

Getting along better with people

M.K. RUSTOMJI

128 proven ways



Author of **best selling BUSINESS IS PEOPLE** Published in U.S.A. & U.K.
Also in Japanese, Spanish, Portuguese, Czech and many other languages.

WHAT THEY SAY ABOUT RUSTOMJI'S OTHER BOOKS

Michael H. Cadbury, Managing Director, Cadbury Bros. Ltd., England.

I have enjoyed reading this book and have passed it round to a number of folk here who have been interested to see it. The illustrations, to draw out the matter of the text are particularly attractive. Altogether it makes a most readable document.

S. Moolgaokar Chairman, Tata Engineering & Locomotive Co. Ltd.

Leadership is something which we cannot learn from a book. But a little guidance in these matters is all to the good. ...contains a large number of useful hints.

Sir Noel Hall, Former Principal, Administrative Staff College, Henley-On-Thames, and Principal, Brasenose College, Oxford.

I read this book with great satisfaction. It is wonderful how you can get away with simple and profound truths, if you phrase them wittily enough.

John Garnett, Director, Industrial Society, London.

This book is most impressive.

Harwood F. Merrill, Vice-President, American Management Association.

This book is extremely interesting. We should like to reprint several of the illustrations from the book in the issues of Supervisory Management. They tell a worthwhile story.

Chester Bowles, Former American Ambassador to India.

It is a timely and very well done book, relevant not only to the problems of human relations in India but also in the United States and the rest of the world.

Public Relations, Journal of the Institute of Public Relations, London.

A very clever little book has been published. A highly amusing document...with much valuable instruction. It deserves the wide readership it has won...A book on these lines could very well be a best-seller among people in this country.

Lord Pilkington, Chairman, Pilkington Bros. Ltd., England.

I find this book very amusing, and of course all the morals drawn on each page are right and suitable...I have not seen anything of its kind nearly as good.

Times of India, Bombay.

Episodes in this book are drawn from everyday life in business; and lessons are delivered home in a language delightfully free from the jargon of industrial psychology... a thoroughly enjoyable book and a 'must' for executives and supervisors.

Sir Norman Kipping, Chairman, Confederation of British Industries.

I have enjoyed this book. For the English reader I think interest is added by the fact that it originated in India. I hope and predict that your project for a British edition will prove most successful.

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Continued from Page (ii).

Prince Phillip, Duke of Edinburgh.

This cheerful little book is a healthy and timely reminder that no matter how brilliant the scientists or how glittering the promise of technological innovations, all industry and commerce depends on people and it is all for the benefit of people.

David Rockefeller, President, Chase Manhattan Bank.

I glanced through your very interesting Management Guide and found it to be excellent. I shall pass it along to the people in our Personnel Department who are sure to find this unquestionably worthwhile and entertaining project equally useful.

Peter F. Drucker.

I read your book with great interest and learnt a great deal from it. I am sure it will have the success it so richly deserves.

J.R.D. Tata, Chairman, Tata Industries Ltd.

"...with great pleasure and interest. Congratulations on an effective and attractive publication. I am issuing instructions to have a few copies available for all the Companies in our Group."

Financial Times, London.

The attraction of the book is not only the universality of its message, but also the eye-catching way in which it is presented.



