

MANAGEMENT
AND
LEADERSHIP

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CHAPTER ONE

WHAT IS INDUSTRY? AND WHY?

Industrial leaders then, must keep ever before them, these two duties. The making of goods. And the making of men.

CHAPTER
ONE

Leadership in industry surely means a leadership of people. Yet for every discussion of the human aspect of industry, there are a thousand on tools, techniques, and methods. It's on these bright and shiny new toys that the industrial leader as a rule centers his attention. He's been successful with them too. And it's this very success that tends to push aside the human aspects and hide what industry really is. But let's start at the beginning.

I PURPOSES OF INDUSTRY

INDUSTRY AS A SOCIAL TOOL The output

of our modern industrial machine, is perhaps the greatest practical achievement of our age. With the physical sciences as a base, industry has combined tools, techniques, methods, into a giant of production. Progress in the physical sciences and the mechanical arts, has been staggering. And with these sciences and arts, industry has done economic wonders for society, has made possible a scale of living undreamt of a century ago. All thinking people recognize the great service that industry has rendered to society as a whole. The rendering of this service is one of the chief legitimate purposes of an industrial enterprise.

INDUSTRY AS A SOCIAL SYSTEM But there's another side to industry that is not recognized to the thousandth part of its importance. Neither industry itself, nor others, recognize fully that every corporate enter-

prise is itself a social unit — a unit made up of people with interlocking skills and common interests. To them, the corporate enterprise is a way of life. And here we find the second legitimate purpose of our industrial establishment — to provide a good way of life in which its people can exercise their skills effectively, comfortably, and with enjoyment. Unless this second purpose is fulfilled, the other purpose, that of serving society as a whole, will not be fulfilled. For good service to customers does not come out of uncomfortable, unhappy, and unwilling employees. Service must begin at home.

PROFIT A BYPRODUCT True, profit must be made — for an industry cannot continue to serve unless it earns ample money for tools and for development. A company starved for tools, and struggling along, cannot serve anyone — either its own people or its cus-

tomers. It's the worst possible place for any man to work in. But tools and development-work are a risk. And stockholders — mere ordinary human beings like the rest of us — will not risk their savings unless they can see returns in keeping with their risks. Profit is needed, yes. But it must come as a byproduct of human service, of providing human satisfactions. And the humans to be satisfied first, are the humans that make up the company. A company cannot rise above its people.

THE LEADER OF HUMAN LIVES The industrial leader must recognize that he is a leader of a social unit. And when we say, Leader, we mean not only the president, we distinctly mean every man who is in any way responsible for the direction and guidance of others. The president is the leader of the social unit called the company. The

department-head is the leader of his social unit called the department. The assistant foreman or leadman with say five men, is the leader of his six-man social unit — and it's a basic unit, too. After all, it's not the president who has the direct contact with the bulk of our people. It's the assistant foremen and group-leaders. And no philosophy or plan of leadership can get to first base unless the assistant foreman and group-leader are an effective part of it.

RESPONSIBILITY FOR LIVES Each leader in his sphere is responsible for the workday lives of a group of people who, working together, form a workday social system. He's primarily a social leader. His influence ranks with that of the home, the school, the church, and may easily offset any of them either as to good or evil. The industrial leader must be prepared to take his place

alongside of home, and school, and church, and to shoulder many of the same responsibilities. It's with the full acceptance of this social responsibility that any true leadership must begin.

II MOTIVES

Leadership we see, must be a leadership of men, a leading of men both to more pleasant lives and to more useful lives. Well, if we're to lead men, we must first understand them. What are the motives that cause most of us to work? What do we like or dislike? What makes us tick?

IS MONEY THE MOTIVE? Ask the average man on the street about some business. Why is it run? To make money, he'll say. Why do men work in it? Again he'll say, To make money. And here we have the vicious misconception that pervades and per-

verts so much of our thinking on industry. Well, there may be owners and managements whose idol is profit. There may be workmen whose sole concern is the paycheck. But they're not men, they're worms. And happily there are not many of them. Man is not primarily a money-grubber. And any leadership based on such an assumption, is degrading both to a leader and to his people. It will surely fail.

