

The Kohler Strike of 1954: A Brutal Fight for Labor Rights

Anushka Mangal
Paper
Junior Division
Word Count: 2,481

The Kohler Company is a global leader in plumbing products. John Michael Kohler (Appendix A) , an Austrian immigrant, established the business in 1873. Being an immigrant himself, Kohler was sensitive to the exploitation of immigrant labor, which was widespread.¹ People loved living in Kohler, but this was not going to last for long.

Company president Walter J. Kohler, Sr., son of the founder, opposed mandating that all employees join the company union. Due to this, the strike of 1934 started. This strike was ruled in the favor of the Kohler Company. After the death of Walter J. Kohler, Sr. in 1940, his half-brother, Herbert V. Kohler, Sr., gained control of the company. Like his brother, Herbert was a fierce opponent of the union shop, and the lesson he drew away from the 1934 strike was that keeping away opposing unions would contribute to tranquility between the labor and management. For the ensuing two decades after the strike that appeared to be correct.²

This disastrous event that occurred in the village of Kohler, WI in 1954, created conflicts in families, tearing them apart. The Kohler Company strike of 1954, the longest labor strike at that time was a fight for labor rights. This strike was a conflict that occurred due to a lack of compromise between the workers union and the Company while renewing the contract with the United Automobile Workers (UAW). The Kohler Company treated their employees unfairly, neglecting to offer the workers with the rights other businesses provided such as approving organized labor, providing pensions and better wages.

On April 17, 1952, the leaders of the company union voted to affiliate with the United Automobile Workers of America (UAW). Ten days later, the proposal was put to the KWA

¹ Burke, Monte. "Is Herbert Kohler's Union Deal a Possible Blueprint for Wisconsin?" *Forbes*, 23 Feb. 2011.

² Farmer, Brain. "The Kohler Strike of 1954." *The New American*, New American, 29 Apr. 2

membership and the affiliation was approved. Local 833 of UAW was chosen to represent the Kohler workers.³

With the expiration of the initial contract coming nearer, on March 1, 1954, the company urged an early exchange of contract proposals in December of 1953, so that negotiations could be conducted without the stress of a rapidly approaching deadline. Contract proposals were exchanged on January 25, 1954 and negotiations began on February 2.⁴ What became known as the “seven major issues” (arbitration, union security, seniority, pensions, insurance, general wages, and a paid lunch period for employees in the enamel shop) divided the parties throughout the dispute.⁵ Mr. Kohler’s views on the negativity of organized labor made it worse.⁶ The arguments formed by Kohler management did not satisfy the union negotiators. The National Labour Relationships Board (NLRB) executive present said “ *[The Kohler Company] maintained its position on the various issues by supporting arguments which were legitimate, and, in the main, reasonable, though they failed in persuasion.*”⁷

As for arbitration, the union asks for a standard arbitration, a grievance procedure including arbitration of disciplinary action and discharges. Kohler workers were asking for non-contributory pensions such as are standard in the automobile, steel, rubber and most of the plumbing wire industry. For the issue of arbitration, Kohler Co. refused to let an "outside" arbitrator decide on the merits of such cases that might arise.⁸ Local 833 members believed that if they do not have arbitration of discharges and disciplinary action, Kohler Co. will use this

³ Petro, Sylvester. *The Kohler Strike Union Violence and Administrative Law*. Henry Regnery Company, 1961,

⁴ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2

⁵ Downing, George A. *U.S National Labor Relations Board*. Decision and Order no. 834092.

⁶ Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut,

⁷ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2

⁸ Of America, Union Workers. “All My Life My Daddy’s Been on Strike to Make My Future Better