PUBLISHING COMPANY, BOMBAY 5

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M.K. RUSTOMJI

*Illustrated by
Roma Chakravarty*



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A PEARL BOOK

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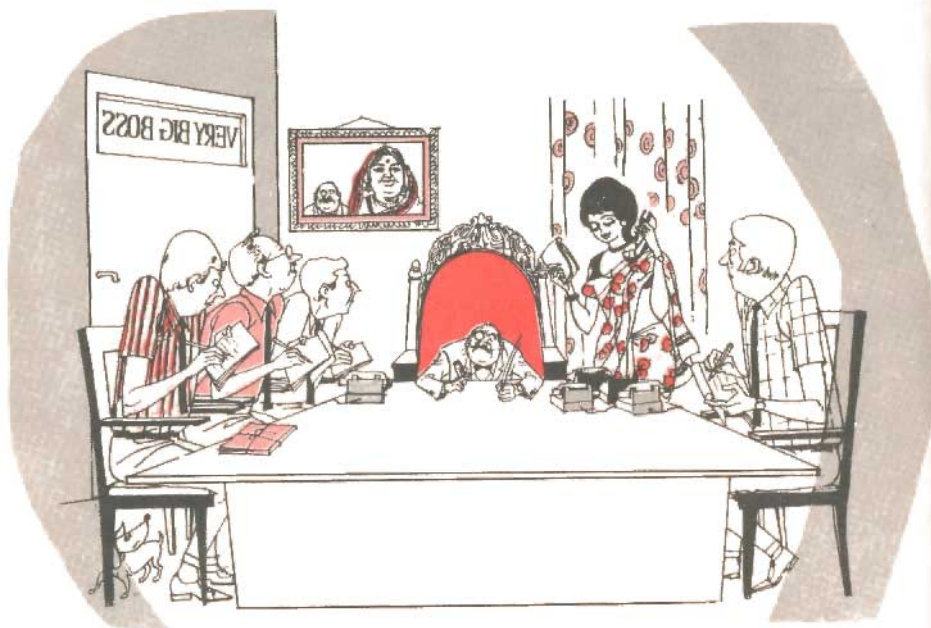
ABOUT THE AUTHOR

Minoo Rustomji, the author, had been working as the Financial Controller of the Tata Engineering & Locomotive Co. Ltd. for many years and is now the Public Affairs Adviser of Tata Services Ltd. This book has been written mainly out of his own experiences.

Rustomji was educated in Europe. He is a Chartered Accountant and has also taken an Honours degree in History. He worked in the City of London for a number of years. He is a keen sportsman and was a one time British Universities Boxing Champion.

Rustomji was a member of the group from India that went to Oxford for the Duke of Edinburgh's Conference on Human Relations in Industry. Later he was selected by the Government of India to lead the National Productivity Council's Team on Cost Accounting and Financial Control that visited the USA and Europe to make recommendations to Indian industry. The report of the team received wide acclaim.

He has written a wide variety of publications that have been very well received. His book "Business is People" was an immediate success and was republished by the Government of India. This book has been widely acclaimed throughout the world and has been published in translation in many of the major languages of the world. A film is now being made of this book by the Government of India.



WHETHER A VERY BIG BOSS...



OR A SMALL BOSS ..

... we still have to know how to handle people if we want our show to run properly. The more we know about people, the better will we be able to get along. This book is all about people.



KEEP YOUR MOUTH SHUT

This doctrine would certainly help the fish world enormously. In the same way, in everyday life if something has to be kept confidential keep it confidential. Keep your mouth shut. Resist the temptation to let your friends in on secrets. It may make you feel important. But don't do it.

JUST AS SABOTEURS...

...undermine bridges, in the same way you will undermine all discipline and morale by giving orders direct to people and not to the man whom you have put in charge to take care of the work.





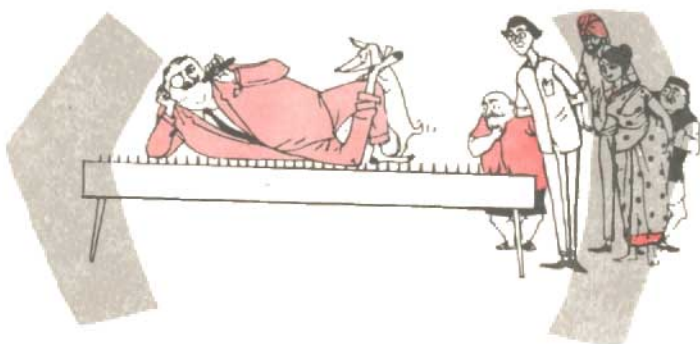
TUG OF WAR...

