

THE HISTORY OF 'WORK'

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THE HISTORY OF WORK

- **WORK IS A SOCIAL INVENTION**
- **WORK IS A CULTURAL INVENTION**
- **HOW DID WE GET TO WHERE WE ARE NOW?**
- **WHY?**

IN THE BEGINNING



- SHE GAVE HIM AN APPLE
- SHE MIGHT HAVE GIVEN HIM AN IBM
- AND THEN THE WORLD WOULD BE?
- THE BIBLICAL MYTH

WORK AND FAMILY



WOMEN GATHER FRUIT AND NUTS
MEN HUNT FOR ANIMALS
WORK IS GENDER RELATED
PAPA TEACHES BOYS, MAMA TEACHES GIRLS
IN A FAMILY SETTING

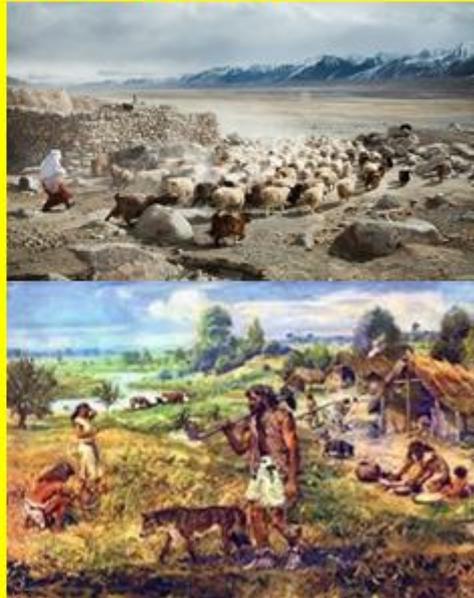
WORK & FAMILY II



FAMILY IS THE SETTING TO LEARN ABOUT WORK
HERDING AND FARMING COME INTO PLAY
PARENTS ARE THE TEACHERS
YOU GO TO WORK AS SOON AS YOU CAN
WORK IS PRIMITIVE

WORK & FAMILY III

- WORK IS NATURAL
- WORK PUTS "FOOD ON THE TABLE"
- WORK PUTS "ROOF OVER YOUR HEAD"
- IT IS NOT "SELF-FULFILLMENT"
- THERE IS NO ALTERNATIVE



SLAVERY

Slave Raids on Europe

Muslim slave raiders were depopulating whole villages, attacking coastal towns of Italy, France, Spain, Portugal, England, Wales and Ireland



- **TRIBE GOES TO WAR WITH NEIGHBORS**
- **LOSERS BECOME SLAVES**
- **SLAVES DO THE DIRTY WORK**

SLAVERY II



WAGE SLAVERY
MAID, OFFICE CLEANERS
DAY LABORERS, FARM WORKERS
NO PERSONAL SLAVERY
BUT WAGE SLAVERY AROUND THE WORLD

SLAVERY III [UNIVERSAL]



APPRENTICE

- TIME PASSES
- RURAL BECOMES URBAN
- FATHER GIVES SON TO MENTOR WITH MASTER CRAFTSMAN
- DAUGHTER STAYS AT HOME



APPRENTICE II



Guild masters met to set local rules and to maintain their members' monopolies.

- **WORK INVOLVES SKILLS**
- **TAUGHT BY MASTERS**
- **TRADES INVOLVE SECRETS KNOWN BUT TO A FEW**
- **GUILDS – PROTECT THE TRADE**

APPRENTICE III

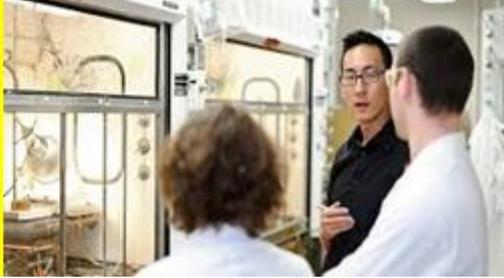
- **GREAT GRANDFATHER**
- **CAME TO AMERICA FROM IRELAND**
- **FOUGHT IN CIVIL WAR**
- **APPRENTICED TO JUDGE IN MICHIGAN**
- **RODE CIRCUIT**
- **LATER, ATTORNEY GENERAL OF MICH.**