power in an effort to tear apart their union. As for the issue of the union asking for a paid lunch period, the union was asking for the same 20- minute lunch period received by workers on other 3-shfft operations.⁹ Kohler Co. still thought enamelers should eat while working. Enamelers handled tubs heated to 1,760 degrees Fahrenheit. It was the hottest and heaviest work in the plant. These workers had the same great need for a meal period as any others on continuous operations.¹⁰ Local 833 originally asked for a 20-cent general increase plus an additional 10 cents for skilled trades workers as a step toward bringing Kohler rates in line with those paid elsewhere in the industry.¹¹ Even though substantial inequalities were clearly present , Kohler Co. did not agree to the union. Kohler workers asked for full seniority protection while the Company wants a 10 percent deviation from seniority on layoffs.The union sought increases in the amounts of life insurance and in disability coverage and benefits, as well as a full coverage type of hospital plan which would cover all bills no matter what the amount. The Company begged to differ and continued to provide it's indemnity type of hospital plan. The negotiations for the 1953 contract did not include the subject of union shops but in the contract of 1954 and the company refused to provide one.¹² The workers were disgusted with the attitude of the company negotiators, especially Lyman Conger, the person who handled all the negotiations. In their point of view, the company was not providing with rights other workers were provided without putting up a fight. They were right to demand their rights and the company was erroneous to not provide them.¹³

With no side wanting to compromise and the negotiations being at impasse, the two parties met with government negotiators during March 3-8, but the meetings did not help the

⁹ Downing, George A. *U.S National Labor Relations Board*. Decision and Order no. 834092.

¹⁰ Of America, Union Workers. "All My Life My Daddy's Been on Strike to Make My Future Better

¹¹ Of America, Union Workers. "All My Life My Daddy's Been on Strike to Make My Future Better

¹² Downing, George A. *U.S National Labor Relations Board*. Decision and Order no. 834092.

¹³ Of America, Union Workers. "All My Life My Daddy's Been on Strike to Make My Future Better

situation. The union filed its first unfair labor practice complaint against Kohler Co. July 8, 1954.

14

The next morning, over 2000 picketers marched to the gates of the Kohler company and picketed. There was no way. As one eyewitness put it, “*Employees attempting to enter the plant were slugged, kneed in the groin, kicked, pushed, and threatened.*”¹⁵ (Appendix B) Even though legally, people who wanted to work during a strike had the right to do so, no one could get through the workers picketing at each entrance. The assaults were carried out mainly by a group of union militants who had come from out of town to “help” with the strike.¹⁶ These helpers were required as most workers did not go on strike, even if they believed with the union, as they had families to support and feed. They did not think that supporting their personal beliefs was worth it.¹⁷ For 54 days, despite a restraining order issued by the Wisconsin Employment Relations Board (WERB), the picketers succeeded in virtually shutting down the plant. The plant “*shut down like a drum.*” according to the picketers. The picketing was finally ended with a court injunction.¹⁸

As the strike continued and there was no hope that it would end soon, more people started to return to work. The people who did continue to work got all their supplies from Petersen’s

¹⁴ “UAW Local 833 Records.” *Reuther.Wayne*, MMXVIII Walter P. Reuther Library, Archives of Labor and Urban Affairs, Wayne State University., 1 May 2009, reuther.wayne.edu/node/4148. Accessed 4 Jan. 2018.

¹⁵ Uphoff, Walter H. *Kohler on Strike Thirty Years of Conflict*. Walter H. Uphoff / Saunders of Toronto, 1996.

¹⁶ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954. Accessed 9 Nov. 2017.

¹⁷ Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017.

¹⁸ Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45.

Tavern on the Lower Falls Road, the strike headquarters and the soup kitchen. Workers and their families were provided three meals a day and enough money for the bare necessities.¹⁹

When the strike began, 2600 of the company's 4200 workers walked out. But after few months, the plant was producing at nearly full capacity because the workers began returning back to work.²⁰

The workers that did support the union did everything to support the strike. Houses were picketed, egg shells and shotgun shells were thrown at windows, people received threatening phone calls in the middle of the night and living in Kohler become nightmare for families with men still working for the Kohler company. Kids started walking in groups to avoid being beaten up and brawls started all around. This caused a lot of families to move away from Kohler. "*It was a terrible time* " recalls Ken Conger, who was then in his teens. Herbert Vollrath Kohler Jr., who was then in his teens, was attacked by some of striker's children and escaped by hitting one of them with the butt of a pistol.²¹

