I am disturbed about the collective bargaining process. I think it has to be a responsible and rational process, but I don't see how it can be responsible and rational except as it works within the framework of the known facts, and when you are making a contract 3 years in advance of the fact, how can anyone know? All the wisdom of a thousand Solomons can't tell me or the president of the General Motors Corp. what the equity of a GM worker will be in 1970 when we are sitting together in 1967.

The genius of America is that we are always looking and searching for new ideas and new concepts, new tools, to solve new problems. You can't solve tomorrow's problems with yesterday's tools and yesterday's concepts. And so with the profit-sharing idea. Historically it was opposed by the labor movement, because of a narrow class struggle concept. You know, the employers over here, and the workers over here. I think that this is all a part of ancient history.

I think that the basic interests of workers and employers and the public are so interwoven that the only answers are total answers. The problem is to find these common answers. There are no isolated answers in little pigeonholes.

We believe that the profit-sharing concept brings into the bargaining process a means to give the worker equity. Just look at these charts. You can understand what the problem is.

This is the chart of the relative incomes of a General Motors hourly rated worker as compared to a GM stockholder, starting in 1947, projected through December 1955. The average GM worker, if he worked 2,000 hours, earned roughly $3,000 in 1947, if he worked every year without layoffs—and he didn't because there were so many layoffs. We assumed a stockholder who owned sufficient stock to have received in dividends from General Motors in 1947 an amount equal to the worker's wage. What happened? Well, the worker moved up, and he got a total in that period of $110,000 by working 2,000 hours every year. But the stockholder who started out with a comparable income got $623,000, a 6-to-1 ratio.

(Chart referred to above follows:)