WGK Today

Tuesday, March 7, 1989

Monsanto Wm. G. Krummrich Plant, Sauget, IL

TO ALL EMPLOYEES

The Time is Now!. . .for Individual Reflection and for Individual and Group Action and Leadership. . .from all of us!

I received the following anonymous letter on Friday from "The Concerned Employees (Hourly and Salaried) of WGK." While I don't normally respond to anonymous notes (but always try to respond positively and honestly to anyone who identifies himself or herself), I think you will understand why I am responding to this letter when you read it.

This thoughtful and powerful letter says it all! I ask each of you to read it, reflect thoughtfully on its content, and make your commitment to take positive action and leadership on your job. We must all work to achieve "shared participation in problem solving and decision making, open communication that supports mutual understanding, and an acceptance of responsibility for our own actions." The primary issue is indeed trust!

This letter says something to all of us. Our future is squarely in our hands. I will recommit to taking a personal active role. I ask you to make the same commitment. Of course, I am keenly aware and deeply appreciative that many of you already have. Our outstanding performance in January and February shows the possibilities. Imagine what we will achieve when everyone commits to making this letter a reality at WGK!

Bill Boyle

An Open Letter to Bill Boyle:

During your recent "State of the Plant" message, you emphasized several areas that must be addressed in order for WGK to be a viable competitive part of the global marketplace. This letter is being submitted to you in response to some of the issues that were brought up. This letter is not being submitted to find fault or blame with either Union or Management issues, although some of these problems will be addressed. We (concerned employees) feel that the survivability of this plant is indeed in our hands and that the old adage of "Them (Management) against Us (Hourly)" is not only outdated, but is undermining the efficient operations of WGK, and in the process eliminating jobs. We feel that a new philosophy of "Them (World Competition) against Us (All Employees)" must not only be believed by every employee, but must also be practiced and initiated

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Total Quality ...the best have the competitive edge.

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In closing, we would like you to know that this is not a panacea for all of our problems, but it is an important first step in making WGK a competitive contender in the world market. In order to solve our problems we must all believe:

(1) That there is a win-win solution to the problems and focus on the positive results expected from that solution.

(2) We need to understand that any of us could compete with the other. But because a mutually acceptable outcome is so important, we must choose to cooperate.

(3) We are all entitled to our individual opinions. These opinions must be respected regardless of a person's level of experience, education, personality, or position in this organization.

(4) We should all believe that a difference of opinion is beneficial, not an attack on an idea or person.

(5) We must all maintain an attitude of patience. Impatient people get things started, patient people get things done.

We know that this letter to you may generate controversy among some employees, but we feel that those who object the most and the loudest should take a close look at themselves, for we believe that they are a minority among all the employees at WGK.

We also ask that you take a personal active role by coming into the plant and discussing with us our concerns, not only for the betterment of the plant, but also for the betterment of ourselves as individuals. We have to learn to treat people the way we want to be treated if we were in their position.

The Concerned Employees (Hourly and Salaried) of WGK

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