One of the most explosive incidents, "the clayboat riot, " occurring 15 months into the strike. During that time Kohler CO. imported English ball clay, bringing it down the St.Lawrence River and across the Great Lakes. On July 5, 1955, when a ship carrying clay tried to unload at the Sheboygan harbor, it encountered 500 to 600 picketers closing it to unload, in the process they pulled 2 men from the cad of a truck and started to beat them up. The rocked a company car which tried to reach the scene, bombarding it with stones and breaking a gasoline tank. The

¹⁹ Petro, Sylvester. *The Kohler Strike Union Violence and Administrative Law*. Henry Regnery Company, 1961, mises.org/system/tdf/The%20Kohler%20Strike%20Union%20Violence%20and%20Administrative%20Law_2.pdf?file=1&type=document. Accessed 21 Nov. 2017.

²⁰ "Neither Side Stands to Win the Battle of Kohler, Which for More than Three Years Has Bought Violence and Hatred to a Small Town."

²¹ Blodgett, Richard. "The 1954-1960 Strike." *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45.

police did not try to stop this as “*The entire are was out of control, beyond reach of normal law and order*” according to the police²²

The company went to Milwaukee to unload the cargo but authorities refused, feared that a reappear of the sheboygan event would take place. The cargo had to go to Montreal and arrived by the train. “*And the train came down to Sheboygan and headed for a switching line to the Kohler plant, but the picketes blocked the track,*” says John M. “Mike” Kohler Jr., a grandnephew of Herbert Sr. “*The saga finally ended when executives of the railroad, with draw guns, stood on the engine of the switching train. And the clay got through. It was a very long trip before the clay arrived. But Kohler Co. hung in.*”²³

The strong motive and moral that the Kohler company showed inspired many businessmen. While it was the prime time of organized labor, Kohler stood strong made a very powerful statement.²⁴ On the other hand, he was a demon to the union,²⁵

By September of 1954, it was becoming increasingly evident that the UAW had made a serious mistake in striking against the Kohler Company. Most of the strikers were returning to work and without the application of mass picketing and mayhem, the union could not shut down the plant.²⁶

The condition of the company was fairly stable but the strikers were facing social complications. Families were torn apart because of the strike. Family members going to work

²² Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45.

²³ Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45.

²⁴ Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017.

²⁵ Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45.

²⁶ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954. Accessed 9 Nov. 2017.

were considered as traitors. Another popular name for these people was scabs.²⁷ One union member told the Sheboygan Press in 1994, some 40 years later, that he knew of workers who changed their last names to distinguish themselves from other family members who had crossed the picket lines. Another said he didn't speak to his brother for three decades after his sibling crossed the lines to return to work. "*You had brother against brother, father against son,*" Ed Kalupa said in a 1994 interview. "*It was a war.*"²⁸

In a desperate attempt to "wreck the company," the UAW launched a nationwide boycott, which began in September of 1954 and continued for six years (Appendix C and D). The union contacted Kohler customers and tried to induce them to stop using Kohler products. This included federal, state, and local governments. Booths were setup to promote these boycotts. (Appendix D) Most plumbers did not follow this as people wanted Kohler products and they did not care about the strike at all. In the end, the boycott had no serious effect on the Kohler Company, but it did cause significant harm to some of the company's small distributors.²⁹

Opening the Annual Conference of the Wisconsin Labor History Society held May 17 at the Emil Mazey Hall in Sheboygan, labor columnist and former editor Roger Bybee of Milwaukee said that the union was "*ahead of the times in communications*" during the second strike, as they were though and knew what to expect. Through the use of a daily radio show, cool public relations that include strikers dressing like Abraham Lincoln, a regular newsletter and

²⁷ Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017.

²⁸ Lintereur, Josh. "Kohler's past Marked by Bitter Labor Fights." *Sheboygan Press*, 2017 www.sheboyganpress.com/story/news/2015/11/22/kohlers-past-marked-bitter-labor-fights/76050622/. Accessed 19 Nov. 2017.