...this is happening the whole time in everyone's mind. The first reaction is to let him have it—and then a more reasonable thought comes in. For goodness sake, control yourself. Don't let anything get done in anger, as the damage done will take weeks to undo.

LIKE A BOOMERANG...

...criticism for the sake of criticism is unnecessary and demoralising. And it always gets to your boss and to your Company. If you cannot say something good it is usually best to say nothing at all. You don't like it when you discover that somebody is criticising you behind your back. And nor does anybody else for that matter.





CREATURES OF HABIT...

...even lying on a bed of nails can become a habit. So don't get too impatient when you are trying to change habits. It takes more time than you realise. Keep plugging at it and be grateful for a little progress at a time.

THE LITTLE TOUCHES...

...there's no question about it. It's the little touches that make all the difference. If one of your men is away sick enquire about his health when he comes back. If he has a pimple on his nose, ask him about it. If he takes leave to attend to his sick wife, the supervisor must realise what this leave means to the man who takes it. Enquire about her health. It doesn't take too much time or effort. It's just a question of being thoughtful. But these little touches certainly make all the difference.





NO NEED AT ALL...

...to show this fellow the interesting side of his job. He has got plenty to keep his mind occupied. In a Works too it's the same. If you want your men to work properly you must get them interested in their work. Tell them what it is all about and how the components they are making fit into the final product. There is an interesting side to every job. Your men must find it too.

A WEAK LOOKING MAN...

...Joshi's a thin, weedy, inoffensive-looking fellow, but his men think no end of him. He has a way of making them feel that they really matter. When they or their families become ill he sympathises with them. He tries to help them as much as he can. When they invite him to their little offspring's first year ceremony he is not too proud to go. No wonder the efficiency standards in his section are about the best in the Works.



SNOOPING AROUND..

...trying to get a bit of information behind people's back. Our supervisor might make an excellent detective but as a boss he is no good at all. A distrustful supervisor can never get any really good work out of his men. Trust begets trust and the same is true about mistrust.





HIS FAVOURITE DANCING GIRL

Our Pasha is giving her an expensive present. But look at the jealousy on the faces of the other members of his harem. It's the same in any organisation. If you give anyone any favours you have got to be specially careful. Others get to know and unless favours and privileges are given for especially good reasons it's bound to lower morale.



NOT THE BEAUTIFUL EUGENIE...

...but the French Emperor Napoleon III had a secret for success. Whenever he met anyone he used to make it a special point to remember his name. He used to write it down when no one was looking. People used to be thrilled no end when the Emperor called them by name. "He actually remembered my name"—that is what they used to say. We cannot all be Emperors, but like Napoleon III we can at least realise that it's the little touches that make all the difference.

YOU'RE NOT RIGHT...

...Ram won't get too big for his boots if he's given a spot of praise now and then. Many supervisors imagine that their men will just sit tight and not strive to do better—that they will get too big for their boots if they are given a spot of praise. But that is where they are wrong. Everyone craves for appreciation. If a job is well done, say so. People will not take advantage of praise. They'll only strive to do better.



FATAL...

...“I thought he meant that,” “I did not realise this is what he wanted.” These are all phrases to be dreaded—and how often we get them. Misunderstandings, misunderstandings and yet more misunderstandings. It is only because people do not double check. They don't realise that it is possible to get the wrong end of the stick. It happens again and again. Check again with the next man. Make certain you understand.





NEAT PARCELS...

...are all very well in a packing Department but in a Works also all jobs should be properly parcelled out so that every one knows where his job begins and where it ends. Unless responsibilities are clearly defined there is bound to be confusion. This is basic in organisation. Otherwise you will start getting into other people's hair.



ASK QUESTIONS...

...that's what a good supervisor should always encourage his men to do. And if he cannot answer them himself, let him not beat about the bush. Let him tell them that he will find out for them. Like this he makes quite certain that false rumours are not spread and that everyone feels that he is part of the team.