GROSS SLANDER This idea that industrial man is an economic man, has enormous currency. It has so much currency, in fact, that industrial man has almost accepted the idea himself. Yet, when we see a successful doctor, we feel pretty sure that he got that way by putting his heart into doing a job of serving. Had fees been his chief consideration, we know, he would have defeated his own narrow aim. Why now should any-

one think that things work differently in industry? They don't. And to think that profit, or salary, or wages, is a man's highest motive and spur, is gross misconception. It's worse, it's gross slander.

A DEGRADING NOTION This vicious notion that money is industrial man's god, is not only horribly degrading, it's ruinous in its consequences. And as more and more of our people, men and women, come to spend their days in industrial establishments, the smashing of this base conception becomes the more urgent. Accept it, and we condemn the worker in industry to a life of ugliness, discomfort, and unpleasantness. It's high time that every man in industry stands up on his hind legs and resents the calumny to himself and to his calling — resents it with all the earnestness that's in him. Industrial man of necessity thinks a good deal about

money — about his profits or his pay — because he needs them to keep going. But money's not the mainspring. It's not the end, it's merely the means. Don't be taken in by the myth of economic man.

FEELINGS RULE It's high time that every industrial leader become fully aware that industrial man, like any other man, is a man of sentiments and feelings. And there's yet another lesson that every leader must learn, and learn well — that these things vary widely from man to man. Whether craftsman or laborer, shopman or fieldman, president or assistant foreman, industrial man has each his own hopes, and fears, and interests, and values. We must for certain purposes classify men — as engineers or purchasers, machinists or helpers, welders or layout men, and so on. But such a classification must not be stretched beyond its purpose. Men

cannot be classified as to their sentiments. And leaders cannot do their job right unless they learn to think of men as individuals, and to give attention to their individual needs. No herding and branding.

INTEREST THE KEY It is true that industrial man may talk a lot about money, but it's according to his feelings that he acts. He works precisely as he feels like working. And when do we feel like working? When we're interested, and only when we're interested. Interest is the key. Industrial leadership, then, that gives men good wages only, is bad leadership. *Man shall not live by bread alone.* Matthew 4.4. Leadership that is worthy of its name, will give men also those things that will enable them to find in their work its fullest import, interest, and satisfactions.

CHAPTER FIVE

THE DUTY TO COMMUNICATE

...frankly bestowing, and frankly receiving,
such help as lay in his way to get or to give.

John Ruskin, *A Joy Forever*

CHAPTER
FIVE

No corporate group can work together in harmony and with effectiveness unless they understand one another. Management must understand men. Men must understand management. That means that they must be able to hear one another, that they must be able to communicate clearly. Information must flow freely throughout the group — and in all directions. And it must flow swiftly.

IN, OUT, AND CROSSWISE Good communication does not just happen. It is hard enough to get it to flow from management to men. It's even harder to induce flow from men to management. And very often

there's no crossflow at all — departments become virtual strangers with one another. Legitimate and helpful information does not flow naturally. There'll be no free flow of information unless good lines of communication are well planned, carefully constructed, and kept in good working-condition. Scuttlebutt flies swiftly, we know, via the grapevine. Well, it's up to us to see that sound and helpful information flies more swiftly. *Men prosper . . . only by following openly-avowed purposes.* John Ruskin, *The Art of England.*

RULES ARE NOT COMMUNICATION And let's get the record straight before we go any further. Decrees, dictates, commands, unexplained rules, are not what we mean by *communication*. Many big companies abound in these things. Tome upon tome of rules, all in explicit detail, but all unexplained. Those who write the rules forget the reasons.

Therefore, nobody can discuss the rules intelligently. The communication-circuit is effectively blocked. The rules become idols of paper and evil instruments of management by repression. Leadership cannot shift the responsibility for writing merely by having someone write rules, by issuing what will be received as no more than someone's opinion. It's our duty not only to proclaim, but to prove.