APPRENTICE IIII



- **STILL GOING ON**
- **APPRENTICE LEARNING FROM MASTER**
- **MASTER SAYS WHEN APPRENTICE IS READY**
- **MASTER/APPRENTICE MODEL**



TIME PASSES

- **SO FAR UNTIL NOW**
- **THREE SETTINGS**
 1. **FAMILY**
 2. **SLAVE**
 3. **MASTER/APPRENTICE**

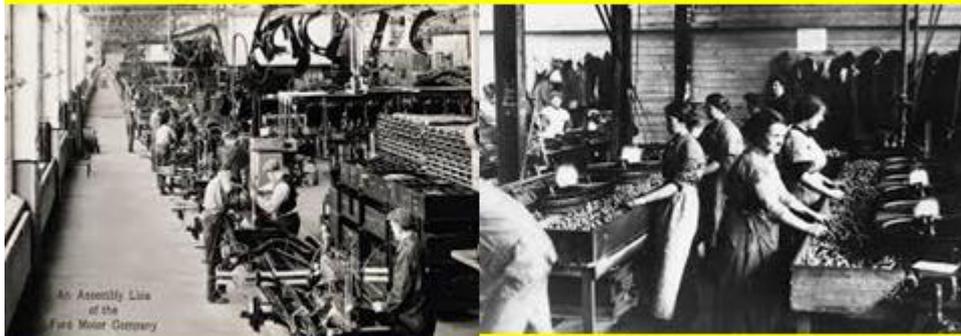


TIME PASSES II



- WATTS
- STEAM ENGINE
- APPLIED TO FARMING AND FACTORIES
- INDUSTRIAL REVOLUTION

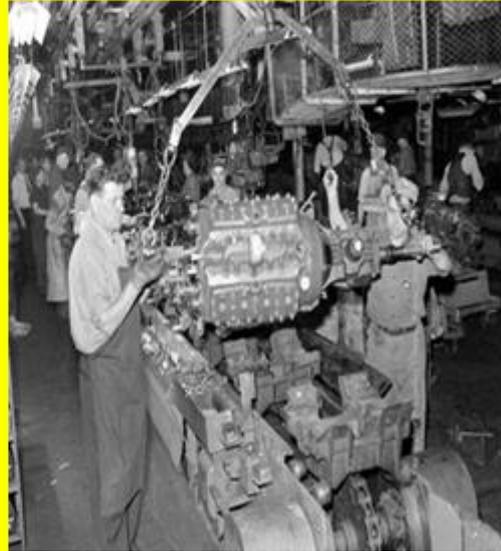
THE FACTORY



WITH A NEW STYLE OF WORKING
A NEW FORM OF DEALING WITH WORKERS
IS NEEDED, GIVING RISE TO
THE SUPERVISOR

THE SUPERVISOR

NEEDED TO
CONTROL
WORKERS,
TO KEEP WORKERS
IN LINE
1ST CRITERIA=
PHYSICAL
SIZE



THE SUPERVISOR II

BEFORE
GOVERNMENT,
BEFORE HR,
BEFORE UNIONS,
IT WAS THE
SUPERVISOR
WHO KEPT
WORKERS
UNDER CONTROL



THE SUPERVISOR III



- EDUCATION IS KEY
- WORKER WENT TO GRADE SCHOOL SO
- SUPERVISOR WENT TO HIGH SCHOOL
- WORKER WENT TO HIGH SCHOOL SO
- SUPERVISOR WENT TO COLLEGE

