

# BAY AREA WOODWORKERS ASSOCIATION

December 1986 - Vol. 5, Issue 12

Box 421195 San Francisco CA 94142

## THIRD THURSDAY PREVIEW

Okay folks, it's time for dinner, lumber, getting your business act together and voting for officers! The December general meeting will be held Dec. 18th at 7:00pm (not the usual 7:30pm) at Plywood and Lumber Sales (PALS), 5749 Landregan St., Emeryville. For directions, consult the PALS East Bay ad elsewhere in this newsletter.

PALS, in true holiday spirit, will not only host our meeting, but will also feed us a fine catered dinner! Our featured guest speaker will be Patricia Atkins from the Breakthrough Group, a member of the national management organization, Transformational Technologies. Dealing with the worst and the best of business techniques, the work done by Breakthrough Group is designed toward clients actually getting at the source of ability, competence and productivity. Clients of Breakthrough Group experience lasting results in their effectiveness, especially in the areas of increased profitability and satisfaction. Anyone who is in business or contemplating starting a business can't afford to miss this.

Louis Kern tells us that there may also be a surprise guest at this meeting. In addition, it's election time again, so we will be deciding who will be our executive committee for the next 6 months. Sounds like quite a meeting! Remember, the meeting starts at 7:00pm. Bring your appetite, lumber list, desire for business improvement and your vote for officers.

## FOR YOUR INFORMATION

### WHAT'S HAPPENED TO "TOOLS FOR PEACE"?

Two years ago, John Grew-Sheridan and Bob Greenberg put handsaws in a crate bound for Nicaragua as part of Oxfam USA's "Tools for Peace" program. Since then, the program has had troubles. Oxfam's export license for its most recent collection of tools was turned down by the State Department. In truth, Oxfam Holland is picking up where Oxfam USA has been forced to stop, that is, in sending carpentry and agricultural tools to Nicaragua (they were asked to leave Honduras as well, but still have programs in Costa Rica and Guatemala). Legally, it is possible to send small cartons of tools by tramp steamer along the Pacific coast to Nicaragua, but a quick check with a representative of a shipping company made that route seem very unlikely to succeed. The U.S. embargo is enforced strictly and includes a bit of muscle toward those ship owners who might be inclined to run it. So, no ships leaving the USA stop at Nicaragua. However, there is a group equivalent to Oxfam USA named Canadian Tools for Peace. Anyone wanting to donate can send a check in dollars (U.S. dollars do very well in buying Canadian hammers, saws, shovels and axes). The address is:

Coalition for Aid to Nicaragua  
Attn: Phil Westman  
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Canada V 5 N 1 X5

The line toward all-out war is more direct than ever. Tools do make a difference.

Bob Greenberg

# Less Productive Workers May Be Born, Not Made

**P**opular attempts to make workers happier and more productive ignore the possibility that deeply-rooted personality traits can cause an unproductive worker's malaise, according to a business scholar at the University.

It's for that reason that many efforts are failing to solve the problems of job unhappiness and lack of productivity, says Barry Staw, a professor in the School of Business Administration.

Indeed, how workers feel about their jobs may be a factor of emotional disposition that goes back at least to adolescence, according to Staw's studies of attitudes toward work and career.

The results have led him to believe that those who have sold companies popular techniques to prod workers into positive attitudes and actions have oversold their ideas.

"I think it's fair to say that most of the theories of the past 30 years have been oversold," says Staw.

"Historically, they burst onto the scene with almost messianic predictions. Proponents make it seem like a few tricks will bring happiness to workers and management alike. The problem is they have not worked."

True solutions to workplace unhappiness may require diligent, hard work by managers who will have to use multiple approaches and give much stronger consideration to powerful attitudinal forces at work in the individual, Staw concludes.

Staw's most recent work focuses on attitudinal survey information collected for more than a half century on several hundred middle-class people by the Institute of Human Development here.

Collection of the survey data began in the 1920s and 1930s from subjects who were then children in the California cities of Oakland and Berkeley. Some of the subjects are now in their 70s.

What Staw and two research colleagues found is that people's satisfaction or dissatisfaction on the job can be predicted from their early and late adolescent dispositions. They found, too, that predictable attitudes toward work appear to remain fairly stable throughout adulthood.

Collaborating on the study were John Clausen, emeritus professor of sociology and research sociologist at the institute, and Nancy Bell, a doctoral student at the Business School.