²⁹ Blodgett, Richard. "The 1954-1960 Strike." *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45

other efforts, the strike was promoted. He said that “*Such strategies would be critical for unions seeking for winning disputes with companies in today’s world.*”³⁰

Kohler tried one exploratory attempt at undermining the 1954 strike by relocating production to its new plant in low-wage Spartanburg, South Carolina. But the capacity of the plant was far too small to generate enough production to influence the outcome of the struggle over a union in Sheboygan. However, Kohler eventually relocated a huge share of U.S. production outside the U.S. About 50 percent of all U.S.-owned manufacturing production is now located in foreign countries³¹

“A company can never actually lose in a strike, they saved 6 years worth of wages for 100’s even 1000’s of employees, even if they are charged with a fine in the end.” Says Paul Vavra, December 18 2017, a 94 year old engineer who worked in the Kohler company during the Kohler Strike of 1954. This became more evident as the strike went on.

On August 26, 1960, more than six years after the UAW had first charged the Kohler Company with unfair labor practices, and after two years of hearings before its trial examiner, the NLRB handed down its decision, ruling that the company had refused to bargain in good faith after the strike broke out. An economic strike is converted to an unfair practice when the employer commits unfair practices after the strike begins. If the strike would continue anyway, naturally the unfair practices cannot be held responsible for prolonging it. There must be both

³⁰ Germanson, Kenneth. “Nation’s Longest Strike at Kohler Offers Lessons for Today’s Unions.” *Wislaborhistory*. Wordpress., Word Press.com, 21 may 2014, wislaborhistory.wordpress.com/2014/05/21/nations-longest-strike-at-kohler-offers-lessons-for-todays-unions/. Accessed 30 Nov. 2017.

³¹ Bybee, Roger. “The Longest Strike.” *Z Magazine*, 26 Dec. 2014. *Z Communications*, zcomm.org/zmagazine/the-longest-strike/. Accessed 16 Nov. 2017.

unfair practices and a causal relation between them and the continuation of the strike. Applying these rules, the NLRB held that unfair practices prolonged the strike.³²

Herbert V. Kohler, Sr. was ordered to reinstate 1,700 workers. It took lawsuits by both sides and until 1962 for a contact to be worked out,³³ but what the union got was definitely not worth 6 years of lost wages which made a lot of people raged.³⁴ The issue of compensation for strikers remained unresolved.³⁵ In December of 1965, Kohler agreed to pay \$3 million in back wages to 1,400 former employees and \$1.5 million in pension fund contributions, a total of \$4.5 million³⁶ “*All of this was cleverly given to the union, so that the company was not the one responsible for distributing the money to the former strikers.*” Tells Paul Vavra. “ This caused the former strikers to get mad at the union, as they did not believe that the money was equally distributed by the union. Every person thought that he deserved more than what he was given.”³⁷

The longest major strike in American history had finally come to an end, but its viciousness would scar thousands of lives for more than three decades.³⁸ “ *I feel like we would not have the relationship that we have today with the union, if not for that strike.* ” Says Mr.Kohler in an recent interview.³⁹

³²Petro, Sylvester. *The Kohler Strike Union Violence and Administrative Law*. Henry Regnery Company, 1961, mises.org/system/tdf/The%20Kohler%20Strike%20Union%20Violence%20and%20Administrative%20Law_2.pdf?file=1&type=document. Accessed 21 Nov. 2017.

³³ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954. Accessed 9 Nov. 2017.

³⁴ Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017.

³⁵ “UAW Local 833 Records.” *Reuther.Wayne*, MMXVIII Walter P. Reuther Library, Archives of Labor and Urban Affairs, Wayne State University., 1 May 2009, reuther.wayne.edu/node/4148. Accessed 4 Jan. 2018.

³⁶ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954. Accessed 9 Nov. 2017.

³⁷ Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017.

³⁸ Farmer, Brain. “The Kohler Strike of 1954.” *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954. Accessed 9 Nov. 2017.

³⁹ Bender, Marylin. “The Kohlers of Wisconsin.” *Archives of New York Times*, nytimes, 6 May 1973, www.nytimes.com/1973/05/06/archives/the-kohlers-of-wisconsin-the-kohlers-of-wisconsin-mostly-a-family-a.html.