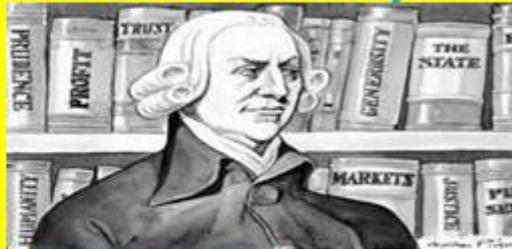
SUPERVISOR III



- PERHAPS SUPERVISOR HAD DONE THE JOB BEFORE,
- BUT
- CONTROL IS THE KEY

IDEA I [SPECIALIZATION]

UP TO NOW YOUR
LEARNING IS
PERSONAL,
NOW IT BECOMES
ABSTRACT, BOOKS
THE 1ST, ADAM SMITH
SPECIALIZATION:
THE WORKER DOES
ONE THING ALL DAY



IDEA I



ON THE FARM THE
WORKER DID
EVERYTHING, JOB
VARIETY, MULTI-
TASKING;
NOW WORKER IS TO
DO ONE THING 10-12
HOURS A DAY, FOR 7
DAYS

IDEA II [BUREAUCRACY]

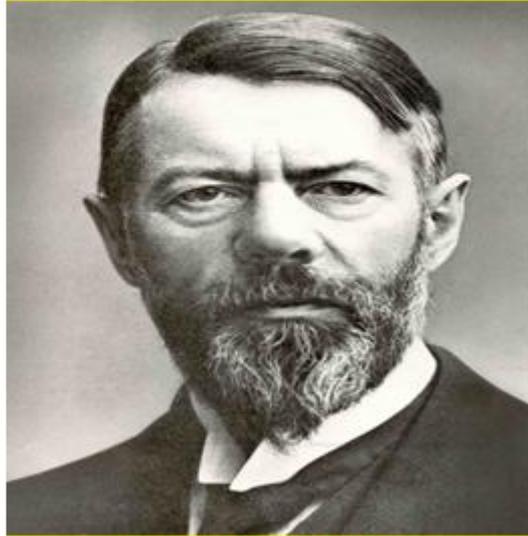
CHARACTERISTICS OF BUREAUCRACY & LEGITIMATE BASES OF AUTHORITY ACCORDING TO MAX WEBER

Bureaucracy

1. Rules and procedures
2. Specialization and division of labor
3. Hierarchy of authority
4. Technically qualified personnel
5. Separate position and incumbent
6. Written communications and records

Legitimate Based of Authority

1. Rational-legal → Bureaucracy is based on rational-legal authority
2. Traditional
3. Charismatic



MAX WEBER

IDEA III [PLAN, LEAD, DIRECT, CONTROL]

Fayol's 14 Principles of Mgt

1. Division of Work	8. Centralization
2. Authority	9. Scalar Chain
3. Discipline	10. Order
4. Unity of Command	11. Equity
5. Unity of Direction	12. Stability of Tenure of Personnel
6. Subordination of Individual Interests to the General Interest	13. Initiative
7. Remuneration	14. Esprit de Corps

FAYOL RAN THE IRON WORKS PLANT OUTSIDE PARIS

HIS

CONTRIBUTION:

- PLAN
- LEAD
- DIRECT
- CONTROL

IDEA IV [1 BEST WAY]

**FREDERICK TAYLOR,
SCIENTIFIC
MANAGEMENT,
THE ONE BEST WAY,
BOSS TELLS
WORKER HOW TO
DO THE JOB,
BUT WORKERS ARE
EUROPEAN
IMMIGRANT
FARMERS**

Taylor's Four Principles of Scientific Management

1. Scientifically study each part of a task and develop the best method of performing the task.
2. Carefully select workers and train them to perform the task by using the scientifically developed method.
3. Cooperate fully with workers to ensure that they use the proper method.
4. Divide work and responsibility so that management is responsible for planning work methods using scientific principles and workers are responsible for executing the work accordingly.