While noting the study cannot untangle all the possible relationships between attitudes and job conditions, or reasons behind them, Staw believes the findings are cause to rethink some ideas about worker happiness that were discarded long ago.

He points out, for example, that as early as 1913 organizational psychologists were blaming worker disposition for such things as the feeling of monotony on the job.

As late as the 1950s, he adds, personality variables were still being cited as factors in worker happiness.

But then in the 1960s and 1970s, Staw continues, organizational behavior research swung, along with similar trends in psychology, toward situational explanations—the idea that organizations could use external prods to evoke more positive job attitudes and behavior.

That various kinds of such job intervention have failed over the past few decades has become a great source of frustration, Staw says.

"Both managers and researchers have often been left disillusioned, skeptical that any part of these theories are worth a damn and that behavioral science will ever make a contribution to management," he says.

A realistic option, argues Staw, is to lower expectations and develop a reasoned, but sustainable pursuit of the happy and productive worker by using a combination of techniques that recognize strong forces are at work in the individual.

The combination of early dispositional forces and the stability of job attitudes in the individual indicates "it may be extremely difficult to improve job attitudes via external interventions."

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***People's satisfaction or dissatisfaction on the job can be predicted from their early and late adolescent dispositions.***

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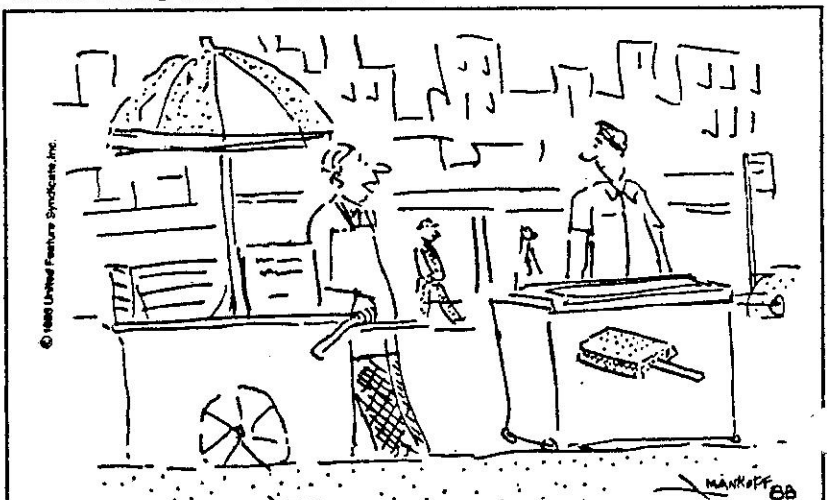
Does that mean job redesign is seldom worth the effort? Staw says no. Stronger and more pervasive intervention may instead be in order.

Among the possibilities managers might try are job assignments or job redesign that takes individual differences more into consideration. Over the long term, it also may be possible to adapt such practices to hiring to improve an organization.

"If job attitudes are rather stable and governed by individual disposition," Staw says, "it may be easier to improve organizational morale through employee selection than through organizational development activities."

—Tom Debley

## DOLLAR\$ AND NONSENSE



**Oh, I love being my own boss, but I hate being my own employee.**

ART AND CRAFT:  
Is this marriage on the rocks?

Art and Craft always seemed like such a nice couple. They always appeared to be so compatible and with similar ideas and inclinations. We've spoken of them both in the same breath for time out of mind and we've found them, especially as a couple, so endearing, so refreshing, so uplifting. It is, therefore, most disquieting when, upon close inspection, we begin to get the notion that a rift seems to be developing between Art and Craft. Perhaps it's a manifestation of modern times, but it looks like Art and Craft are becoming increasingly discontent with each other's company. It appears that the main problem is the increasingly disdainful view taken by Art toward Craft. Those in the world of Art see Craft as something which is taught to disadvantaged children at summer camp or perhaps something which is practiced by high school dropouts or incorrigible hippies who are too lazy to get a real job or pursue any worthwhile expression of culture or aesthetic accomplishment. Art, always striving to be in the company of ethereal yuppies and enlightenment hopefuls, appears to be increasingly equating Craft with mere manual labor and the manipulation of raw materials. Art also wishes to spend more and more time sipping white wine (from screw-top bottles) at gallery openings, leaving Craft at home turning out low-cost trinkets in the basement workshop, the stuff that pays the rent and buys the food.

