No	No	No
Totals..	12 No 5 Yes	13 No 4 Yes	13 Yes 4 No	14 No 3 Yes	12 No 5 Yes	16 No 1 Yes

The only part of this hypothesis that appears to be verified is that of job level, that supervisors tend to be more favorable than non-

supervisors. The general hypothesis is rejected, however, because there is not sufficient occurrence of Yes responses for verification.

Thus, according to these findings, these physical conditions do not appear to be significant factors in determining attitudes of Ansul employees.

3. Over-all statistical results show that employees tend to be favorable toward Ansul's communication system. Because of work conditions at Ansul during 1958--layoffs of some hourly employees, a 32-hour work schedule for some workers, elimination of some salaried jobs, and managerial organizational changes--several members of Ansul's top management indicated that questionnaire results might show unfavorable opinions toward the company's communication system. However, though the survey suggests that certain improvements could be made--i. e. more departmental or work group meetings--responses are consistently favorable toward the communication system.

4. Statistical results show that, generally speaking, employees are positive in their attitudes toward their part in the participative management program. In spite of the modifications and changes which have reduced meeting time and emphasis on "participation", employees respond that they have opportunities and freedom to make suggestions and to take part in setting their personal job goals.

A number of managers feel that there is misunderstanding on the part of the employees as to their definite role in "participative management". The questionnaire survey was not expected to indicate such a misunder-

standing on this matter. As far as the statistical results show, there is no such implication.

5. The statistical results of the survey of middle management point out several positive attitudes that were not observed in the interview situation. The positive results of the philosophy of participative management were questioned by most managers interviewed in August, 1959. Questionnaire results show that managers definitely have opinions on how participative management has affected employees. While 35% felt participative management made employees less independent, 53% felt it made them more independent. Seventy per cent of the managers concluded that participative management made employees more flexible in their jobs. The researcher assumes that flexibility and independence in most job situations can be said to be positive attributes and that, therefore, some of the managers are positively inclined toward these particular results of the program.

The foregoing five points have summarized the results of the survey of the attitudes of employees and management toward the company's general communication system and the participative management program. The purpose of this study was not only to survey these attitudes but also to describe and evaluate a specific method of communication at Ansul Chemical Company, the Employee Information Meeting. From this background study of the Employee Information Meeting, a few summary points are suggested.