2/Pioneering ideas in
management

11

IDEAS JOINED TOGETHER:



- **ADAM SMITH:
SPECIALIZATION**
- **MAX WEBER:
BUREACRACY**
- **FAYOL: UNITY
OF COMMAND**
- **TAYLOR: THE
ONE BEST WAY**

IDEAS JOINED II

WORKERS UNHAPPY
10-12 HOUR WORK
DAY
7 DAYS A WEEK
NO VACATION
NO HOLIDAYS
NO SICK LEAVE
NO HEALTH CARE



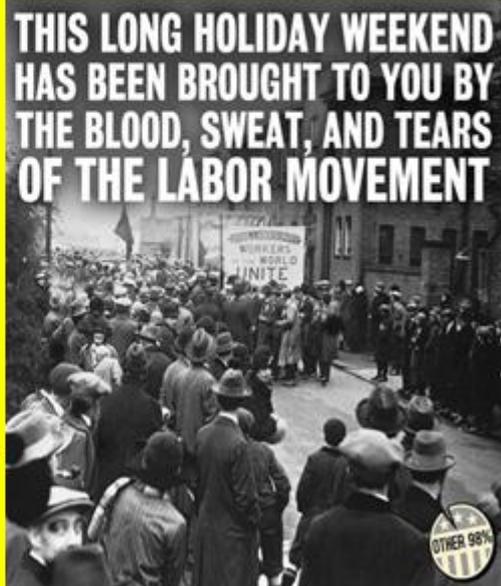
IDEAS JOINED III



AMERICAN
WORKERS FORM
UNIONS FOR PAY
AND BENEFITS;
EUROPEAN UNIONS:
MORE POLITICAL,
UNITE WITH A
PARTY
LONG PERIOD OF
UNREST

OUTCOME:

**40 HOUR WORK
WEEK,
OVERTIME PAY,
HOLIDAYS OFF,
SICK LEAVE,
HEALTH CARE,
HEALTH & SAFETY,
EQUAL OPPORTUNITY
ALL CAME FROM
UNIONS**



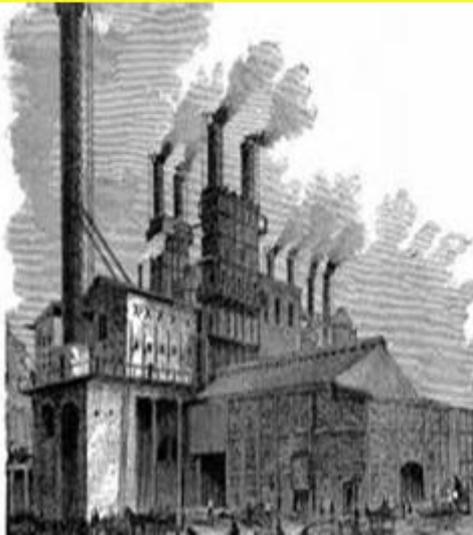
**OUTCOMES
TODAY:
CHILD CARE,
PARENTAL LEAVE,
STOCK OPTIONS,
FREE FOOD,
FREE DRY
CLEANING,
SPORTS CLUB,
BUS TO WORK**

ORGANIZATION

**HOW
TO
MANAGE
BASED
ON
TECHNOLOGY
OF THE TIME**



ORGANIZATION I



**COAL,
WATER,
STEAM,
GAS LIGHTS
HORSE & CART,
SAILING SHIP,
QUILL PENS**

ORGANIZATION I

UNEDUCATED
WORKERS,
BOURGOISE OWNER,
COMMAND &
CONTROL,
EVERYTHING IS
LOCAL,
ESTJ IS DOMINANT –
RULES, RULES,
RULES



ORGANIZATION II



TELEGRAPH,
OIL/GAS,
RAIROADS,
STEAMSHIPS,
ELECTRICITY,
CARS,
HIGHWAYS,
TELEPHONES,
TYPEWRITERS

ORGANIZATION II

NATION-WIDE
BUSINESS,
PROFESSIONAL
MANAGERS,
QUICKER
COMMUNICATION,
ESTJ SLOWLY
REPLACED WITH ESFJ
= A SMILE,
NT'S COME INTO PLAY