RUNNING UP EVERY MINUTE...

...some bosses just love it. People coming up to them every minute for decisions. It boosts their ego. Such bosses never delegate responsibility, because they never trust anyone. They are the people that create bottlenecks, because people have to hang around them waiting for a decision. They have no time for constructive thinking. Even more important, they are making the more capable ones among the people that work for them feel frustrated.





IT HAPPENS OFTEN...

...far more than most of us imagine. People are blamed before all the facts are ascertained. In nine cases out of ten a wrong decision is made because all the facts are not properly known. How could Ram possibly have done the job two weeks ago when he was away on leave for three weeks?





HE'S SOFT PEDALLING...

You sometimes have to do it when you play a piano. In the same way you have to do it very often when you work in an organisation. Every organisation has good and bad points, but there is no point in talking about its mistakes all the time. Emphasise the good points and soft pedal the bad ones. This is how morale is built up.

START OFF RIGHT...

...that's what you have to do before you criticise. Pave the way. Remember even the best of people hate being told that they are doing something in the wrong way. First find out something you can praise. People will be much more willing to take criticism from someone who appreciates their good points; otherwise they will just bristle up.





ONE PERSON
TOO MANY...

...no one wants Ram around when they're in love. In dealing with people also if you want to tick off anyone, no one else should be present—not even your secretary—get rid of her too. Even an audience of one person is one person too many.



EVERYTHING...

The way a supervisor walks, talks, the clothes he wears, his punctuality, his family life, the way he treats his wife is being watched the whole time by his men. You'll be amazed—"Did you hear?—he beat his wife last week." It gets around! That's why the example set by a supervisor is so important. That's why he has to watch his every step. If the behaviour of the supervisor is exemplary, his men will follow suit—and vice versa.

A LICKING...

...but in a Works problems never stay licked especially when you're dealing with people. No matter what you settle today, there'll be a new problem tomorrow. And then the same thing will crop up again a few months from now. It's all part of the day to day job of a supervisor: he's got to have broad enough shoulders to bear this. It's part of his job.





JUST AS A HOUSE..

...is built so we must try to build up people the whole time. If your men know that you're interested in trying to improve them and better their prospects they'll naturally want to break their backs for you. The development of people is the thing which a Company expects from every supervisor. They must develop the ability of the people under them. And there's no better way to get on in a Company if you do just this.

NOT JUST CHAPTER NINE...

...good human relations is not just one chapter of a text book on Management. It's the whole book. Working satisfactorily with people is not part of a Management job but it's the entire job. Human relations is one thing that you cannot delegate. Don't for a moment imagine that it's the job of the Personnel Department. It's your job because without it you will do nothing effectively.





COUNT TEN...

...that's what you should do if you suddenly feel like boiling up. Cool down. Maybe in France a murder committed in the heat of passion is let off lightly, but in England and other countries there is nothing short of the death sentence. That's all very well but in a factory anything done in a moment of anger can have very bad results.



PATCHING UP TROUSERS...

...is all very well in a home but far too much time is spent in a Works patching up mistakes that are made. It's a vicious circle: so much time and effort is spent patching up mistakes that very little time and energy is left for thinking ahead to avoid such mistakes occurring in the future. But this we just must do if we want our show to run properly.



A MILLION YEARS...

...and it's a young rock at that! Here you see Ram as a baby, a young blade, as an old man. But measured against eternity his life is just a flash. It makes one think, doesn't it? Our span is really very short. Why not make it as pleasant as we can for each other? Do you really think it worthwhile getting all hot and bothered with problems day after day?

THE BLUE-EYED BOY...

He's the biggest curse in any organisation. We're all human, we all have our likes and dislikes. But favouritism can be terribly upsetting. It's enough to take the heart out of any one ; suddenly finding that somebody else has been promoted simply because he happens to be somebody's great aunt's grandson. Or because he and the Boss both come from the same village in Greenland !





BENDING OVER BACKWARD...

