

ADM.FAC. from Willis
21 Mar 74 (c: Program XI)
On our yesterday meeting

EMPLOYEE-
RELATIONS
STYLES.....

 Tenure (Style A)
Terror (Style B)
Trust (Style C)

#438

As y'all know, particular humans have particular ways of responding to anxiety, and Willis, made anxious by something, draws a diagram that reestablishes the cosmos and exorcizes the threatening demons--a healthy response some others sometimes find helpful. (The one time I had the carboxygen trip [oxygen removed from my brain], I saw floorplans of holyplaces.)...Here's some sorting, preparatory to doing theology, on what I think we agree is at least one, perhaps the main, root of our trouble...My MOOD in this is semi-detached, since I'm fairly happy with things as they are, and severely critical only at one point (you know: we should be more aggressive in promotion/recruitment). I'm delighted with the upping of our minorities work, worried that we aren't putting more imagination/dollars/hours into the suburbs. For our general style, the world doesn't have a better person for president than Webber....Now to these three employee-relations styles (diagram, above):

STYLE A (TENURE)

ADVANTAGES: Unquaking employee psyches, so that energy and imagination can be spent more productively than in survival calculations; balance of trust and terror; complex support-system; employee collegiality; institutional stability; teaching continuity [mentor/successor]; power dialog vis-a-vis administration.
LIABILITIES: Psychic-and-institutional-stagnation tendency [the static society].

STYLE B (TERROR, our present style)

ADVANTAGES: Participation in the dynamic society of capitalist freneticism ["I sat where they sat"]; power centralization, making for efficient and rapid shifts of policy, praxis, personnel [the fluid managerial mode]; flexible responsiveness to changing needs of clientele; on-your-toes, shape-up-or-ship-out constant pressure to keep employees alert and productive; balance of tenure and trust.
LIABILITIES: Neurotic erosion of trust, team, community [again, participant in the general sickness of our society, well nailed in Vance Packard's latest, A NATION OF STRANGERS]; dominance of negative sanctioning over positive reinforcement [making for a watch-out, don't-slip atmosphere of mutual suspicion and rivalry--nudging toward paranoia and self-hate from betrayals of transegoic values and relationships, including with God]; hyperindividualism and consequent loneliness; relative unreality of "meetings" where folks don't meet because meeting is too dangerous; hypercompetitiveness and consequent downgrading of intellectual values; peer pretense (whereas, in reality, we're all superior to each other, and could learn from each other were it not for the artifice of peerage); generalized anxiety; job-hedging (moonlighting, with radical division of imagination-energy); discontinuity of personnel; terrible psychic burden on the terrorist (usually the president, sometimes a bullyboy [something Program XI worries about]).

step back on the situation, read as clearly

STYLE C (TRUST, "the Kingdom of God"?)

ADVANTAGES: Balance of tenure and terror; biblical vulnerability; idealism vis-a-vis programming; generalized benevolence [support community of administration and other employees]; "kingdom of God" modeling [putting our lives where our mouths are, in intra-institutional life]; the theonomous society (prayer, etc.).
LIABILITIES: Naivete about "human nature"; IFD disease (from hyperidealism to frustration to disintegration from discouragement); programmatic and personnel softness; sentimentality and subsequent viciousness.