The Kohler Strike of 1954, impacts us today as it shows how determination and standing up can be beneficial.⁴⁰ It gave hope to strikers all over the world.⁴¹ It was one of the he first examples of extreme behaviors of employer resistance to unions. Prior to this strike, employers sought to bargain with unions, often shutting down during a strike.⁴² . *“The Kohler strike reveals how much picket line militancy had declined in two decades,”* says Joe Burns.⁴³ Moreover it improved work conditions for Kohler employees and set the path for other strikers⁴⁴, especially strikers in the Kohler strike of 1983.⁴⁵

⁴⁰ Germanson, Kenneth. “Nation’s Longest Strike at Kohler Offers Lessons for Today’s Unions.” *Wislaborhistory. Wordpress.*, Word Press.com, 21 may 2014, wislaborhistory.wordpress.com/2014/05/21/nations-longest-strike-at-kohler-offers-lessons-for-todays-unions/. Accessed 30 Nov. 2017.

⁴¹ Lintereur, Josh. “Kohler’s past Marked by Bitter Labor Fights.” *Sheboygan Press*, 2017 www.sheboyganpress.com, www.sheboyganpress.com/story/news/2015/11/22/kohlers-past-marked-bitter-labor-fights/76050622/. Accessed 19 Nov. 2017.

⁴² Germanson, Kenneth. “Nation’s Longest Strike at Kohler Offers Lessons for Today’s Unions.” *Wislaborhistory. Wordpress.*, Word Press.com, 21 may 2014, wislaborhistory.wordpress.com/2014/05/21/nations-longest-strike-at-kohler-offers-lessons-for-todays-unions/. Accessed 30 Nov. 2017.

⁴³ Bybee, Roger. “The Longest Strike.” *Z Magazine*, 26 Dec. 2014. *Z Communications*, zcomm.org/zmagazine/the-longest-strike/. Accessed 16 Nov. 2017.

⁴⁴ Bybee, Roger. “The Longest Strike.” *Z Magazine*, 26 Dec. 2014. *Z Communications*, zcomm.org/zmagazine/the-longest-strike/. Accessed 16 Nov. 2017.

⁴⁵ Lintereur, Josh. “Kohler’s past Marked by Bitter Labor Fights.” *Sheboygan Press*, 2017 www.sheboyganpress.com, www.sheboyganpress.com/story/news/2015/11/22/kohlers-past-marked-bitter-labor-fights/76050622/. Accessed 19 Nov. 2017.

Appendix A



“The Bath Was Just the Beginning.” *Corporate.Kohler*, 2014 Kohler,
www.corporate.kohler.com/#family. Accessed 28 Jan. 2018.

This is a picture of John Michael Kohler, the founder of the Kohler Company.

Appendix B



Lintereur, Josh. "Kohler's past Marked by Bitter Labor Fights." *Sheboygan Press*, 2017
www.sheboyganpress.com, www.sheboyganpress.com/story/news/2015/11/22/kohlers-past-marked-bitter-labor-fights/76050622/. Accessed 19 Nov. 2017.

This is a picture of picketers picketing outside the gates to the Kohler Company plant in Kohler,
WI

Appendix C



“Kohler Strike in 1954.” *Madison*, 2017 Madison, 18 Dec. 2015, host.madison.com/kohler-strike-in/image_54a8f903-c42a-5a6a-8e06-fd75d9d52e5e.html. Accessed 13 Nov. 2017.

This photo from the archives of the United Packinghouse Workers of America shows the boycott of Kohler Co. products during the Kohler Strike of 1954.

Appendix D



UAW.org. 2018 UAW, uaw.org/women/history/. Accessed 2 Jan. 2018.

Here are women holding signs to support the Kohler Strike of 1954, possibly at the 1995 UAW convention in Cleveland Ohio.

Appendix E



“Don’t Buy Kohler.” *Wisconsin History*, 1996-2017 Wisconsin Historical Society, www.wisconsinhistory.org/Records/Image/IM67474. Accessed 2 Jan. 2018.

Many of the strikers' fellow unionists supported their cause by means of boycott efforts such as this display at an unidentified fair booth sent to the office of the United Packinghouse

Workers of America.