...that's what our supervisor does—trying to be fair and honest with everyone. If a boss is completely honest and fair, people will put up with a lot of shortcomings. There's the other type of supervisor. He's the fellow with a "convenient" memory. Whenever anything goes wrong he immediately claims that he never gave those instructions. There's the type that gives all sorts of promises and when you try to pin him down he wriggles out saying that conditions have changed. Your men will respect you no end if you act straight with them.

LOOK WHAT HAPPENS...

...when an order is passed without consulting anyone. Our supervisor is a reasonable sort of fellow and he would willingly carry out orders. But you must always first discuss an order with the people concerned if you want an order to be carried out properly.





STRANGLING HER...

Poor Ram could think of no other way of keeping his little woman from nagging him. But you'll be surprised how often this sort of thing happens in a Works. Some supervisors imagine that by stifling all criticism people forget all about them. How very stupid. If you keep something bottled up it's bound to explode sometime or another.

DON'T YEARN...

...It's all very well wanting the perfect female but you can never get perfect people to work for you. A good boss just wades in and does the best he can with what he has. People differ enormously — some are kind, some are hard-working, some are lazy, some are selfish. A good boss doesn't get discouraged easily. That's why he gets results.





REALLY FOOLISH

So many bosses are foolishly secretive. Unless there's something an employee just has to know, they simply don't tell him. Of course people like to know what is going on around them and they'll certainly get to know. But what they get to know is usually a garbled version of what goes on. And the organisation becomes a hot-bed of rumours. So give people the straight facts wherever possible and don't hide things.



SHEER IGNORANCE...

...that's usually the cause of most of the mistakes we make in dealing with people. We are so busy and so intent with getting things done that we sometimes forget the thoughts and feelings of other people. We only stop to think after the damage is done.



BAD LUCK RAM...

His leave has been cancelled, just when he was getting everything very well organised! In a Works too, the cancellation of any privilege once given can have a bad effect. You should, therefore, be very careful before you give anything. You just cannot cancel it later.

BOSS AROUND HERE...

That's what the supervisor is trying to show. He's trying to make it clear to everyone that he's the Boss. But he really doesn't cut any ice. The men think he's just a big pompous blown-up balloon. The first thing anyone should do if he gets kicked up is to be humble and not throw his weight around.





CRISES INEVITABLY OCCUR...

...where there are thousands of men working one cannot always avoid a crisis. Sometimes crises are bound to occur. But the important thing to remember is that often a crisis can be anticipated and counter action taken. A good supervisor is the man who warns his officers well in advance. He doesn't wait for the crisis to develop—he makes a lot of noise until something happens.

ONLY ONE POINT OF VIEW...

...you can't blame Ram, can you? But in a factory if you consider only one point of view and the first thing that comes to your mind, you will certainly get into trouble. For goodness sake, don't take action until you have considered all the different points of view.





DON'T GIVE UP

The fellow that refuses to take 'No' for an answer usually gets what he wants in the long run. If he keeps on at it hard enough, she will eventually say 'Yes'. Keep plugging at it if you want to get anything done and never give up.

AN IVORY TOWER...

...that's where the big boss lives and he doesn't let anyone know anything at all. He's probably afraid that Peking or Moscow might get hold of it! What an absurd attitude. If the men are not trusted and taken into confidence, they're certainly not going to bother to do one hand's turn more than absolutely necessary.





MANY A GOOD IDEA...

...has been kicked in the head simply because somebody who ought to have been consulted was not consulted. You hurt his pride and it's hard to get him to co-operate. Before taking action always consult the people concerned first.