1. One of the most significant factors to recall is that of the

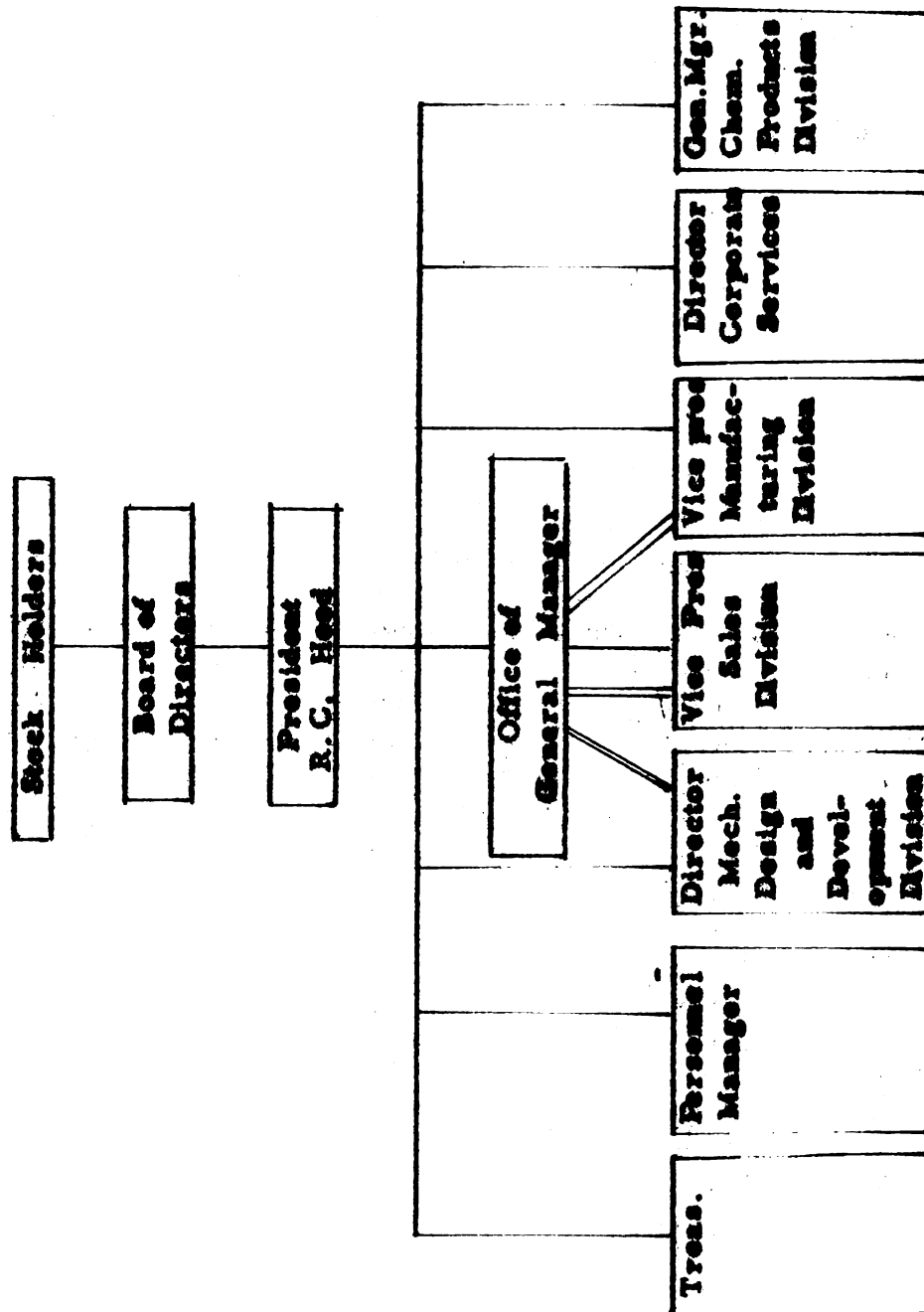
extensive modifications that came about in the Employee Information Meetings between 1953 and 1956, the years covered in this study. These involved not only changes in meeting procedure, from extensively-planned, mass meetings to small-scale work group meetings, but also changes in responsibility for the meetings, from top management to department supervisors and foremen. Employee Information Meetings have ceased to be compulsory for supervisors and have been used less and less during the past few years. Managers have indicated, through interviews, that they should take time for more small departmental or work group meetings. Employees also have indicated a desire for more of these meetings. Evidently substitutes have not taken the place of the Employee Information Meetings. It is the opinion of the researcher, therefore, that the Employee Information Meeting should be emphasized, and encouraged to a greater extent at Ansul Chemical Company.

2. Another significant factor concerning the Employee Information Meeting is that salaried workers indicate that they do not benefit from such meetings. This viewpoint has been shown since the meetings began and was one reason why, several years ago, Ansul Management distributed different questionnaires to salaried employees and held separate meetings for them in order to insight additional interest. Interviews with managers in August, 1959, indicated that, at the present time, information meetings are held more often in divisions and departments which are made up of hourly workers than in those made up of salaried workers. It is the opinion of the researcher that salaried

employees should have an opportunity for more Employee Information Meetings in order that they may tend to realize greater benefits from them.

In conclusion, it is the opinion of the researcher that Ansul's communication system during the past six years, interrelated with its philosophy of participative management, has produced employees who are highly interested in their company. As Ansul management has realized, this interest can often lead to such negative conditions as excessive criticism and outspoken opinions from personnel. If, by expressing interest, even critical interest, the worker is indicating that his job is meaningful to himself as well as to his employer, can these negative aspects, in the long run, be advantageous? It will be the place of Ansul management to resolve this question.

ORGANIZATION CHART OF ANSUL CHEMICAL COMPANY



APPENDIX

QUESTIONNAIRE 1

1953 Questionnaire Form for Salaried Workers

QUESTIONS AND COMMENTS ON COMPANY OPERATIONS

Finance

R & D

Sales

Manufacturing

Others

QUESTIONS AND COMMENTS ON DIVISION OPERATIONS

Production

Orders

Budget

Merale

Expansion

Manpower

Others

QUESTIONNAIRE 2

1953 Questionnaire Form for Hourly Workers (1)

QUESTIONS AND COMMENTS ON COMPANY OPERATIONS

Finance

R & D

Sales

Manufacturing

Others

QUESTIONS AND COMMENTS ON DIVISION OPERATIONS

Production

Orders

Budget

Morale

Expansion

Manpower

Others

QUESTIONNAIRE 2 (Continued)**QUESTIONS AND COMMENTS ON DEPARTMENTAL OPERATIONS****Production****Manpower****Costs & Budget****Job Evaluation****Job Opportunities****Morale****Improvement Expenditures****New Products****Others**

QUESTIONNAIRE 3**1953 Questionnaire Form for Managers**

December 11, 1953

PRE-MANAGEMENT MEETING QUESTIONNAIRE

At our annual management meeting late this month the past fiscal year's operations will be discussed and future plans outlined. You evaluated last year's meeting in a post-meeting evaluation questionnaire. With this as a guide we have drawn up the following questions. Answers to these questions will help the Executive Committee plan the meeting to meet your requests and needs.