I THE WRITTEN COMMUNICATION

WRITINGS BY TOP MANAGEMENT As in everything else, top management must lead in this matter of communicating. And they must communicate to all employees, not to a selected few only. This means that in a company the size of ours, the top management must write. Our President accepts this responsibility, and spends a reasonable measure of his time on Letters to an Organization.

These set forth fundamental principles. They tell of our Company-aims. They tell of our thinking. They tell of our methods. And as is practicable, they explain and justify them. Our Management feels that the people on our team should be kept well-posted on these basic things — on all the things that affect their welfare. We can not expect sympathy for our policies unless we state them openly and fairly. Management that works in a corner, is bad management.

DEPARTMENT-WRITINGS But management-writing alone will not suffice. Department-heads and other leaders must likewise write on their own particular problems, on their department- or group-procedures, on their department working-rules. Especially must they write on the procedures that touch the work of other departments. They must write in plain English, not in the jargon of their

department, and they must give clear explanations. They must send these writings to the other departments whose work they touch. Departments throughout a company intermesh. They cannot work in harmony unless each understands the other's problems and needs. Department leadership that works in its own corner, is bad leadership.

TIME-BINDING Dr Irving Lee, in his *Language Habits in Human Affairs*, points out that man's time-binding ability is perhaps man's greatest advance over the brutes. Men, he says, can gather and use the experiences of the past as capital for their work in the present. They can begin where others left off. They can draw from the past, in and through the present, and make ready for the future. Experience can be accumulated, worked over, magnified, transmitted. This time-binding capacity, chiefly, is what dis-

tinguishes man from the brutes. And here also, Gentlemen, is precisely what distinguishes the true leader from the man who merely sits in the leader's chair. Mark this well, Gentlemen, for henceforth time-binding by writings will be one of the chief yardsticks by which every leader in our Company will be measured. If he does not display high capacity for time-binding and does not produce time-binding, he cannot progress as a leader, perhaps not even survive.

CHANGED SIGNALS There are certain types of things, especially, that must be communicated to our people without delay. Betterments, and as soon as they are in process. Changes in procedures. Changes in the use of terms. Changes in Accounting. Changes to a specific job, or changes in a schedule. Changes of any kind. People must be told about these things at once. Otherwise, some-

one not knowing that the signals have been changed, will keep right on going in the old direction, and will foul things up. Failure to tell the team, the whole team, that signals have been changed, is every bit as fatal in business as it is in football. Even one player out of step can wreck the whole play.

NEW METHODS In a progressive business such as ours, there must be constant revisions of policies, and there will be new methods, new systems, new usages, new divisions of responsibility. The implications of these are often wider than anyone imagines. Even changes that seem to concern one department only are found, when they're put into use, to have important consequences for other departments. Therefore, people who plan such things and put them into effect without seeking widespread advice, are among the most dangerous people in a corporate group. They

bring about misunderstanding, confusion, and strife. They can keep a team in turmoil. And they keep themselves in hot water. All because they won't proceed with caution and with all available help. They forget that effective communication, authority, action, must be through a circuit.

NEW FACILITIES Then there are new facilities. Buildings. Shop-tools. Field-tools. Accounting-machines, lithographing-machines, and the like. When we do get some new facility, let's for goodness' sake communicate about it freely and promptly — even before it's ready. A new tool may lift existing design-limits. Or it may reduce costs, speed up work, or produce much better work. Our sales people need to know this — the knowledge may mean the difference between a sale or no sale. Our engineers and designers need to know. Our Stores Depart-

ment need to know — for they may be greatly affected. Sometimes a new \$10,000 tool enables Stores to reduce their inventory by two or three times that amount. No hiding new facilities, then, behind a blanket of silence. And no delaying the announcement until the thing is actually in use — time may be of the essence.

CONTEMPLATED BETTERMENTS Each of our betterments is usually under the wing of some one particular person. But he's crazy if he doesn't get the help of other people, and at the outset of his planning. Any change nearly always touches more people and has wider consequences than appear on the surface. The originator is quite unlikely to dig out by himself either all the people, or all the consequences affected. It's up to him to advertise pretty broadly what he has in mind, and invite suggestions. If he doesn't,

he'll hear about important considerations too late. Designs will have to be made over, plans changed, or perhaps insufficiency put up with. Let's have no working in a corner on betterments whether they're additions or rearrangements or even substantial repairs.