OTHER PEOPLES' SHOES

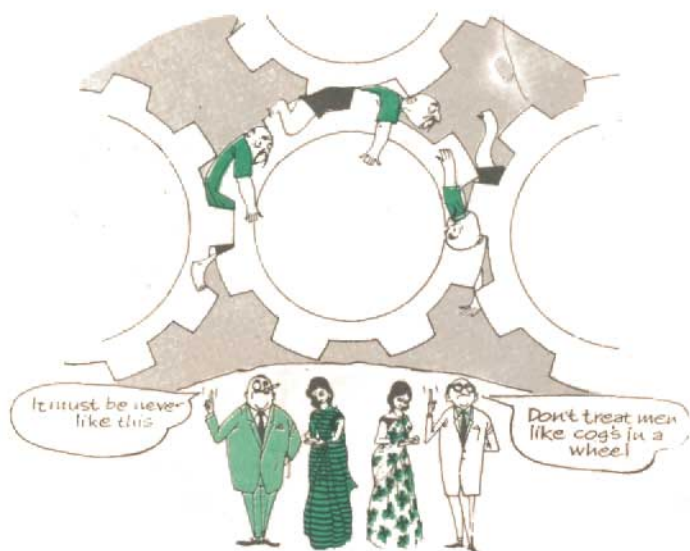
Our supervisor is all ready to step into the shoes of the boss higher up because he has given his own people enough training and opportunities and experience to do his own job. The success of supervisors depends to a large extent on what they have done to train the men under them to do their own job.





DON'T HOVER

Don't snoopervise—constant checking and constant questioning is only going to upset and confuse Ram. Be dignified: two or three times a day is all right. But don't continually nag and peck: don't be an old hen.



LIKE A COG IN A WHEEL...

...you will say this is far fetched, but the way one treats many of our workmen leads to the same results. They become despondent—all initiative goes—and they just don't care. It's a day in and day out routine with no one bothering about them. No one telling them what they are making—whether it is part of a truck or an excavator. They don't know where the parts go. Try the other approach. Take an interest in them—tell them things. They will respond wonderfully and your shop efficiency figures will shoot up.



MIX IT...

...a supervisor has the authority to tell people to do things, but this will be done much better if he mixes it with a little persuasion. No one likes to be ordered. It's much better to mix your instructions with words such as "suggest", "would you mind", "I wonder if you would". That's the best way to get results and the results will be far better than if you ordered people about. There are many different ways of giving instructions but they will be best obeyed if you mix things a little.



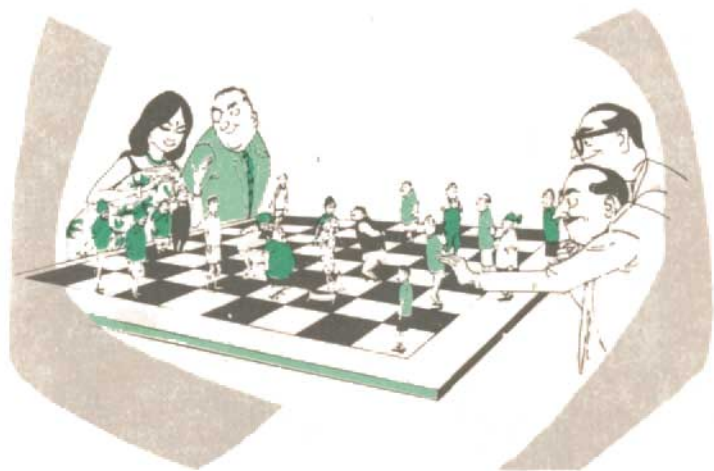
A MISTAKE

Of course, it is. Ram certainly did not do it on purpose. Maybe he needs a pair of glasses. Maybe he had a bad night. The important thing about every mistake, however, is to take a constructive view. Don't concentrate on the mistake so much but on the steps that have to be taken to avoid making such mistakes again.



**IT HAPPENS
OFTENER
THAN YOU THINK...**

...before you realise it, a barrier has grown up between you and the people you supervise. Watch out for this. Never get out of touch.



CHESS IN ITS PLACE...

...is all very well. It sharpens the brain. But you cannot treat your people like chess pieces and manipulate them. Remember they are human too: they are also interested in things and like to take the initiative just as you do. If you treat them accordingly you will get far better results.