1. You said last year that your understanding of Ansel operations were increased. This year Bob Heed will give (a) an overall picture of 1953 activities and there will be (b) a financial report. In what other areas would you like information?

2. Most of you felt last year that you did not have adequate preparation for your participation in the management meeting. What kinds of preparation would you like to have?
 - (a) More advance notice of the meeting? _____
 - (b) More information as to how the meeting will run? _____
 - (c) More resource people to answer questions resulting from this questionnaire or from the floor during the meeting? _____

QUESTIONNAIRE 3 (Continued)

-2-

3. You said last year that in future meetings you wanted to see priority be given to a discussion of new products and the financial picture?

a. What would you like to know about new products?

b. How do you want the information presented?

Straight informational presentation by Research and Development _____

Discussion led by Research and Development panel _____

Question and answer period only _____

Other suggestions: _____

c. What would you like to know about finances?

d. How do you want the information presented?

Straight informational presentation by the Treasurer _____

Discussion led by finance group panel _____

Question and Answer period only. _____

Other suggestions: _____

QUESTIONNAIRE 3 (CONTINUED)

-3-

4. Top operating management has been meeting periodically as you know, to help better develop our management. It has been communicated to you that work has been done in areas such as cost conservation, training and development, etc.

Following is a list of some of these. Check those which you would like to know about.

- (a) Cost conservation _____
- (b) Training and Development
(Lateral Movement) _____
- (c) Company organization. _____
- (d) Salary administration _____

5. At your suggestion, meetings were held for employees last Spring. How do you feel about these meetings?

- (a) We should omit them _____
- (b) We should have them again _____

What suggestions do you have for such meetings?

QUESTIONNAIRE 4**1954 Questionnaire Form for Managers****POST MANAGEMENT MEETING**
APPRAISAL

We will appreciate your responses to the following questions. May we have this information by Wednesday, January 20.

1. Check the meeting you attended.

Friday _____

Monday _____

Both _____

2. In what area do you work? Please check one.

Maintenance _____

Research & Development _____

Mechanical _____

Chemical _____

Sales _____

Finance _____

Other _____

3. How do you feel about the size of the meeting you attended?

About right _____

Too small _____

Too large _____

Do you have specific suggestions?

4. What do you feel you got out of the meeting?

QUESTIONNAIRE 4 (Continued)

-2-

5. Did you get adequate information at this year's meeting about company operations that you think are important?

Yes _____

No _____

If not, why?

6. Which areas of the company operations would you be most interested in learning about at next year's meeting?

Thank you for your comment. Please send them to Dick Drebus,
Personnel Department.

QUESTIONNAIRE 5**1955 Questionnaire Form for Employees****POST-MEETING QUESTIONNAIRE**

- 1. What is your general reaction to this year's Management-Employee Meetings?**
- 2. How do you feel that this meeting compares to the last Employee-Management Meeting? Why?**
- 3. Was material presented of interest to you and was anything omitted that might have been interesting?**
- 4. What are your feelings on this arrangement for presenting the material--President to Department supervisors?**
- 5. Did you have an opportunity to ask questions?**
- 6. Do you have any suggestions for future Employee-Management meetings?**

QUESTIONNAIRE 6**1956 Questionnaire Form for Employees****EMPLOYEE YEAR-END MEETING QUESTIONNAIRE**

The following questions are designed to bring out your feelings on the Year-End Meetings which were held a short time ago. The questionnaire is anonymous and no names are to be signed. Please answer each question and send to the Personnel Department no later than March 15, 1957. The questions will be analyzed and the next employee meeting design will be based on your reactions and suggestions.

Question # 1 -How did you like this last Employee Year-End Meeting?

**Question # 2 -How did this meeting compare to the preceding meeting?
Why?**

QUESTIONNAIRE 6 (Continued)

-2-

**Question # 3 - Was the material which was presented of interest to you?
If not, how could it have been made more interesting?**

**Question #4 - Do you feel that the questions you asked were suitably
answered in the smaller meetings you had with your
supervisor?**

**Question 5 - What other suggestions do you have for improving future
meetings? Please be specific.**

3. What material covered was most interesting and meaningful to you?

QUESTIONNAIRE 7 (Continued)

-2-

4. What material would you like to hear about in future Year End meetings?

5. Are there any questions which were asked that need further clarifying or answering? If so, which ones?

6. Do you feel that the question gathering method allowed you to ask questions which were important to you? If not, please explain.