A couple of factual examples of the Art-Craft split: In Berkeley, California (ah, Berkeley, seat of higher learning, gastronomic delights (but alarmingly small portions), fountainhead of art and possessor of a city government bordering on the Truly Bizarre) there is an organization (which I was once a director of) whose name used to be Arts and Crafts Cooperative. Basically, it's a gallery and art store. Although "craft" was in its name, this establishment never let much that might be classed as "craft" enter its premises, much less be sold or displayed there. Eventually, the name was changed to its present title, Art Co-op, to verify the exclusion of crafts.

Another example of the division of Art and Craft is the incident which occurred at Club 9 in San Francisco earlier this year when an attempt was made by Bay Area Woodworkers Association to use that establishment as the site for a benefit event for the victims of the Bayview fire disaster. The club owner, after offering the site, then stipulated that the benefit could be held there only on the condition that the proceeds be used solely for the relief of artists. Craftspeople were specifically excluded even though they were the primary fire victims.

The truth is that Art and Craft are both equally valid expressions of talent, ability and creativity. One could even argue that Craft is the superior of the two, requiring not only creativity, as in Art, but the additional qualities of spacial perception, mechanical ingenuity, extensive knowledge of materials, a sense of practicality and an advanced degree of manual dexterity. It has also been proven that chimpanzees, if given a brush and some paint, can produce something which is highly acclaimed by art critics, so long as the source of the work is not revealed.

Perhaps Art and Craft are just not right for each other and should seek fortune and fulfillment separately. Perhaps Art should go out and get a job and Craft should wise up and increase its prices. I'll tell you one thing; if I had to be stuck on a deserted island with one of the two, I'd take Craft with no hesitation. That way we'd at least have some furniture.

Peter Good

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# FROM THE EDITOR

This is the time of year when we look back and reflect on the events of the past 12 months. For BAWA, it's been a mixed year overshadowed by the tragedy of the Bayview fire disaster, an event that brought together the membership in an extraordinary outpouring of assistance and generosity for victims. The relief effort also brought BAWA to the brink of financial collapse. We recovered over the months and although the wounds heal slowly, BAWA has become revitalized and, with many new plans, is looking forward to 1987 as its best year ever. This includes memorable meetings at interesting places with notable speakers and demonstrations, shows, field trips, new benefits for members and a newsletter with a new and more professional format. Let us know what you think of your organization and how you'd like us to improve. Send a letter to the editor and we'll let everybody know your ideas. Also, it would be great if some of you out there would write some articles on any suitable subject for publication in the newsletter. Let's all work together to make 1987 a bonanza year for BAWA.

Peter Good

## CLASSIFIEDS

SHOP SPACE: 700 sq. ft. in sprinkled building in Emeryville. Equiped with 110v, 220v, 220v 3ph. Securely located on 2nd floor. 10' x 12' elevator connects directly to expansive loading dock. Ample parking, easy freeway access. \$365. includes utilities. Call Stuart Lehrman, 547-8255 anytime.

PARKS 12" planer/jointer combo (#11). Needs bearings, arbor and motor. \$800. or best offer. Steven, 239-2999.

HONDURAS ROSEWOOD: B00bf, S2S, dry, 12/4. Width: 6"-19" (avg. 10"-12"). Length: 8'-17' (avg. 14'). Make offer. Lot sale only. Richard Warren or Randy Keyes, United Pentacostal Church (Modesto), (209) 522-7019.