Works Cited

Primary Sources

“The Bath Was Just the Beginning.” *Corporate.Kohler*, 2014 Kohler, www.corporate.kohler.com/#family. Accessed 28 Jan. 2018. This webpage provided me with a picture of John Michael Kohler, the funder of the Kohler Company. This is beneficial for me as including this in my paper provides background information of the Kohler Strike of 1954.

Bender, Marylin. “The Kohlers of Wisconsin.” *Archives of New York Times*, nytimes, 6 May 1973, www.nytimes.com/1973/05/06/archives/the-kohlers-of-wisconsin-the-kohlers-of-wisconsin-mostly-a-family-a.html. Accessed 5 Dec. 2017. This webpage contained a newspaper article about the Kohler strike of 1954. It was beneficial for me to look at this newspaper because there were words of the Kohler company executives on how the strike affected them and what were the outcomes of the strike.

Blodgett, Richard. “The 1954-1960 Strike.” *A Sense of Higher Design*, Lyme Connecticut, Greenwich Publishing Group, Inc., pp. 140-45. There was a section in the book “A Sense of Higher Design” was dedicate to the Kohler Strike of 1954. In this section the efforts of the union to hold boycotts and stop materials from reaching the factories were written. This information is crucial as it conveys the strong feelings of the strikers and the losses that the company faced during the strike.

“Don’t Buy Kohler.” *Wisconsin History*, 1996-2017 Wisconsin Historical Society, www.wisconsinhistory.org/Records/Image/IM67474. Accessed 2 Jan. 2018. This webpage bestowed a picture of an event that tried to advertise the boycott held by the workers. This is crucial as it shows that they worked very hard to destroy the Kohler company and kids from families helped. Moreover it depicted how women and kids helped in the strike and very significant

Downing, George A. *U.S National Labor Relations Board*. Decision and Order no. 834092. This report written by the NLRB examiner helped me view the strike from a neutral perspective. This is crucial as it helps me form my opinion and tells me what actually happened instead of the two sides explaining the strike from their own perspective. Furthermore, it describes the 7 major conflicts that the workers and the company disagreed on in detail and how different people worked to reach compromises.

“Neither Side Stands to Win the Battle of Kohler, Which for More than Three Years Has Bought Violence and Hatred to a Small Town.” *LIFE*, 20 May 1957, pp. 146+. *Google Books*, books.google.com/books?id=JD8EAAAAMBAJ&pg=PA158&lpg=PA158&dq=kohler+boycotts&source=bl&ots=4rdzjgoBt4&sig=QUMYniLWlzwfY8PaYHuHsf4uiPw&hl=en&sa=X&ved=0ahUKEwjH27amk7_YAhUo4oMKHbkSAZ8Q6AEIQzAG#v=onepage&q=kohler%20boycotts&f=false. Accessed 5 Jan. 2018. This magazine article, written during the strike explained what was going on at that time and the view of the common eye on it. It is important for me to use this article for information as it helps me build on my opinion taking the workers side and describes how the lives were affected by the strike.

Of America, Union Workers. “All My Life My Daddy’s Been on Strike to Make My Future Better: the Kohler Worker’s Story.” *Wisconsin History Society*, 2006, content.wisconsinhistory.org/cdm/ref/collection/tp/id/63679. Accessed 14 Nov. 2017. This website provided me with a re-published book which explained the worker’s side of the strike. This is crucial to my project because it tells me how the worker’s lifestyle was affected, how their family was harmed and their side on why they went to strike taking in account of all the risk there was in doing that. Moreover it explained in depth the 7 major issues that divided the 2 parties.

Vavra, Paul. Interview. By Anushka Mangal. 18 Dec. 2017. This live interview of Mr. Paul Vavra was very beneficial in my research. He told me how the strike was

effected an deffected the economical and social culture. He detailed on the outcome of the strike and how he thought that he had to keep working so he could feed his family. This is very beneficial for me as it tells me how the Kohler Strike of 1954 effected the lives of people. He was on the company's side so it helped me view the strike from a different point of view.

Secondary Sources

Burke, Monte. "Is Herbert Kohler's Union Deal a Possible Blueprint for Wisconsin?" *Forbes*, 23 Feb. 2011, www.forbes.com/sites/monteburke/2011/02/23/is-herbert-kohlers-union-deal-a-possible-blueprint-for-wisconsin/#7992624e2529. Accessed 5 Jan. 2018.