GET

THE IDEA

Maybe it's an extreme example but there's no question about it. A spot of praise now and then does any amount of good. Most of us have so many worries of our own that we forget to give praise. The next time Ram does a satisfactory job, say so.



A COMPLICATED CALCULATION

Our supervisor is trying to prove that it's correct. That's all very well with an algebraic problem. But you'll be surprised at the enormous amount of time and effort people spend to prove that they're right. Even when they know they are wrong, they hate to admit it. But the curious thing is people really respect the man who admits his errors quickly. It's the mark of a big man.



REMEMBER...

The most important man in Ram's world is he himself. It doesn't matter what Ram's job might be—maybe cleaning lavatories, maybe working as a helper, maybe a crane man, maybe collecting garbage. But as far as Ram is concerned, the important things in the world are those which affect his own life. Remember, Ram is very important to himself. Even if he is the juniormost messenger boy never brush him off.



GIVE THE DEVIL HIS DUE...

...Ram is certainly not a devil. He's a good, solid, workman. And he's going to come out again and again with ideas for reducing man hours, saving materials and so on. And why? It's because he is always given recognition. No one claims his ideas as their own.



THE SUPERINTENDENT DOES NOT PRODUCE

He does not turn a screw or a bolt nor does he keep a ledger. He has to work entirely through others. That is why a good knowledge of human relations is so very important.



If you do have to bawl out somebody take him aside where you can talk privately. Don't criticise him in front of others. With praise it is different. When a man has done something good, praise him loudly so that his friends and co-workers get to know all about it too.





THE FRONT OFFICE ...

...is all very well. It's certainly a very imposing and comfortable building but for goodness sake get out of it as often as you can and get down on to the shop floor and meet your men. Know at first hand the conditions under which they work—have chats with them. You will get very good results that way.

STEP ONE MAN UP...

...and 20 others are bound to be disappointed and they will all ask: "What about me?". "What has he got which I haven't?". Human nature being what it is, it happens oftener than you think and it happens everywhere. The best answer is to take pains: to make sure when you kick up someone, the claims of everyone else have been fairly considered. Are you sure you have considered the case of that quiet little fellow who works in a far away corner of your Workshop? Are you sure you have not been led away by the smart young fellow who can talk the hind legs off a donkey?





RIGHT ROYAL QUARREL...

...that's what the big boss is having with his wife. And he has a marvellous car and a very important job. But money is only one factor in life. Happiness comes from other equally important things as well. Look at the glow on the faces of our supervisor's family. And he's earning only one-tenth of the salary of the big boss.

SMALL GRIEVANCES...

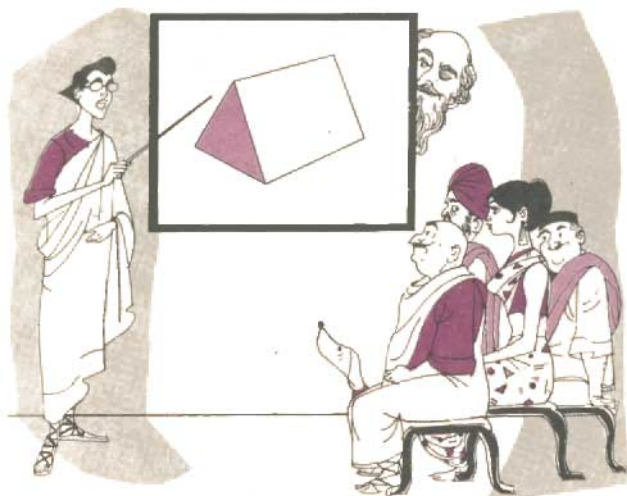
...become big grievances when men don't get a chance to express their opinion. A little pin-prick snowballs into something big. And all this could have been prevented by nipping it in the bud in the first place. It's a matter of a little forethought and imagination.



A GOOD LISTENER

...that's what our boss is.
He's a wise man. He knows
that everyone likes to express
his opinion specially to his
own boss. Just listening helps
to ease tensions and to get
things off people's chests.