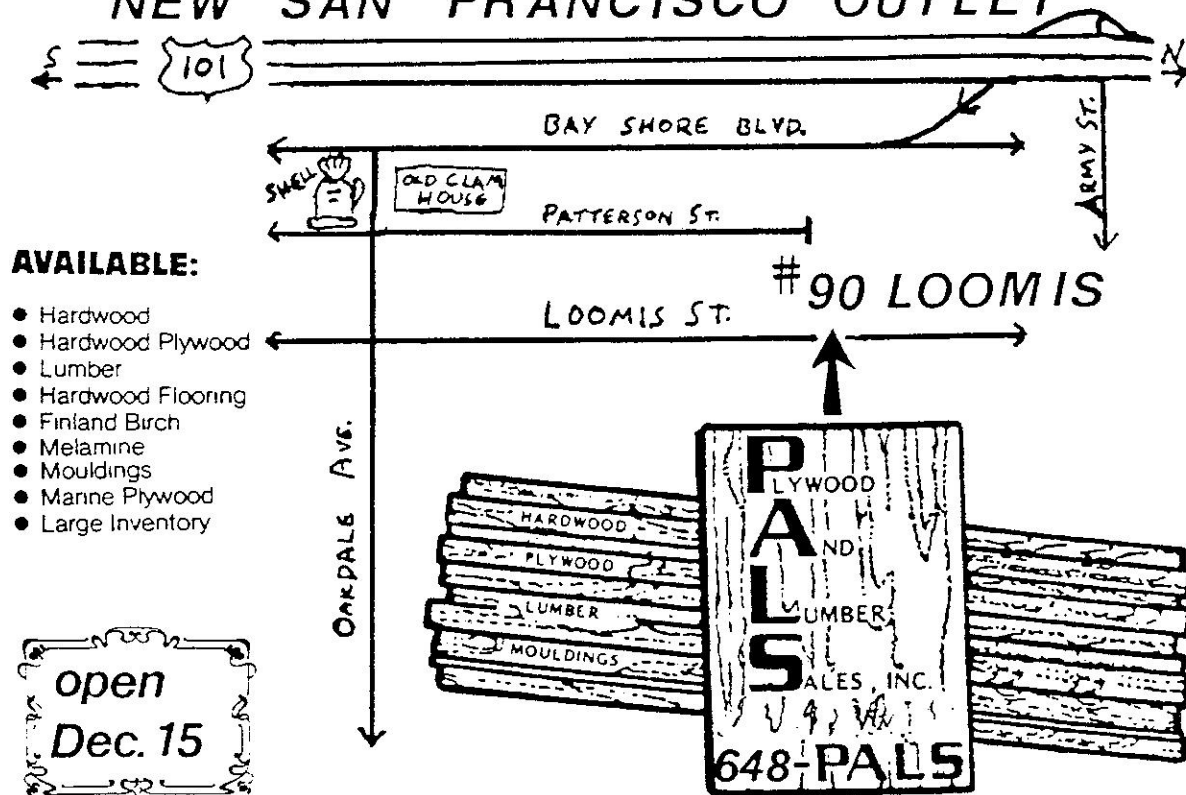
BALDOR 5hp Beach stroke sander with adjustable up and down stroke table and extra belts. \$1300. plus tax. Also, Pacco tilt table edge sander. 6" x 60", 1½hp, with extra belts. Mounted on casters. \$900. plus tax. (\$1400. at CHS). Call Oscar at Parkmead Plastics, 532-5931.

TABLE SAW, old, heavy duty, 8", 1hp motor, with carbide blade, \$150. Byron, 527-1441.

STILE AND RAIL door press, old, will handle up to 5' x 9', screw type, 5hp, 220v, 3ph, \$900. Peter Good, 530-3198.

## PLYWOOD AND LUMBER SALES, INC.

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# HIGHLIGHTS FROM LAST MEETING

The November general meeting at Gail Redman's shop in San Francisco was one of those events which serves to remind me of what a diverse range of activities there are in the overall field of woodworking. Gail, a professional turner, and her assistant, Grant Jacobs, demonstrated production lathe work. I'm not a turner, but even if I was I think it would take me at least a day and a half to produce what they did in what seemed like 90 seconds. They obviously knew what they were doing, and they did it well. We were also treated to a presentation by Bob Stocksdale, master lathe artist. Bob's work is truly exquisite and a great inspiration to anyone interested in turning. Many of Bob's bowls are made of rare and beautiful woods, adding to his artistry and craftsmanship. Our great thanks to Bob, Gail and Grant for their fine presentations.