ERRORS Every man slips at one time or another. The Company pays for it. Too bad. We have no wish to point the finger at anyone. We much prefer in fact to cover the man with a veil of charity. Most errors, though, come about through improper methods. If we'll examine the error, find why it happened, and communicate it frankly, improvement of method follows. Other people have the benefit of the warning sign that they're entitled to. They are saved from the embarrassment of error. And the Company will not have to pay over and over again for the same mistake. But when we do discuss

error, let's be sure to follow *Fair Thought and Speech*, Chapter Two.

PUT OTHERS ON NOTICE The mere mention of such things as above, is not enough. We must put our brother on notice. We must cover such things by a circular letter so clear and so broadly issued that everyone possibly touched by the thing will surely take notice. Only thus will our group be able to adapt itself to the ever-changing picture — adapt itself quickly, and without pains. Only thus will we as a team be able to profit surely and quickly by each member's knowledge and experience. Only thus will we gain the full benefit of improvements of all sorts, and without unnecessary lags.

THE SOWER There's always a tendency to restrict the written communication too closely. We think that we know precisely who is interested or touched, and who is not. We

think we know who can contribute. Well, none of us are that good at guessing. If we restrict our communications to a few people who come to our minds, we always miss someone who should have had the information. The Parable of the Sower fits perfectly — Matthew 13.5, 6, 7, 8. We had much better tell a dozen too many people than miss one who can bring forth fruit, some a hundredfold, some sixtyfold, some thirtyfold.

HEAR MATTHEW ARNOLD *The true leaders are those who have a passion for diffusing, for making prevail, for spreading broadly the best knowledge and ideas of their time; who divest knowledge of all that is harsh, difficult, abstract, professional, exclusive; who humanize it; who make it effective outside the clique of the learned; yet remaining the best knowledge and thought of the time.*

II WORD OF MOUTH

The written communication is the surest way of spreading information broadly and reliably. But there's a vast area of things in industrial relations that cannot be written about. This is especially true where the sentiments, prejudices, feelings, of individuals are involved. The information must be gained by word of mouth, and it must often be passed on by word of mouth. The man who gets the information and passes it on, becomes a middleman. He's receiver, transmitter, and carrier, combined.

THE GOOD MIDDLEMAN Every squad-leader, leadman, assistant foreman, foreman, superintendent, department-head, must look upon himself as a middleman, as an exchange-station on our communication-circuit. And he must recognize that being a good middle-

man is one of his chief duties. It's up to him to find out what his management are thinking about and to see that their ideas get through to his men. It's up to him to find out what his men are thinking about and to get their ideas through to management. He must see that feelings and ideas pass freely along — out from the center, into the center, and sideways. And he must see that they pass uncensored and uncolored. He must get out of his mind that there's any subject whatever that cannot be discussed frankly, provided the discussing of it promises any good for the team.

HONESTY IN MIDDLEMEN In too many businesses, the importance of honest communicating is not fully appreciated. Men who would not steal a nickel, cheerfully miscolor reports, misapply time, and otherwise mislead people — all with a clear conscience.

They fail to report errors, high costs, bad practices. Fearing to disturb someone, they keep silent about employee doubts, questions, complaints. Such practices mislead everyone. They prevent progress. They result in loss all around. The leader who is not a frank and open middleman, is a bad leader — both for his management and for his men.

END OF LINE Perhaps the most difficult job of communicating falls to the frontline leader. It's the squad-leader, leadman, assistant foreman, who has the direct contact with the worker. And yet it is he as a rule who has had the least training and experience in communicating. But if he's not a good middleman, the whole communicating-system breaks down. Leaders may write until the cows come home on policies and principles, but with little effect unless the frontline leader can explain to his men the day-by-day

practical application of the policies to the work in hand. He must enlarge upon them by discussion. He must give examples, illustrations, particulars. The finest policies however well-voiced at the start, will die to a whisper unless the frontline leader keeps the breath of life in them, unless he's a booster-station as well as an exchange-station.

