

S.D. Taylor

CORRESPONDANCE

W/
PARENTS

60's 70's 80's



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Moses. Incidentally did you watch the movie with Charlton Heston as Moses?

We drove up to Saet Lake yesterday & had a nice visit with Lee & Shana. Lee had arrived home from New Orleans, the night before, and it was interesting to hear him re-
port. He seems very happy. Shana is doing a good job managing the Cleaners, and is counting on Sam when he arrives home. We saw Billy for a few moments & Mike was with a friend. Kopane taking a Lupal

Sam will be home in less than a month and Peter seems ^{more} upbeat as the weeks ^{pass}. We talked to Pavele last week & heard from M. & D. xxoo

Sorry for the errors. April 19, 1998
(try to write too fast, I guess.)

Dear Dave, & Margaret:
Guess I'll have to use a Card, again since I forget to get a tablet. Thanks so much for your ~~tablet~~ telephone call. (Guess I've got Tablet on my mind.)

We've had a good day thus far. Our Sac. Meeting was a returned missionary, and he was very good! He bore his testimony, & after his talk in Russian. We have a couple in the ward - the wife is Russian & she said - he spoke excellent Russian. Our D.S. ~~lesson~~ lesson was excellent. On

BUSINESS SOCIETY AND THE INDIVIDUAL

The Subject

This course is designed to provide motivation for the students to develop a philosophy which will allow them to enjoy a harmony between their own values and the environment in which they work. It is hoped that this philosophy will enable them to achieve two important goals:

First, they will wish to develop maximum capacity in terms of productive skills, attitudes and performance with their firm or their chosen occupation.

Second, they will expect to enjoy a quality of self fulfillment that can come only from the application of successful creative effort and will also yield them a sense of being a useful citizen in their society.

These goals may seem to pose a conflict. Leadership and success in business, to many, are not compatible with high ethical standards and social well being. Environmental abuse, lack of concern for the general welfare, violation of health standards and inequitable distribution of the productive results of economic contributions of workers are some of the areas of abuse. There are many others. These social and individual abuses must be the focus of constant and enlightened concern and should receive major attention.

Accepting this attention as a major commitment, the achievement of harmony between the two afore mentioned goals is a worthy end and could well be considered one of the major objectives of a sound educational program.

There are two trends almost corollary to these two goals that provide some grounds for optimism; the first is the advance of technology in the productive processes. Slowly but steadily the tedium, routine and pain which we used to associate with work is being replaced by automation, computer technology and electronic communication. Human judgement and the need for creative skills are becoming more descriptive of the administrative processes in all kinds of plants and organizations.

The second trend began with the Hawthorne Studies at Western Electric around 1930. The findings of these studies sparked a movement that has now formally become a science in its own right as Organizational Behavior. A successful application of this science spreads the responsibility for leadership and decision making throughout the organization so all workers may share and participate creatively in the management process. It is notable that the chief executive officers of both General Electric and Standard Oil of Indiana, Jones and Swearingen respectively, selected by their peers in Fortunes 500 as the best in America ascribed the reason for their success

to their skill in passing the leadership activity down the line to their associates. It is in this area of engaging the full participation of all workers in the management process that Japan has achieved managerial excellence which is the envy of all industrial nations. There is reason to hope that the wedding of these two trends in our productive processes will not only be compatible - but synergistic.

But even if the great progress we see in these trends does occur we envision no early milenneum. Each new plateau of progress brings with it new problems, rising expectations and breeds a new crop of frustrations. The organizations relationship to inflation, government, international discord, terrorism and crime are all questions which effect our future and on which we should be prepared to take mature positions. The question of personal ethics comes within the scope of this discussion. It is tied in very closely with the question of values and which will be receiving major attention. We will discuss the subject in this context.

The Method

First we will look at the education process itself and introduce the means now used successfully and build awareness, insights, maturity and even change behavioral patterns.

Second, we will review the progress made in the two trends described above: the changing requirements incident to the increase in technology and the progress made in the field of organizational behavior.

Third, we will read extensively in the historical literature of the development of the present setting and then read ^{three} ~~five~~ current books that are central to the question of the programs, policies and problems of our present domestic and international dilemmas.

Fourth, we will invite five or six speakers to the class who have the following characteristics:

- A. Who are aware of the events of the day from a leadership perspective and who have high credibility with a professional audience.
- B. Who are articulate in presenting their views and are capable of leading an open discussion to stimulate interaction.
- C. Who have a personal committment to a cause or causes with the purpose of improving society. We will hear the message of these speakers and will interact with them in the area of values and national concerns.

Fifth, we will discuss several case histories which will enable us to perceive more objectively the problems of dealing effectively with the forces and problems involved.