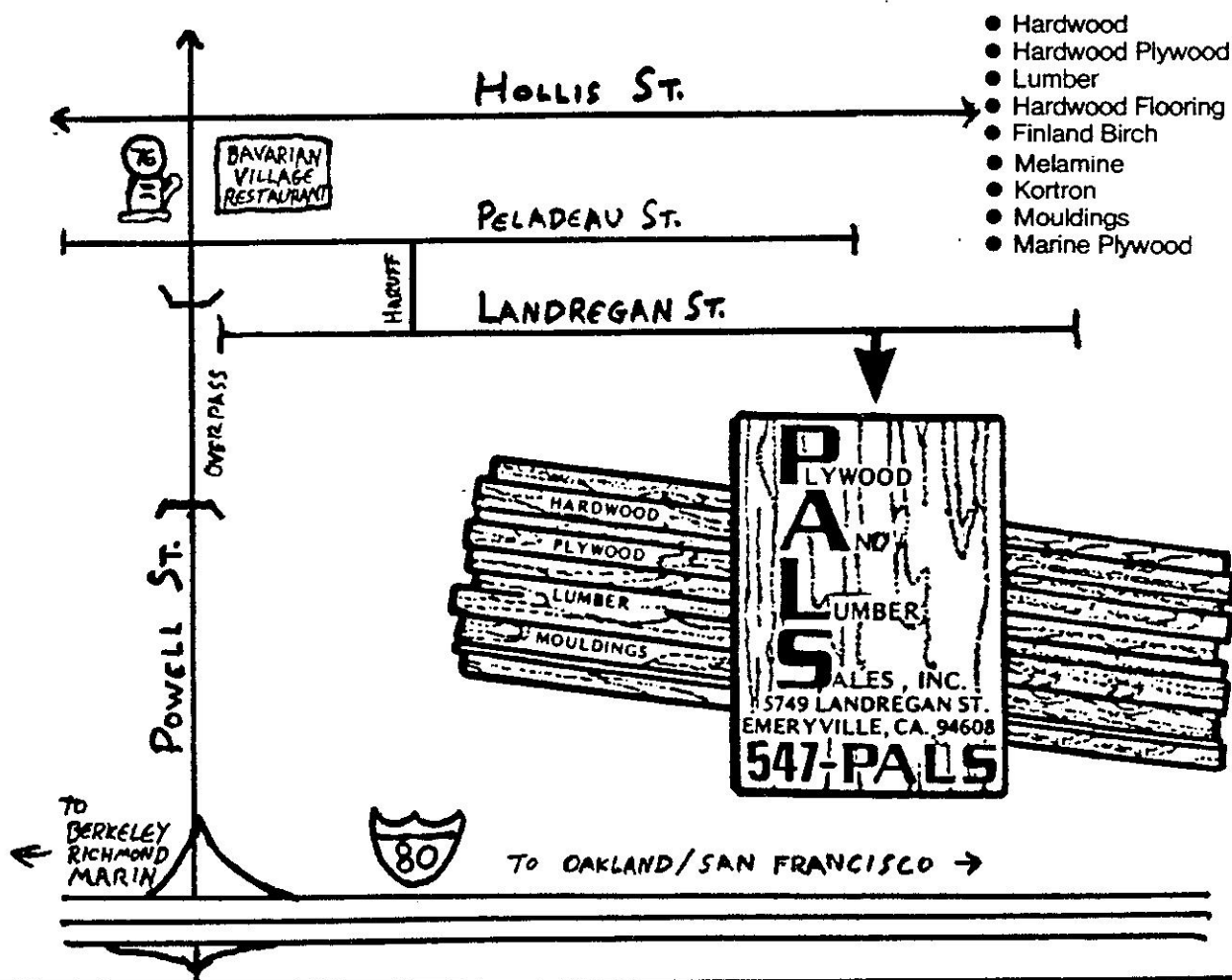
We also had a little added feature: Each person present present was asked to tell us about the stupidest thing they ever did in their shop or at work. You wouldn't believe how dumb some of the things were! How about cutting glass on a table saw (what do you mean, you thought it was Plexiglas?), or using yourself as a clamp by sitting on a stack of glued-up parts only to find that you have glued yourself to the work! Some of the things were amusing and others were frightening. It illustrated that we're all human and make mistakes. It also showed that we should exercise a little more safety in our work.

Peter Good

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  - Stationary sander: 6" belt, 9" disc with motor. \$125.
- BUCHNER DESIGN STUDIO 822-7300

## Some useful information for those who want





# Teak chic

Once, people bathed in wooden tubs. Then came California redwood patio hot tubs. Kohler now brings the warmth and rich-grained elegance of wood back to the bathroom with hand-crafted teakwood fixtures—each one unique.

By GENEVIEVE CAPOWSKI

It's been a long time since Americans associated wood fixtures with bathrooms—outhouses went out long ago. But now wood is back, and it was worth the wait.