INVITING IDEAS There is another high charge on the middleman — that of communicating in the other direction. He must transmit ideas from men to management. But first he must get the ideas. The worker being close to the work, may well know or see things that neither leaders nor management could even suspect. Perhaps he can suggest how to improve our product, or how to reduce costs, or how to make the work easier for everyone, or how to make it safer. Perhaps there's some condition that's not too

good for his bodily comfort or his peace of mind or his pride. The leader, though, will never get these thoughts unless he makes it his business to get them. How then?

LISTEN AND LEARN The problem is not one at all of getting men to talk. The problem is one of getting leaders to listen. It's natural for men to talk — they especially want to talk with someone who can get action. And that man is their leader. All that is needed is that the leader know when and how to listen. Elton Mayo covers this particular phase of communicating admirably in his book *The Social Problems of an Industrial Civilization*. It's treated, too, in *Management and Morale*, by Roethlisberger, and in *Management and the Worker*, by Roethlisberger and Dickson. These books have the great merit of being source-books, they are based upon facts established by long and

careful investigation, and under conditions quite similar to ours. Leaders of all ranks will do well to read these books.

FRIENDLY ATMOSPHERE Let our leaders read about these things, yes. But let them never forget that the only true basis for the whole thing must be a sincere and friendly and sympathetic interest in their men, an understanding respect for the abilities of their men, and a rigid guarding of confidences. This is the only atmosphere in which men can be expected to speak their minds freely. Genuine sympathy is a basic must to our learning how our fellowman feels. But there are a few basic don'ts. Don't put a man off when he is in the mood to talk — he'll think you are not interested and may never come back. Don't interrupt a man if he has something he wants to say — let him finish it. It's his ideas that we want, not echoes of our own.

Finally, if we think he's wrong or twisted in his ideas, don't argue and don't condemn. Perhaps indicate that you're not prepared to agree. But before you try any talking yourself, be sure you are cooled off and completely the master of your emotions.

III MEETINGS

In many companies, yes, in most of them, written policies for everyone to read are almost non-existent. Written communications of any kind above those of commonplace routine, are sadly lacking. And few of the supervisors are good middlemen. The leaders lack the willpower and the long-time view to train themselves in these things. Lacking the self-discipline requisite to writing, they resort to the group-meeting as their chief means of communicating.

TIME-CONSUMERS Meetings as a means of

spreading information, are enormous time-consumers. But the time actually spent at the meeting may be the least of the inconveniences. An hour must be set for the meeting. The particular hour is usually convenient for the boss, and it may be convenient for some of the people. But for many of them, it will mean a disrupting break. They must leave their work at a time when they are most needed. Furthermore, a large part of what's said may be old stuff to many of them. But they have to sit and listen anyhow. They can't skip what they already know as they can with the written communication. Meetings are terribly demanding. And as a means of spreading information, they are appallingly wasteful of total man-hours. They are the costliest method of broadly communicating imaginable.

SHORT COVERAGE Furthermore, meetings

seldom cover the field thoroughly. Someone is sure to be missing — he's sick or on vacation or at the dentist or up town on business. And someone is sure to be overlooked and not invited — for the wastefulness of meetings is always felt, and the tendency is strong to cut down their size. Then again, no one takes time to write up the meeting in organized form. Those who were present must depend on their memories. Those who were absent must hunt up someone and take his time for a repeat that at best will probably miss a lot of the meat.

A POOR SUBSTITUTE A formal set-time meeting as a means of broad coverage, is nothing but a poor substitute for proper writings. Frequent meetings, daily large conferences, are certain indication of poor communication in a company, of undeveloped willpower, and of the job running the leader. All this

sounds radical. But if we'll look back honestly at our experiences, we'll find that where there were many meetings, there also was a scant willpower in the leadership. The next time any of us start to call a forty-manhour meeting, let's be sure that the job won't be done better if we'll shut our door and get out a four-manhour writing.