QUESTIONNAIRE 7 (Continued)

-3-

7. What suggestion do you have for changing or improving future meetings? Please be specific.

8. How did this meeting compare to preceeding meetings? Please give the reasons for your answer.

9. Any comments about Year End Meetings:

QUESTIONNAIRE 7 (Continued)

-4-

CHECK THE WORDS (AS MANY AS NECESSARY) WHICH YOU FEEL
DESCRIBED THE YEAR END MEETINGS

Clear _____

Well done _____

Too long _____

Straight forward _____

Boring _____

Necessary _____

Valuable _____

Confusing _____

Artificial _____

Desirable _____

Inadequate _____

Insincere _____

Entertaining _____

Serious _____

Formal _____

Frustrating _____

Useless _____

Helpful _____

Sincere _____

Unnecessary _____

Meaningful _____

Interesting _____

Broadening _____

Adequate _____

Too short _____

Informative _____

Satisfying _____

Needs improving _____

Waste of time _____

Complicated _____

Amusing _____

Informative _____

Annual Employee Information Meeting _____

Bulletin Boards _____

Employee Information Meeting with Supervisor _____

Other Employees _____

Employee Letters from Management _____

QUESTIONNAIRE 8 (Continued)

3. IF YOU HAVE SOMETHING TO COMPLAIN ABOUT, WHOM DO YOU
MOST OFTEN COMPLAIN TO? (Mark only one)

Employees in your own work group _____

Your Supervisor _____

Member of Management above your Supervisor _____

Employees outside your own work group _____

4. WHICH EMPLOYEE INFORMATION MEETING DO YOU MOST
 FAVOR? (Mark only one)

Meeting with division _____

Mass Meeting with everyone in the company _____

Meeting with work group and supervisor _____

5. IF YOU WERE TO ASK QUESTIONS AT YOUR EMPLOYEE INFORMATION MEETING -- EITHER THE ANNUAL MASS MEETING OF YOUR WORK GROUP MEETING -- WHAT PERCENTAGE OF YOUR QUESTIONS WOULD BE ANSWERED?

All, 100% _____ 75% _____ 50% _____ 25% _____ None _____

6. DO YOU FEEL THE COMPANY'S MANAGEMENT ANSWERS YOUR
 QUESTIONS AS BEST THEY CAN?

Yes _____ No _____

7. WHAT KINDS OF INFORMATION FROM EMPLOYEE INFORMATION
 MEETINGS HAVE YOU RECEIVED?

Information about the over-all company program? Yes _____ No _____

Information about your own job? Yes _____ No _____

Information about the work of other divisions? Yes _____ No _____

8. DOES YOUR SUPERVISOR CALL AN EMPLOYEE INFORMATION
 MEETING OFTEN ENOUGH?

Yes _____ No _____

QUESTIONNAIRE 8 (Continued)

9. HOW MUCH TIME DO YOU THINK YOU SHOULD SPEND IN EMPLOYEE INFORMATION MEETINGS? (Mark Only One)

More than we do now _____

Same as we do now _____

Less than we do now _____

10. WHO BENEFITS MOST FROM THE EMPLOYEE INFORMATION MEETINGS? (RANK in order of importance 1-2-3-4-5. 1-Most important to 5 -Least important.)

Salaried Workers _____

Department Managers _____

Top Management _____

Hourly Workers _____

Foremen _____

11. Ansal refers to its Participative Management program as a means by which its workers have an opportunity to aid in decision-making. What are your opinions about decision-making?

11. DO YOU BELIEVE YOU SHOULD TAKE PART IN THE DECISION-MAKING IN YOUR DEPARTMENT?

Yes _____ No _____

12. HOW OFTEN DO YOU HAVE AN OPPORTUNITY TO MAKE SUGGESTIONS?

Very often _____ Often _____ Seldom _____ Never _____

13. HOW OFTEN DO YOU MAKE SUGGESTIONS ABOUT YOUR OWN JOB?

Very often _____ Often _____ Seldom _____ Never _____

14. DO YOU FEEL YOU CAN MAKE SUGESTIONS ABOUT YOUR OWN JOB?

Yes _____ No _____

QUESTIONNAIRE 8 (Continued)

15. IF YOU WERE TO MAKE A SUGGESTION ABOUT THE COMPANY (New Product Idea, Change in Production, etc.) DO YOU FEEL IT WOULD BE CONSIDERED BY THE COMPANY MANAGEMENT?

