

machines. And of all things people don't like, perhaps the most disliked is being treated like a machine. The cold, impersonal efficiency expert is not an ideal. The "machines" that work for him develop only part of their energy.

Persons who rise to tremendous leadership heights use a third approach that we call "Being Human."

Several years ago I worked closely with John S., who is an executive in the engineering development section of a large aluminum manufacturer. John had mastered the "be-human" approach and was enjoying its rewards. In dozens of little ways John made his actions say, "You are a human being. I respect you. I'm here to help you in every way I can."

When an individual from another city joined his department, John went to considerable personal inconvenience to help him find suitable housing.

Working through his secretary and two other women employees, he set up office birthday parties for each member of the staff. The thirty minutes or so required for this was not a cost; rather, it was an investment in getting loyalty and output.

When he learned that one of his staff members belonged to a minority faith, John called him in and explained that he would arrange for him to observe his religious holidays that don't coincide with the more common holidays.

When an employee or someone in the employee's family was ill, John remembered. He took time to compliment his staff individually for their off-the-job accomplishments.

But the largest evidence of John's be-human philosophy showed up in the way he handled a dismissal problem. One of the employees who had been hired by John's predecessor simply lacked the aptitude and interest for the work involved.