

For about fifteen years I've been close to a fellow I'll call Bob W. Bob is in his late fifties. He came up the hard way. With a hit-or-miss education and no money, Bob found himself out of work in 1931. But he's always been a scrambler. Not one to be idle, Bob started an upholstery shop in his garage. Thanks to his untiring efforts, the business grew, and today it's a modern furniture manufacturing plant with over three hundred employees.

Today Bob is a millionaire. Money and material things have ceased to be a concern. But Bob is rich in other ways too. He's a millionaire in friends, contentment, and satisfaction.

Of Bob's many fine qualities, his tremendous desire to help other people stands out. Bob is *human* and he's a specialist in treating others the way human beings want to be treated.

One day Bob and I were discussing the matter of criticizing people. Bob's human way of doing it is a master formula. Here's the way he put it. "I don't think you could find anybody who would say I'm a softie or a weakling. I run a business. When something isn't going right, I fix it. But it's the way I fix it—that's important. If employees are doing something wrong or are making a mistake, I am doubly careful not to hurt their feelings and make them feel small or embarrassed. I just use four simple steps:

"First, I talk to them privately.

"Second, I praise them for what they are doing well.

"Third, I point out the one thing at the moment that they could do better and I help them find the way.

"Fourth, I praise them again on their good points.

"And this four-step formula works. When I do it this way, people thank me because I've found that's exactly the way they like it. When they walk out of this office, they have been reminded that they are not only pretty good, they can be even better.