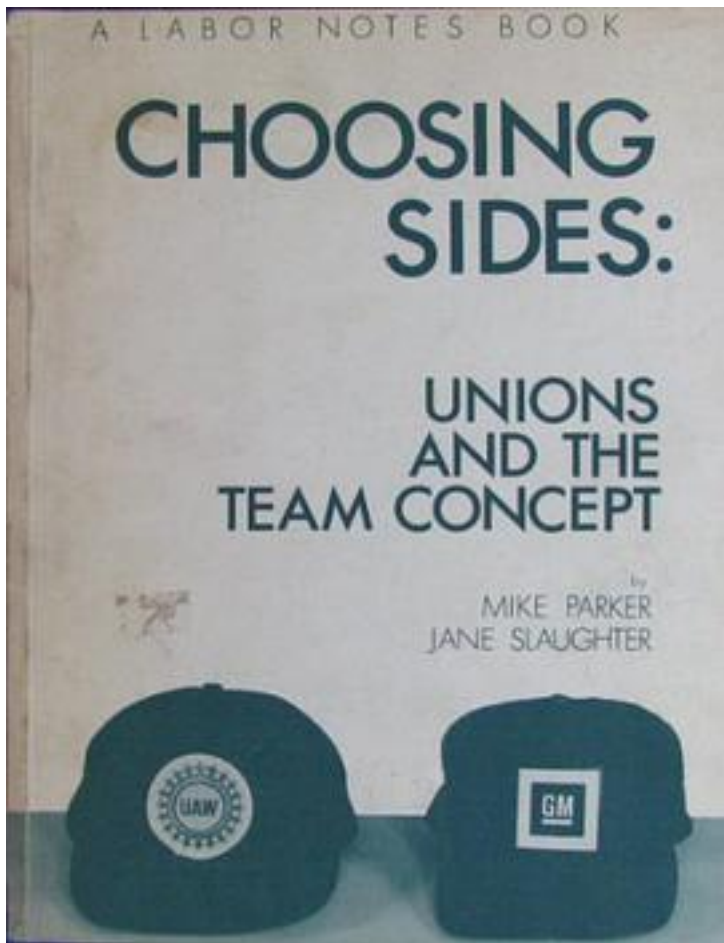


# Choosing Sides



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This book is written for unionists. Some are facing demands from their employers to implement teams and are deciding on a response. Others are only too familiar with the day-to-day realities of the team concept but want to

better understand it or to know how others have responded. Still other unionists are not immediately confronted with teams but want to be prepared. Choosing Sides: Unions and the Team Concept is meant to be useful to people in all these categories. The book is divided into three parts. Part I analyzes the team concept in the auto industry. Part II provides background information and Part III looks at the team concept through the experiences of 15 different companies and plants. Chapter 1 defines what the team concept package means in practice. Chapter 2 explains the recent history of team concept ideas both in this country and elsewhere and how the U.S. auto industry came to adopt its version of the team concept. Chapter 3 examines the team concept in its most developed form, a production system we have named "management-by-stress." This chapter demonstrates that behind the flowery rhetoric, management is demanding profound changes that significantly alter the balance of power on the shop floor. Chapter 4 contrasts management-by-stress to a humanized vision of the workplace which turns out to be quite different from the team concept. Chapter 5 addresses the question of what unions can do when confronted with management's demands for teams. This chapter offers suggestions for dispelling the myths about the team concept and negotiating a team concept agreement that preserves workers rights as much as possible. It draws on the experiences of different locals in modifying the worst aspects of team arrangements.

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