Sixth, with the inputs from readings, discussions of speakers and views of class members as resources, there will be open discussion in the respective contexts presented as they relate to the goals we have described. This interaction should serve as an integrative agent in enabling students to synthesize a view that is entirely their own personal thinking on these matters.

Seventh, students will be asked to write and submit brief statements on relevant subjects as the class progresses and a final statement presenting their own position, at the close of the class.

LIST OF READINGS

1. Business and the Good Society
Raphael Demos
Harvard Business Review July - August 1955
2. Business Leadership and a Creative Society
Abram T. Collier
Harvard Business Review January - February 1953
3. Barriers and Gateways to Communication
Carl R. Rogers
F.J. Roethlisberger
Harvard Business Review July - August 1952
4. Quality of Work Life - Learning From Tarry Town
Robert H. Guest
Harvard Business Review July - August 1979
5. The Human Side of Enterprise
Douglas Mac Gregor
Business Horizons
6. The American Kind of Worker Participation
Max Ways
Fortune Magazine 1976
7. Can a Corporation Have a Conscience
Kenneth E. Good Paster and Co.
Harvard Business Review Jan. - Feb. 1982 p 132

RECENT BOOKS RELATED TO ORGANIZATIONAL BEHAVIOR

1.	Art of Being a Boss	Robert J. Schoenberg	Lippincott Co.	1978
2.	Art of Japanese Mgmt.	Richard Pascale	Simon & Schuster	1981
3.	The Believable Corp.	Roger M. D'Aprix	American Manag.	1977
4.	Ethics & Profits	Silk & Vogel	Simon & Schuster	1976
5.	Executive	Harry Levinson	Harvard	1981
6.	Free to Choose	Milton & Rose Friedman	Harcourt-Brace Jovanovich	1980
7.	The Gamesman	Michael Maccoby	Simon & Schuster	1976
8.	Innovation Millionaires	Gene Bylinsky	Scribners	1976
9.	Leader Effectiveness Training	Thomas Gordon	Wyden Books	1977
10.	Life in Organizations	Rosabeth Kanter Barry Stein	Basic Books	1977
11.	The Managers	Diane Marqolis	Morrow	1979
12.	New Rules	Dan Yankelovich	Random House	1981
13.	Power in Management	John Kotter	American Manag.	1979
14.	The Third Wave	Alvin Toffler	Morrow	1980
15.	Toward the Next Economics	Peter Drucker	Harper & Row	1980
16.	The Unconscious Conspiracy	Warren Bennis	American Manag.	1976
17.	The Unseen Revolution	Peter Drucker	Harper and Row	1976
18.	Wealth and Poverty	George Gilder	Basic Books	1981
19.	The Leader	Michael Maccoby	Simon & Schuster	1981
20.	Leadership	Leonard R. Sayles	McGraw-Hill	1981

21. *diff in Individual Values*

Speaker

22. *The 60 Billion Years*

Disorders

Bus Week

Friday, March 19, 1982.

Dear Stephen and Margaret:

I printed a note at the bottom of Mother's letter this morning that represents what I consider a very 'important condition in American politics today. It ties right back into the philosophy that we have talked about so many times. How do you get people to change and grow? It used to be in my day that my Dad could take me to the woodshed and I would come out a more obedient citizen. It used to be that management could take a very authoritarian position with labor and get compliance. But in my opinion those days have probably gone for ever. You can't beat your kid into compliance. Neither can Management break strikers, or even starve them out with significant listening effort and get results. Yet it seems that our present administration with the pride they express in going back to the old patterns that have worked so well in the years past are expecting the same kind of compliance that took place when the environment was a completely different kind. Kissinger and Ford when they had a dialogue with Brezhnev didn't necessarily yield anything that was vital. They didn't come across as weak. Yet they were able to discover some common ground where common goals could be discussed and agreements made.

I believe we agree on the proposition that to get a better performance from the individual you first have to accept him as an individual with common sense and dignity and then work objectively on the areas of difference having in mind a common goal that makes change worth while. Indeed this view seems to be the tenor of the thinking people that I know and I believe that if there is an opportunity I will work to make it prevail.

I'm enclosing the first draft of a syllabus that I prepared for the class that I'm teaching at Westminster this Spring. You will note the first two goals imply the concepts we have discussed. I'm also enclosing a list of speakers that we have lined up. Indeed there are ten now with equal stature. These men represent that power structure in the State. Interest is running high. The Public Relations man at Westminster describes this program as the greatest thing that has happened at Westminster in the last five years. I have Don Lloyd working with me and we are talking now with some of the powers that be in terms of getting an Aspen Seminar like program, going under Westminster sponsorship at Deer Valley in the Park City area. It's all very interesting and I'm getting in on some conferences with some of the powers in the area.

It was nice to chat with you the other day and read your letter. Keep us informed. Especially, Margaret, do we like to hear about your thesis progress.

Love

Dad