



GAT Management Newsletter

GOODYEAR ATOMIC CORPORATION

a subsidiary of

THE GOODYEAR TIRE & RUBBER COMPANY

Editor - H. McClland

August 20, 1969

OPPORTUNITIES for members of Local No. 3-689 are increasing. Postings announcing 15 openings in four Maintenance "Trainee" classifications for men in the "In-Plant" program will allow those who sign to learn new skills, take more ICS courses at Company expense (reimbursed upon successful completion), and make more money than they could in their present classifications. There may be another "In-Plant" program if this one is as successful as it promises to be. In addition, a "Pre-Supervisory Program" is to start soon. Division Managers are to select candidates, who, if they accept, will study on their own time, attend classes on Company time, so they will be prepared to fill future openings for management positions.

GAT has been making semiannual reports on "Cost Reduction Actions" to the AEC since January 1, 1964. In that period of time (5-1/2 years) savings reported come to the very impressive total of \$9,853,877! Have you seen the "Cost Improvement Program" display in the Exhibit Area, second floor, X-100 building?

RECENT PROMOTIONS include two Tech Squad men. A. D. MONOKANDILOS is now a technical man in D-523; J. H. McGEE is an engineer, D-720.

CONGRATULATIONS are in order for MRS. JOY WILKINS who receives a Master's degree in Industrial and Systems Engineering during graduation ceremonies in Athens on August 23. She is the first employee to get a graduate degree through GAT's Educational Assistance program and for that reason her picture and a story about her will be featured in the Clan.

GAT was host last Monday, August 18, during a visit of Colonel Minton, State Director, and several top ranking officers of the Ohio State Headquarters - Selective Service system. C. D. TABOR presented some information about atomic energy; L. E. FULLER talked briefly on personnel policy after the guests and participants had lunch. DR. F. E. WOLTZ, A. H. WERNEKCE, and F. E. PICKENS handled a short tour. D. E. PRICKETT arranged the visit and coordinated the program.

NEW SALARY employees include: EUGENE A. NIZIOL, systems analyst in D-514. He graduated from high school in Athol Springs, N.Y., and from the Data Processing Institute in Buffalo. He has been senior programmer at the W & F Manufacturing Co. in the latter city for the last three years. He and his wife, Elizabeth, have four children ranging in age from four to 17. MRS. RUTH CHALFANT, D-224, graduated from Akron U and has had considerable secretarial experience both in Akron and Portsmouth. She and her husband, Jack, have three children - two in college. SUE E. KENT, D-224, graduated from Valley H.S. in May. Her father, CARL, works in D-726. JAMES P. HOPPER is a new co-op. He is a student at W. Va. Institute of Technology. He graduated from Nitro H.S. in 1967.

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

THE CAREERS of 49 college graduates at AT&T were studied. It was found that what the company initially expected of them was the most critical factor in their subsequent performance and success. The researchers said: "The .72 correlation between how much a company expects of a man in his first five years is too compelling to be ignored." Later the career records of 18 college graduates who were hired as management trainees in another of AT&T operating companies were studied. Again, it was found that both expectations and performance in the first year correlated consistently with later performance and success. For more information, read "Pygmalion in Management" in the July-August, Harvard Business Review.

WILLIAM P. BROWN, ex-GAT'er, has been transferred from Gdyr.'s St. Mary's plant where he was manager of engineering to the Beaumont, Texas, plant where he is now project manager in charge of expansion.

UNLESS insurance companies are instructed otherwise, beneficiaries are paid in a lump sum. Changing Times says that many times people waste money when they receive it that way. For example, a young person might buy a sports car instead of using it for college tuition. Most companies give you four other options. (1) Fixed period. The money is paid in equal amounts over a period of years. (2) Fixed amount. You select a sum which is then paid each month as long as it lasts. (3) Interest only. The company keeps the money and pays the beneficiary the interest. You can also give the beneficiary the right to withdraw all or part of the principal at a time or times you stipulate. (4) Life income. The proceeds are converted into an annuity that pays the beneficiary a fixed, guaranteed amount for life. Life insurance is usually an important part of anyone's estate. How it is to be paid deserves your careful consideration.

