

know for awhile whether he had had a heart attack or not; fortunately it turned out he had not. But he was out of the bargaining for a month. In that period of time when the boys in the union figured maybe they were not going to have Dave around anymore you never saw such a scramble in your life. Everybody was clawing to get where MacDonald was. When it turned out he did not have a heart attack and he came back, all quieted down very quickly.

So, what actually happens is somebody turned up through a process of fighting for position he gets in and it usually takes him a few years to consolidate his power. And while he is consolidating his power he is usually fairly easy to live with. But in those years you have the advantage until he has his power consolidated, and then he has to make it up. So, you can relax for a couple of years, but get ready because it is coming. And it averages out over a period of time. And on occasion the man who originally gains power may not have the skill to keep it.

QUESTION: Sir, will you comment on the small manufacturers-- those that are not unionized? What forces it to work both ways?

MR. CAPLES: Well, I think there are a variety of reasons. One of the interesting phenomena is that where you have a nonunionized force, for communications you have got to set up a similar structure to a union. One of the great advantages in having a union is that it is a very easy way to communicate with your workers because you do it through the union. And you avoid a lot of things; like, when you are going to lay people off you sit down with the union and agree to lay them off. The union never thinks of the tough question, "Why in hell don't you run the business so we don't have to lay them off?"

In our largest unorganized plant they have always had an exceptionally good communications system. They have a suggestion system, and actually, the guy who runs the suggestion system is the best listener I have ever seen in my life. When they turn a suggestion down, or they accept it, this fellow goes out to tell the other man why. And he really is a communicator between the top management and these people, and very good at it. The people have felt that they have been reasonably treated. They feel that they get as good leadership as they would get and they do not pay \$5 a month for it. And most workers are pragmatists. They will have a union if they think it will do them some good, and they are not going to pay \$60 a year if they do not think it will do them some good. I think it is just that simple.