

Prof Puts Sociology To Work

By Margaret Tolpe
World Staff Writer

Professor and consultant John Lamberton says sociology plays a big part in the wherewithals and dealings of the business world.

As an Oklahoma State University instructor, he teaches students how to see the everyday world in a sociological perspective. As a local business consultant, he tries to help people and companies improve through communication and interaction.

"I worked with a woman who was hired as a representative of Williams Pipe Line Co.," Lamberton said. "She was a forestry expert. She knew all about trees and land and how they should be used, but she didn't know how to work with the residents."

"Her job was to talk to neighbors over a wetlands area to let them know what Williams was doing in the area. She told me she had no idea how to talk to the people."

With some coaching and a few phone calls to several people in regulatory positions, Lamberton came up with ideas on how to approach the residents, listen to their complaints and answer their needs.

As a result, Lamberton said, the Williams representative finished her work in record time.

"The root of most business problems is usually attorney fees," he said. "That's because people don't have the skills needed to understand the needs of others."

"A prime example is the Superfund cleanup. The consultant costs have not been for the cleanup, but for time in court."

Lamberton's consulting usually starts with a meeting with executives to find out what the company needs. Sometimes he is hired to start a company's communications with another country, such as teaching executives how to deal with Japanese guests or how to approach manu-



John Lamberton stands at the site of a proposed jail. His coalition-building skills helped kill the project. (Staff photo by Mike Jensen)

facturing techniques with new businesses in Peru. Other times he may be hired to find easier ways for management to communicate with laborers rather than through complaints or suggestion boxes.

"My way is to go into a company, look around and then listen," he said. "There is one thing people love to talk about and they are all experts on — themselves. If you can get a person to open up, you can learn most of what you need to know."

"A marketing employee has a different perspective than a laborer. Each job requires a special perspective, and you

have to teach people how to interact with each other and the customer."

Lamberton interviews employees, supervisors, executives and customers and then holds meetings to see how groups interact. Upon completing these studies, he offers an analysis of the company's current status, its problems and ways to solve them.

The solution, he said, may be anything from his own consulting to finding outside help. The company may need something as simple as new lighting, or it may need to be completely overhauled be-

cause of excessive problems, including money, he said.

"Even though a company may be as efficient as possible, one employee may be having problems that are dragging everyone else down," he said. "Bad employees usually get weeded out, but it may take a company a long time to do that."

"You have to get annual sociology checkups, just like you check up on everything else in your company."

See Carroll on E-6

Putting Sociology To Work

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