ALVIN B. DAVIS, an engineer in D-532 from 1952-1957, is now section head in the Engineering Division at Gdyr.-Topeka.

WHEN YOU CAN'T solve a problem in the usual way, the author of an article in "THINK" recommends you try detours and reversals, in other words, "lateral" thinking if "vertical" thinking doesn't work. He says lateral thinking (1) is not sequential, (2) does not have to be correct at each stage, and (3) is not restricted to relevant information.

GOODYEAR has been Number One in the rubber industry for 54 years. Firestone has been Number Two for almost that long and has been doing everything it can think of to become Number One. Perhaps there is no connection, but the man who was Gdyr.'s Chicago District Sales manager for 16 years just retired. In that same period, Firestone changed Chicago managers 19 times.

A RECENT SURVEY (reported in the June issue of the Personnel Journal) of 215 first-line foremen found one-fourth of the men uncertain as to whether they were a part of management.

A TRW, INC., plant in California uses "Wanted: Cost Robber" posters to call the attention of production employees and engineers to high-cost parts they make or use. The purpose is to focus efforts on cutting costs through improvement in design and methods of manufacture.

AT IBM, every one of their 138,000 employees is interviewed each year by a member of management at least two levels higher than the employee's foreman.

V. R. RINEHART, who was in D-535 from 1953-59, and is presently project leader for establishment of the TPA (new low-cost polyester) process at Gdyr.'s Point Pleasant plant, is one of two men honored with Dinsmore (former Gdyr. Research v.p.) Awards. Vern has patents issued or pending in 13 foreign countries covering the use of high temperature and pressure in the TPA process.

CLARENCE E. LARSON, president of Union Carbide Nuclear Division, is now a member of the USAEC (5-yr. term).

AMBLYOPIA, sometimes called "lazy-eye" disease, occurs when, instead of developing normal overlapping vision (fusion), a child sees only with one good eye. This fate confronts thousands of children--as many as one out of every 100--yet doctors say that amblyopia could be almost entirely wiped out if all children have an eye examination so that those with amblyopic symptoms can be found and treated before the age of seven.

OF 1,304 EXECUTIVES promoted to top positions (president, executive v.p., v.p. or senior v.p.) in 1968, only 10% had more than eight years service. Twenty per cent had just been hired from another company; 69% had three years service or less.

THOUGHTS ON MANAGEMENT

A YOUNG MAN'S first manager is likely to be the most influential person in his career. If this manager is unable or unwilling to develop the skills the young man needs to perform effectively, the latter will set lower standards for himself than he is capable of achieving, his self-image will be impaired, and he will develop negative attitudes toward his job, his employer, and -- in all probability -- his career in business. Since his chances of building a successful career with his employer will decline rapidly, he will leave, if he has high aspirations, in hope of finding a better opportunity. If, on the other hand, his manager helps him achieve his maximum potential, he will build the foundation for a successful career.

-- J. Sterling Livingston

THE WORLD is composed of takers and givers. The takers may eat better, but the givers sleep better.

-- Byron Frederick, Ohio State Grange

TRAINERS have long known the conditions that must exist if behavior is to be changed. Every member of management who has people reporting to him is responsible for training and should utilize the following six principles: (1) Learning must satisfy a need. (2) Learning should be active. (3) Learning tasks should be arranged in a logical sequence. (4) Learning must be broken down into small steps. (5) Learning should include repetition. (6) Learning should include knowledge of results.

-- Richard W. Hallstein

PEOPLE DIFFER. Some object to the fan dancer; others to the fan.

-- Elizabeth Spalding

WE MUST REMEMBER that good leadership performance depends as much upon the organization as it does upon the leader. This means that we must learn not only how to train men to be leaders, but how to build organizations in which specific types of leaders can perform well. In view of the increasing scarcity of competent executives, it is to an organization's advantage to design jobs to fit leaders instead of attempting merely to fit a leader to the job.

-- Fred C. Fiedler

IF WISDOM'S WAYS are what you seek, five things observe with care: Of whom you speak. . . to whom you speak. . . and how. . . and when. . . and where.

