

about the printing business, but his record showed he was a good accountant. Yet a year and a half ago, when I retired, we made him president and general manager of the company.

"Looking back on it, Harry had one trait that put him out in front of everyone else. Harry was sincerely and actively interested in the whole company, not just writing checks and keeping records. Whenever he saw how he could help other employees, he jumped right in.

"The first year Harry was with me, we lost a few men. Harry came to me with a fringe benefit program which he promised would cut down turnover at low cost. And it worked.

"Harry did many other things, too, which helped the whole company, not just this department. He made a detailed cost study of our production department and showed me how a \$30,000 investment in new machinery would pay off. Once we experienced a pretty bad sales slump. Harry went to our sales manager and said, in effect, 'I don't know much about the sales end of the business, but let me try to help.' And he did. Harry came up with several good ideas which helped us sell more jobs.

"When a new employee joined us, Harry was right there to help the fellow get comfortable. Harry took a real interest in the entire operation.

"When I retired, Harry was the only logical person to take over.

"But don't misunderstand," my friend continued, "Harry didn't try to put himself over on me. He wasn't a mere meddler. He wasn't aggressive in a negative way. He didn't stab people in the back, and he didn't go around giving orders. He just went around helping. Harry simply acted as if everything in the company affected him. He made company business his business."