

suddenly became a leader. He got busy and reminded the fellows in the plant that they'd always gotten a fair deal from Mr. W. and we didn't need outsiders coming to tell us how to run our affairs.

"The outsiders left, and as usual we negotiated our contract like friends, thanks to Jim."

Here are two ways to use the be-human approach to make you a better leader. First, each time you face a difficult matter involving people, ask yourself, "*What is the human way to handle this?*"

Ponder over this question when there is a disagreement among your subordinates or when an employee creates a problem.

Remember Bob W.'s formula for helping others correct their mistakes. Avoid sarcasm. Avoid being cynical. Avoid taking people down a peg or two. Avoid putting others in their place.

Ask, "What is the human way to deal with people?" It always pays—sometimes sooner, sometimes later, but it always pays.

A second way to profit from the be-human rule is to *let your action show you put people first*. Show interest in your subordinates' off-the-job accomplishments. Treat everyone with dignity. Remind yourself that the primary purpose in life is to enjoy it. As a general rule, the more interest you show in a person, the more he will produce for you. And his production is what carries you forward to greater and greater success.

Praise your subordinates to your supervisor by putting in plugs for them at every opportunity. It's an old American custom to admire the fellow who's on the side of the little man. Your subordinates will appreciate your plugs, and their loyalty to you will grow. And do not fear that this will lower your own impor-