DISCUSSIONS The above paragraphs are directed against meetings as a means of spreading information. Meetings for the purpose of discussion are something else. It is always necessary at times to bring men together for an exchange of ideas and a pooling of knowledge. But even these meetings can be wicked time-consumers unless they are carefully planned by the chairman, unless he sees that people can and will come properly prepared, and unless he conducts the meeting in a disciplined manner — *Presentation for Engi-*

neers and Industrialists, Chapter Four. It is no trick at all to waste a hundred dollars' worth of time, maybe two hundred, in a single meeting that's allowed to drift and drag out.

IV THE RESTAURANT

So far we've talked only of the formal channels of communicating. But we of our Company have an informal channel of the highest value — our Company Restaurant. As a channel for communication alone, its first cost and its operating-loss are perhaps the best investment we have ever made. We have something here that seems to be almost totally overlooked throughout industry.

EMPLOYEES' CLUB Our Restaurant was designed as a club for our people. And it operates as such. Here, in an atmosphere of relaxation, our people meet daily in groups both large and small, and ever-changing.

They inevitably discuss their various interests, keep one another posted, help and get help — all in the informal friendly manner that goes with good food, good coffee, and smoke. Understanding grows. Interest broadens. Team-spirit and teamwork get an enormous boost. And all this without the disrupting breaks entailed by formal group-meetings. The noon meal in the Restaurant does for our corporate life the things that our home dinner does so effectively for family life.

VISITORS But won't we become provincial? someone asks. Shouldn't we get out and mix with people outside of our Company? Well, in the first place employees don't get out and mix with other people at lunch. They go out by two's or three's with somebody from their own department or particular group. And there's another thing generally overlooked — that no one but a few of the brass

hats have a quiet club where they can go and relax. Actually our Restaurant brings into our midst the people that we want to meet. We have a continual stream of guests — those whom we serve, those who serve us, educators, and many other interesting people. They average some twenty per day. They meet not one or two of our people, as they would at a club, but many of them. And thus the influence of these visitors on our people is broadly distributed.

FEEDING IS NOT ENOUGH But no such results as related above, can be expected unless management can rise above the ordinary concept of an industrial restaurant. This concept expresses itself in the horrible words, In-plant feeding. The employees are thought of as so many cows or sheep to be fed, not as people to be served. The restaurant becomes a mere stoker dominated by the narrow logic of

calories. Build the restaurant cheap. Furnish it cheap. Use chow-joint dishes and spoons. Rush the people through in shifts, and thus keep the restaurant small. Farm out its operations to commercial caterers. Let the place be crowded, hot, smelly, noisy. Let it be wholly uninviting. It's a nuisance anyhow, and an expense. This is what the typical plant restaurant cries aloud — and, Typical, means ninety-nine out of a hundred.

THE CONCEPT OF SERVICE Contrary to the idea of feeding people, our Restaurant is based on the idea of serving them. Everything has been built into it that within the bounds of propriety will make it an inviting restful place for men to gather in. And the operation is on the same basis. No compromise on food. No compromise on service or surroundings. No rushing people out. And a charge for meals that we feel our people

can and will pay. The rest of the cost, about a third of the total, we absorb as a proper charge of doing business, and as part of ownership's responsibility to our corporate social system.

EMPLOYEE COOPERATION The Restaurant has proved beyond doubt a valuable channel of communication. But this would not be so if it were not for employee cooperation. If set groups habitually lunch together, there will be little broadening of vision. If men of a department continually lunch together, they'll miss the interesting and helpful things they'll pick up from other departments. And if lunch groups are made up on the basis of some imaginary or exaggerated social differences, there'll be no increase of understanding between leaders and their men. These things, happily, are not true in our Company. Our people are doing their part. If any of them

slip into bad habits, all we need do is to remind them.

THE PAYOUT Against a direct money-loss in our Restaurant, What do we get? A lot of goodwill. A rapid dispelling of false notions on social differences. A continual flow of information and ideas. And an ever-increasing understanding. Four things we get — things of value beyond measure. The price? Well, if we throw in fixed charges and all, the total that the Company contributes is about thirty cents a day per man. Not very much to spend on something that works mightily for better teamwork!