The article I read on this webpage gave insight about what is going on with the Kohler company and's employees now. This information is crucial because it shows how the bitterness between the company and the union still lives on from the Kohler Strike and how they are not very fond of the management and company leaders.

Bybee, Roger. "The Longest Strike." *Z Magazine*, 26 Dec. 2014. *Z Communications*, zcomm.org/zmagazine/the-longest-strike/. Accessed 16 Nov. 2017. This magazine article told me about the violent actions taken by the UAW and the company. This is crucial

because it tells how difficult the strike got for the workers who did not want to on a strike and work.

Farmer, Brain. "The Kohler Strike of 1954." *The New American*, New American, 29 Apr. 2, www.thenewamerican.com/culture/history/item/4821-the-kohler-strike-of-1954.

Accessed 9 Nov. 2017. This webpage provided me about the Kohler Strike of 1954 started. Moreover, it provided insight on how the strike that had happened a few years before in 1934 and how they 2 strikes relate. Furthermore the consequence to non-strikers was outlined and the compromises made by both sides were mentioned.

Germanson, Kenneth. "Nation's Longest Strike at Kohler Offers Lessons for Today's Unions." *Wislaborhistory*. *Wordpress.*, Word Press.com, 21 may 2014, wislaborhistory.wordpress.com/2014/05/21/nations-longest-strike-at-kohler-offers-lessons-for-todays-unions/. Accessed 30 Nov. 2017. This webpage provided me with a view of the strikers on how and why they succeeded. This is important information because it hows me the perspective of the strikers on what they thought they did well and what is something that they did better than other unions and strikers.

“Kohler Strike in 1954.” *Madison*, 2017 Madison, 18 Dec. 2015, host.madison.com/kohler-strike-in/image_54a8f903-c42a-5a6a-8e06-fd75d9d52e5e.html. Accessed 13 Nov. 2017. This webpage showed me a picture of boycott of Kohler Co. products during the strike. This is important because it proves that the union was very desperate and wanted to ruin the company.

Lintereur, Josh. “Kohler’s past Marked by Bitter Labor Fights.” *Sheboygan Press*, 2017 www.sheboyganpress.com, www.sheboyganpress.com/story/news/2015/11/22/kohlers-past-marked-bitter-labor-fights/76050622/. Accessed 19 Nov. 2017. This website had information about the aftermath and about what happened after the strike ended. This is beneficial as it said that the strike destroyed families which explains how morally important this strike was and what extremes people went to support their cause, which shows how the strike affected the society socially.

Petro, Sylvester. *The Kohler Strike Union Violence and Administrative Law*. Henry Regnery Company, 1961, mises.org/system/tdf/The%20Kohler%20Strike%20Union%20Violence%20and%20Administrative%20Law_2.pdf?file=1&type=document. Accessed 21 Nov. 2017. This online book gave me more insight about the step to step actions taken by both sides and the

claims made. This is important as it explains what actions led to the compromises made and what actions led the conflict.

“UAW Local 833 Records.” *Reuther.Wayne*, MMXVIII Walter P. Reuther Library, Archives of Labor and Urban Affairs, Wayne State University., 1 May 2009, reuther.wayne.edu/node/4148. Accessed 4 Jan. 2018. Reading these records on this webpage was beneficial as it explains how the company did not agree with the UAW’s ways and how they would have not being willing got bargain in good faith in the strike of 1954.

UAW.org. 2018 UAW, uaw.org/women/history/. Accessed 2 Jan. 2018. This website provided my with a picture of women promoting the Kohler Boycott. This is helpful as it shows how morally and culturally important this strike was and even women in Ohio were helping. Moreover, it shows a role for women in the strike and what they did to help.

Uphoff, Walter H. *Kohler on Strike Thirty Years of Conflict*. Walter H. Uphoff / Saunders of Toronto, 1996. This book explained the conflicts and compromises during the Kohler Strike of 1954. This is beneficial as it helps me understand how my topic fits into the theme.