Yes _____

No _____

16. DO YOU FEEL YOU HAVE A PART IN SETTING UP YOUR PERSONAL JOB GOALS?

Yes _____

NO _____

17. WITHIN YOUR OWN WORK GROUP, ABOUT WHAT PERCENTAGE OF THE DECISIONS CONCERNING THE WORK GROUP ARE MADE BY EMPLOYEES?

All, 100% _____ 75% _____ 50% _____ 25% _____ None _____

18. WHO HAS THE MOST TO SAY ABOUT HOW YOUR JOB WILL BE CARRIED OUT? (PLEASE RANK 1-2-3 . 1-Most important to 3- Least important)

Yourself _____

Top Management _____

Your Supervisor _____

QUESTIONNAIRE 9**1959 Managers' Communication Survey Questionnaire**MANAGERS COMMUNICATION SURVEY
QUESTIONNAIRE

Age _____

Department _____

Years at Ansul _____

Work Area _____

The following questions will help to survey managers' attitudes on communication at Ansul:

1. HOW OFTEN DO EMPLOYEES COME TO YOU, WITH QUESTIONS OR FOR INFORMATION, IN PREFERENCE TO THEIR IMMEDIATE SUPERVISOR?

Very Often _____ Often _____ Seldom _____ Never _____

2. FROM WHAT SOURCE DO YOU GET MOST OF YOUR INFORMATION ON THE COMPANY?

Management at your level _____

Subordinates _____

Management above you _____

Grapevine _____

3. WHAT AMOUNT OF INFORMATION DO YOU FEEL YOU NEED TO PERFORM YOUR JOB?

More than we get now _____

Less than we get now _____

Same as we get now _____

4. DO YOUR SUBORDINATES GIVE YOU ADEQUATE INFORMATION ABOUT THEIR JOBS?

Yes _____

No _____

QUESTIONNAIRE 9 (Continued)

- 5. WHO BENEFITS MOST FROM THE EMPLOYEE INFORMATION MEETING ? (RANK in order of importance 1-2-3-4-5. 1- Most important to 5 - Least important.**

Salaried workers	_____
Department Managers	_____
Top Management	_____
Hourly workers	_____
Foremen	_____

- 6. DO YOU FEEL EMPLOYEES WANT INFORMATION THAT ISN'T PERTINENT TO THEIR OWN WORK SITUATION?**

Yes _____ No _____

- 7. HAS "PARTICIPATIVE MANAGEMENT" MADE EMPLOYEES MORE OR LESS INDEPENDENT ON THEIR JOBS?**

More independent	_____
Less independent	_____
No Change	_____

- 8. HAS "PARTICIPATIVE MANAGEMENT" MADE THE EMPLOYEE MORE OR LESS FLEXIBLE IN HIS OWN JOB?**

More flexible	_____
Less flexible	_____
No Change	_____

BREAKDOWN OF NUMBER OF EMPLOYEES IN AREA, DIVISION, DEPARTMENT, AND INFORMATION AS TO WHETHER OR NOT THEY ARE HOURLY OR SALARIED PERSONNEL: May 31, 1959.

<u>Area</u>	<u>Hourly</u>	<u>Salaried</u>
Mechanical Manufacturing Division	130	23
Mechanical Design & Development Division	17	23
Chemical Products Division	50	32
	<u>Hourly</u>	<u>Salaried</u>
Chemical Mfg.	41	11
Chemical R & D	9	11
Chemical Sales		10
Corporate Services	44	23
Maintenance	44	4
Purchasing		6
Traffic		3
Advertising		9
Packaging		1
Plant Protection	6	
President's Office		9
Finance		35
Order Department		9
Tabulating Department		11
Accounting Department		8
Credit Department		3
Mail Room, File Clk., Receipt.		4
Personnel	1	5
Marketing and Product Planning		4
Sales, FX, and Refn. Division	9	98
Ansul International (Export Sales)		7
	<hr/>	<hr/>
	257	259

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VITA

Gladys Tuxworth Strahl was born in Sault Ste. Marie, Michigan, on May 2, 1927. She received her grade school and high school education in Sault Ste. Marie. Her first year of college was spent at the University of Minnesota in 1945-46. During the interval of time between that school year and later education, she had four and a half years of banking experience and received certificates for courses with the American Institute of Banking. In the summer of 1954 she studied French at the University of Montreal. She attended Michigan State University from January, 1956 to August, 1959, receiving a B.A. in June, 1958 and an M.A. in March, 1960.

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