V THE TROUBLE-SHOOTER

We have three well-defined ways of spreading information and ideas, we see. By the written communication. By word of mouth through middlemen. By the informal discus-

sions in our Restaurant. These systems are well planned and well constructed. And they operate better and better each year. But no communicating-system, however well-built and well-operated, is free from troubles — interruptions, fadings, local difficulties. It will not give good service unless it is well maintained. There must be test-men, trouble-shooters, repair-men.

PERSONNEL STEPS IN One of the chief jobs of our Personnel Department, is to see that all three of our communicating-systems keep running smoothly, carrying their messages quickly and without distortion. Personnel it is whose job is to test and trouble-shoot, and to give a hand with the repairing. This is part of their job of fostering good human relations throughout our group — for good human relations depend on understanding, and understanding depends on good com-

municating. Let's be sure to welcome the trouble-shooter and help him whenever he shows up. And let's not hesitate to call him in if we sense blocking or dimness in any of our communication-systems — out, in, or crosswise.

RESENT SECRECY OR SEPARATENESS But let's not dump the whole job of trouble-shooting into Personnel's lap. We all suffer if communication breaks down. We'd better all help to see that it doesn't. If then, we sense that some leader along the line is distorting or stifling everything that passes through him, outbound or inbound, and is thus robbing us of correct understanding, let's treat him as someone who is holding from us what is rightfully ours. If we see someone working in a corner and not giving out with communal information, let's show that we resent it just as we would if someone in a lifeboat should hold out communal drinking water.

If we see that some group is cliquishly setting themselves apart from the rest of us, let's show in no uncertain way that we resent it. And so for an individual who holds himself apart — let's smash anyone who persists in iron-curtain tactics. Censorship, secrecy, or separateness, are killing frosts to teamwork.

PERSONNEL CAN ONLY HELP Much attention has been given in recent literature to Personnel's part in group-communication. And some excellent books are available. But mostly they are written by scholars on the outside looking in. They put great stress on the interview as conducted by skilled interviewers — by specialists connected with Personnel. The stress is put so much on the interview in fact, that it's made to appear as solving the whole problem of communication. Not so, not so at all. Communication is primarily and squarely the

responsibility of the line-leaders of the company, from president to frontline leader. They must not think to shirk that responsibility. Personnel can help, can supplement, can advise as to ways and means. But they are not a line-department, and they must not be expected to replace communication by line-leaders.

VI AND DON'T FORGET THE CUSTOMER

And now while we're on this subject of communication, let's not overlook a most common error, a serious omission — the omitting of the customer. On all of our larger projects, and on many of our smaller ones, the customer is a partner, a working-partner. There are things that he must do. And these things must be done in harmony with the things that we do. If he and we fail to

work in close harmony, the job suffers.

LET HIM KNOW US No two groups can work in harmony unless they understand each other. It's up to us, then, to let our customer know us. We must let him in on how we think and how we operate. Therefore, by policy, we place in his hands practically everything that we say to ourselves about aims and policies, principles and procedures. We give him all of our Letters to an Organization, for instance. But let's not stop here. Let's be sure that we keep him in mind on every communication of every kind. If the communication will help him to understand us better, or to understand the job in hand better, or to play his part in the job better, let's cut him in on the communication.

THE MONKEY IS ON OUR BACK Remember that it's we who are responsible for getting Mr Customer's job done — done well, quickly,

and at least cost. He has employed us to do this. And although he's an important working-partner in accomplishing these things, he will in the end hold us primarily responsible for the results, whether good or not so good. And if not so good, he'll not be interested in hearing that delays, interruptions, or other lapses on his part, are responsible. He's paying us not only to do our part, but to see that his various people or groups do their necessary part. And let's remember that his various groups are quite often almost strangers to one another. It seems clear that insofar as a customer's project is concerned, we must look upon him as one of our departments, or as several of our departments, and must conduct our communicating accordingly.