-- Nuggets of Thought

DON'T DISMISS a good idea because it won't affect your own department. If you see a way of improving something elsewhere in your company, tell your boss. Let him take it from there.

-- J. R. Cranwell in "Supervisory Management"

THE YOUNG PEOPLE who will make up our organizations of the future are not willing to buy our weatherbeaten traditional value systems lock, stock, and barrel. They are fashioning a new world of human rights, individual dignity, and scientific skepticism as the cornerstones. It's within this setting that the business leader of today must shape the organizations of the future.

-- Eugene J. Koprowski

IT MAY BE TRUE that life begins at 40, but everything else starts to wear out, fall out or spread out.

-- Beryl Pfizer

IF JOB PERFORMANCE is only indirectly related to salary and if other, more personal factors have more motivational impact than money, I suggest that behavioral change is achieved more quickly and more permanently using these other variables. The performance appraisal interview is the ideal time and place to find out what they are and how they may be harnessed to the mutual benefit of both the employee and the organization.

-- Paul S. Strauss

SIGN IN A GARAGE. Flats fixed. If you watch, \$2. If you help, \$4. If you go away and let us do it, \$1.

-- Earl Wilson

TEN COMMANDMENTS for motorists, published in the parish magazine of an English church: 1. Thou shalt hold only the steering wheel. 2. Thou shalt not make unto thee a God of thy horsepower. 3. Thou shalt not take the center lane in vain. 4. Remember the driver behind to help him pass thee. 5. Honor thy father and thy mother and all other passengers. 6. Thou shalt not kill. 7. Thou shalt not commit inebriated driving. 8. Thou shalt not steal--not thy neighbor's eyes with thy headlight, nor his ear with thy horn, nor his enjoyment with thy litter. 9. Thou shalt not bear false witness with thy signals. 10. Thou shalt not covet thy neighbor's right of way.

DO NOT DO unto others as you would have them do unto you--their tastes may not be the same.

-- George Bernard Shaw (1856-1950)

WHO'S WHO IN MANAGEMENT

PAUL R. CORNETT, is general foreman in D-731, Process Maintenance. He is responsible for the planning, scheduling and coordination of mechanical maintenance in our three Cascade buildings--this includes lubrication of equipment and shift maintenance on rotating shifts. He reports to D. B. Jones, superintendent of Process Maintenance.



Mr. Cornett graduated from Whitesburg (Ky.) High School. After serving in the U. S. Army for five years during World War II (European Theatre--staff sergeant), he went to the Boston Technical Institute in Cleveland where he took an air conditioning and refrigeration course. He then worked in a Cleveland machine shop for about a year before moving back to Kentucky. There he was, in turn, a "weighman" for one coal company, a heavy equipment operator for another, and then a maintenance mechanic for two years for Carbide at Paducah. He was hired here as an assistant foreman in 1953, promoted to foreman in 1954, to assistant general foreman in 1958, to his present classification in 1961.

Paul, his wife, Vesta (she used to be a nurse in our hospital), and their daughter, Paula--who is a junior at OSU School of Nursing--live at 42 Shawnee Drive in Chillicothe. They attend the United Church and Paul is a member of Masonic Blue Lodge, Scottish Rite and Shrine, Veterans for Foreign Wars, and the GAT Foremen's Club.

GAT NAMES AND FACES IN THE NEWS



S. W. DIRMEYER



M. G. WEBB



J. G. CRAWFORD



H. R. ROUFF

S. W. DIRMEYER celebrates his 40th anniversary of Goodyear service on September 5. Last week he was in California for an important event--his daughter Janet's wedding on August 15.

M. G. WEBB has been appointed secretary-treasurer of United Commercial Travelers, River City Council, No. 11. Jack was also honored by being selected as River City Council's "Man of the Year."

J. G. CRAWFORD is busy again this summer with Pike County Red Cross swim programs. Assisted by H. R. ROUFF (and others), Senior Life Saving classes for 34 enrollees were conducted from July 7 through July 19. He will take vacation the week of August 11, so that he can direct the 16th annual YMCA Learn-to-Swim program. Each person gets seven lessons--adults in the evening, classes for youngsters at three different times during the day.

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