

PERFORMANCE & INSTRUCTION JOURNAL

Volume 23 Number 1 February 1984

Editor

Richard A. Swanson

Editorial Assistant

Deane Gradous

Managing Editor

Kay Schaeffer

Associate Editors

James J. L'Allier, Fred W. Nickols, Allison Rossett,
Gary Sisson, Dean R. Spitzer, Odin Westgaard

Department Editors

Research and Theory (Refereed) Susan Markle

New Technology Frank Clement

Reviews Tom Schwen and Dawn Snyder

Humor Michael Rutkaus

Regular Contributors

Instructional Hints Art Horrox, **Performance Ques** Brian Murphy, **Membership and Chapter News** Kay Schaeffer, **National News** Barry A. Boothe, **International** Amy Titus, **Doer's Profile** Rachel Lankton, **Placement Service** Shirley Gambrell, **Armed Forces NewsNet** Robert Wagner, **Feedback** from P&I readers.

The *Performance & Instruction Journal* is the official publication of the National Society for Performance and Instruction, an International Organization. One year subscription—\$50.00 for non-members which includes \$44.00 for the *P&I journal*; \$40.00 for members as part of annual dues of \$65.00; \$30.00 for student members as part of annual dues of \$40.00. Surface postage outside United States is \$8.00; airmail is \$38.00. Single copy is \$3.75 plus postage and handling. Multiple copy rates are available. Call NSPI at 202-861-0777.

©1984 National Society for Performance and Instruction, all rights reserved. Articles may be reproduced for classroom use and quotations made for purposes of review or comment, provided credit is given. No article may be printed for sale in any form without prior permission.

Send editorial items to the editor, Richard A. Swanson, University of Minnesota, 1954 Buford Avenue, St. Paul, MN 55108. Telephone 612-376-5065. A broad range of contributions are accepted for the *Journal*, brief news items, opinion articles, letters to the editor, data-based articles, papers of a theoretical nature, tips for technologists, poems, humor, and other original items. Manuscripts submitted for the Research and Theory Department will be refereed. The *Journal* generally cannot handle manuscripts over 2000 words (eight double-spaced, typewritten pages). The APA style of documentation is prescribed. Author guidelines are available from the editor.

IDENTIFICATION STATEMENT

The *Performance & Instruction* (ISSN-0273-5326-AE) is published monthly except for January and August for \$50 per year for subscribers and \$65 per year for members, by the National Society for Performance and Instruction. Second class postage paid at Washington, D.C.

POSTMASTER: Send address changes to *Performance & Instruction*, 1126 Sixteenth Street, N.W., Suite 315, Washington, DC, 20036.



NSPI Officers: 1983-84

President

Harold Stolovitch

President-Elect

Bob Powers

Vice-President

Diane Dormant

Vice-President-Elect

Dick Lincoln

Treasurer

Pat Killoran

Secretary

Barry Boothe

Cover Design by Anthony D'Adamo/Newsday

Women at Work

I have a feeling that everything is not going as smoothly for women in the workplace as I had hoped. On the one hand, while I may be objective about the topic, I am not experienced—I am not a woman. On the other hand, some of the experienced working women I have talked to lately do not appear to be objective about the topic of women in the workplace.

In trying to establish a new level of understanding about women at work, there is a need for a counterpart of the Masters and Johnson sex behavior research team. Having both a female and a male on a research team somehow provides the balance of perspective that one alone may never have. A mature understanding cannot be pursued from a singular perspective. Fortunately for NSPI there are hundreds of such practitioner teams within our ranks. It would fulfill a great need if but a few of those teams began to observe and report female-male workplace behavior in an orderly manner.

We have come a long way in just the past decade. Our simple views of equity and our legal process have opened doors. These views have also thrust us into a new level of dissonance. I listen to women and to their stories of *occupational pain* of a kind that I have never experienced. I also observe the social awkwardness of my *free enterprise system brothers* as they learn to work for and with women. I believe that the simple equity solutions of the past have set us on the doorstep of something even bigger.

As I muddle through the trying moments, my personal anchor is the set of human interaction criteria that are independent of the female-male, parent-child, student-teacher, or employer-employee roles. These criteria are applicable to working with any person with whom you wish to have a civil relationship.

The criteria focus on love (concern), consistency, and respect. These three criteria are manifested in human interaction processes. They carry the weight of personal responsibility rather than organizational responsibility.

Figure 1 illustrates the input, process, and output phases of equity. Most organizations have gone beyond phase 1, which focuses on inputs. Phase 2, our present situation, demands a new level of responsibility in the day-to-day interactions in the

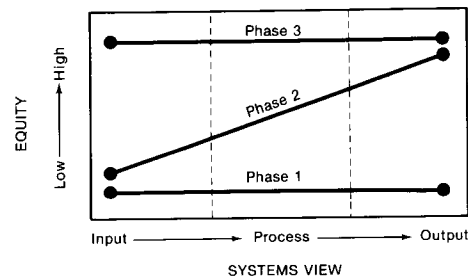


Figure 1. A Systems View of Equity

workplace. Genuine human concern, consistency in action, and respect for the aptitudes and aspirations of fellow workers can be the benchmarks that elevate women and all workers into an equitable environment.

Each of us can monitor our own processes as they relate to equity and our co-workers. Until now our view of equity has largely focused on selection. It took legal and hostile action to attain that goal. Our view of equity now goes beyond worker selection to workforce integration. It is here that process goals of concern, consistency, and respect can show their full strength. Without them, equity in the workplace will become stalled by nondiscrimination discrimination (Rivers, 1983).

Richard A. Swanson
Editor

Reference

Rivers, C. A friendly sounding sort of discrimination. *Minneapolis Star and Tribune*. Nov. 19, 1983.