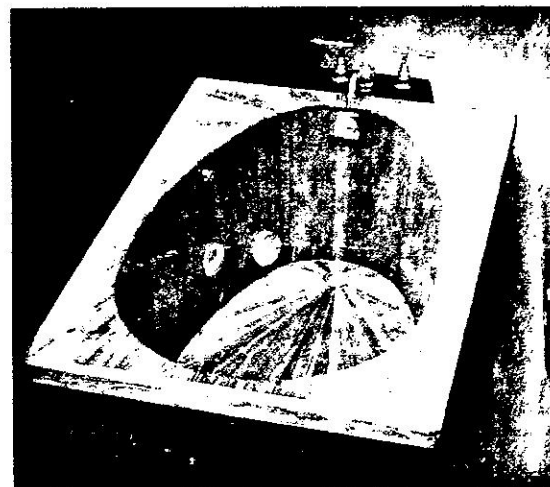
Kohler's elegant Mandalay Teakwood Suite, including bathtub, lavatory, and toilet seat, surely doesn't compare with an outhouse, but then neither does the price—about \$10,000 for the trio (sold only in suites), not including faucets and accessories.

Kohler designers (Kohler, Wis. 53044) wrestled with the concept of wooden tubs before coming up with these unusual designs. "We wanted a wood associated with water," says product manager Gene Carpenter, "and teak grows in water—swamp water. Boatbuilders use it in the decks of racing sailboats because it's dense, very fibrous, and fairly impervious to the elements."

The construction of each piece is complex, Carpenter explains. First, craftsmen take strips of kiln-dried wood, then they glue and mount them into a flat frame that creates the starburst pattern unique to the base of each tub. Hand-cut side boards are fitted together, cured for three days, then glued and left to dry. To carry the same starburst pattern through to the tub rim, craftsmen cut the rim out from the perimeter of the base.

Final assembly involves bonding the base and rim to the side boards, then sanding, Carpenter says. For additional strength, technicians reinforce the back of each fixture with fiberglass. Lastly, seven to 10 coats of acrylic urethane are applied to protect the wood and give it a glossy finish.

To maintain the surface luster, Kohler advises using nonabrasive cleaners. Gouges in the surface can be repaired with a kit that includes a container of acrylic urethane. **PS**



The Mandalay Teakwood Suite from Kohler includes a 5- or 6-ft. whirlpool bathtub (shown in top and bottom photos), a pedestal lavatory (center), and elongated toilet seat (not shown). Optional wainscoting is also available.

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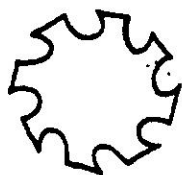
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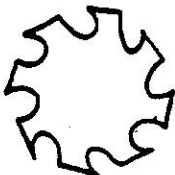
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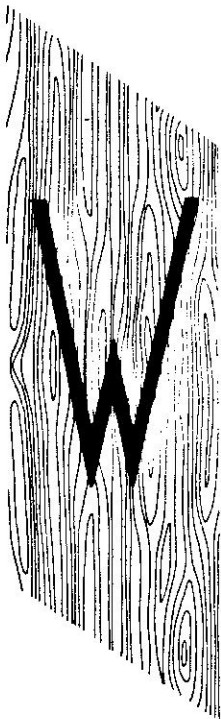
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## BAWA DATA

The Bay Area Woodworkers' Association is an organization of woodworkers who have banded together to promote woodworking in both technical and aesthetic directions. This newsletter is a monthly publication intended to serve as a communications vehicle and a source directory for the membership of this Association.

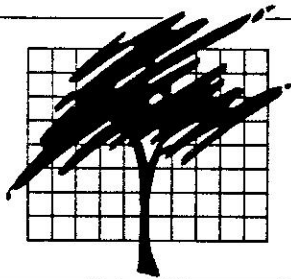
**Membership dues** are \$30/year, for which any member may participate fully in the Association, in accordance with the guidelines set forth in the By-Laws. This includes voting power on any issue brought before the membership for a vote, notification of the monthly shop talks and demonstrations put on by the Association, receipt of this newsletter each month, and privilege of participation in any special discount programs sponsored by local businesses in conjunction with this Association.

**Checks for membership dues** may be made out to the Bay Area Woodworkers' Association and sent to P.O. Box 421195, San Francisco, CA 94142. Membership cards will be issued to all members in good standing.

**Copies of the By-Laws** are available at all monthly meetings, or can be requested by mail.

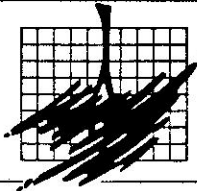
**The monthly shop talks and demonstrations** are held on the third Thursday of each month at 7:30 p.m., at a location announced both in the newsletter and at the previous meeting.

**The monthly executive committee meetings** are held on the fourth Thursday of every month, and are open to any interested members. To arrange attendance, contact any member of the executive committee by telephone or the address given above.



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