ORGANIZATION III



AIRPLANE,
JET PLANE,
MAINFRAMES,
CONTAINERS,
XEROX,
CREDIT CARDS

MANAGER BECOMES MENTOR

**COMMAND N
CONTROL IS DEAD,
COOPERATION KEY,
MOTIVATION KEY,
LEARNING KEY,
NT'S GIVE VISION,
SF'S/NF'S PROVIDE
MOTIVATION
AND THE STJ?**



THE NEW MANAGEMENT WORLD

iTown
13,000 APARTMENTS IN CUPERTINO, CALIFORNIA
NEW APPLE CAMPUS WITH HOUSING FOR ALL 13,000 STAFF

Building Type	Units	Approximate	Year Built
Residential	13,000	1	2015
Office	10,000	1	2015
Office II	10,000	1	2015
Office III	10,000	1	2015
Office IV	10,000	1	2015
Total	53,000	5	2015

Average apartment size: 850 sq ft
Total building area: 13,000,000 sq ft
Construction cost: \$1.5 billion

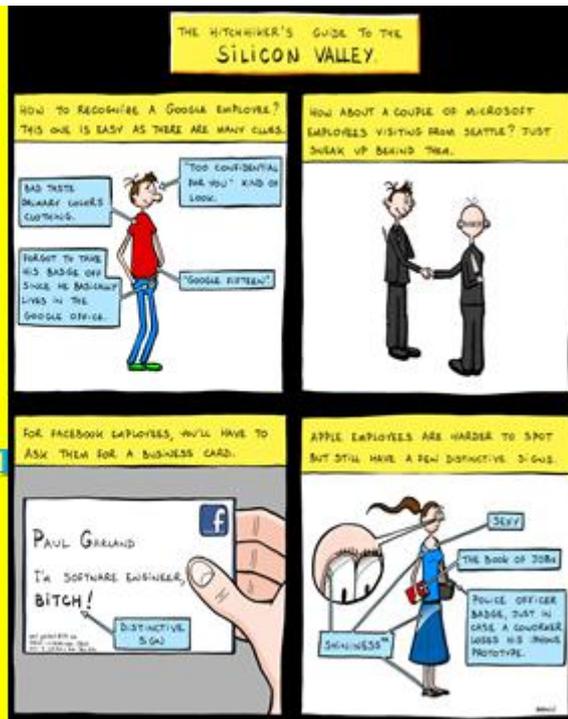
ARIAL VIEW FROM WEST

www.kohler.com

**YOUR
COMPETITIVE
ADVANTAGE IS
YOUR KNOWLEDGE
WORKERS,
YOU MUST KEEP
THEM HAPPY AND
MOTIVATED AND
PRODUCTIVE IN
EVERY WAY**

THE NEW MANAGER

- LISTENS
- COACHES
- MOTIVATES
- CHALLENGING ASSIGNMENTS
- REDUCES CONFLICT
- LISTENS
- LISTENS
- LISTENS



THE TRANSITION:

- YOU LEARN WORK:
- FAMILY
- SLAVE MASTER
- CRAFTSMAN
- SUPERVISOR
- COACH
- EACH STYLE FITS THE TIMES
- BUT NOT TODAY
- !!!!!!

The Differences Between a **BOSS** and a *Leader*

- | | |
|--|---|
| <ul style="list-style-type: none"> *Drives others *Inspires fear *Blames others *Says "I" *Knows how it's done *Depends on authority *Uses people *Takes credit *Commands *Says, "Go!" | <ul style="list-style-type: none"> *Coaches others *Inspires enthusiasm *Helps to fix it *Says "We" *Shows how it's done *Depends on goodwill *Develops people *Gives credit *Asks *Says, "Let's go!" |
|--|---|