PYTHAGORAS WAS A WISE MAN...

...but even he based his famous theory on certain assumptions. In dealing with people also the person who makes the assumption that the people who work for him are untrustworthy, lazy, and dishonest, will surely make them so. But if you assume that they are good workers and reasonably honest, the odds are that they will live upto it.

LOOK AT RAM

Ram knows that he won't fall. And so it should be in a factory. Let the men feel secure. Let them feel self-confident. Let them feel they are important. The great Einstein said that one of the biggest problems of our present day society of bigger and bigger organisations was to let the ordinary man feel that he matters—that he is important.





WHAT A FELLOW...

Beautiful woman, white sands, palm trees waving. But our supervisor is not going to be taken in by all this. He wants to check and double check before he makes his proposal of marriage. Maybe this is carrying things too far, but in real life if you want to get something done properly you just must check and double check.



TEMPTATION...

...of course, Ram is tempted. Who wouldn't be? Even a Saint would find it difficult to keep his eyes away from a slinky figure. But when dealing with people, for goodness sake, don't be tempted to contradict outright and tell people they are wrong. Play it cool. Only then will you get their goodwill and co-operation.

IT'S ALMOST AUTOMATIC...

...to duck taking responsibility if anything goes wrong. It's the hardest thing in the world to admit that we have made a mistake. We spend hours trying to prove we are right. We think of a million excuses. But why? Admit your mistakes. People will respect you for it and you will save a lot of time all round.





A LOT TO DRINK

Our friend certainly has had that and he is promising marriage. He cannot back out of it later. He has promised. In the same way in any organisation, if any promises are made, especially about people's future prospects, you cannot back out of them. Such promises are remembered right down to the letter. A promise made must be kept.

COMMUNICATION FOR A ROCKET PLANE ...

...is very important. It's also most important in a Works. You'll be surprised how rumours begin. People just love to gossip and make mischief. It's the same all over the world. Notices and circulars are seldom read. And this makes the task of good communication even more important. If the true facts are properly put over half the troubles in a Works would cease.





TO THE LETTER

It's not necessary to follow a thing to the letter. It may get you hopelessly tied up in red tape. A little flexibility is all to the good. Of course you must have Rules and Regulations and you must obey them if your show is to run properly. But don't be a slave to them. If procedures are cumbersome, for goodness sake take steps straightaway to get the Rules changed.

THE TWO WISE MEN

Plato and Socrates are familiar to all of us. The third fellow on top was equally wise and that was Aristotle. It was he who said that "no man is intentionally bad." We cannot help going the way we do. Our experiences have made us what we are. So the more we understand why a person does the things he does, the less angry will we be. When someone makes us angry, remember ten to one he's not doing it on purpose.





PASSING THE BUCK...

...it happens oftener than you think. People hate sticking their necks out especially if there is a chance that they may be criticised for it. When persons take the initiative you must be tolerant of a few errors; otherwise your men will only do what they have to do and pass the buck. They'll have their alibis all neatly tied up. They'll never take a chance of being wrong, they'll show no initiative.



FOLLOWS, DOESN'T IT ?

When somebody irritates you, stop immediately and think out what makes him act the way he does. To understand **WHY** a person acts the way he does helps you to be much more understanding. It was wise old Aristotle, wasn't it, who said, "to understand all is to forgive all."





PITCHING IN

It's all very well pitching in occasionally to guide the men to get over a tough spot. It makes an excellent impression. It shows that the supervisor does not consider himself above such work. But the main job of a supervisor is to guide inspire and improve the work of others. It's surprising the number of them that don't follow this. They get themselves involved in so much detail that they have no time for their real job.



INTO CONFIDENCE

If people are in the know, if they are taken into confidence, it makes for good teamwork. Let them understand what they are trying to accomplish and why. Always be open to suggestions and consider them promptly. People should be made to feel that their boss' main interest is in helping his men—not pushing them.



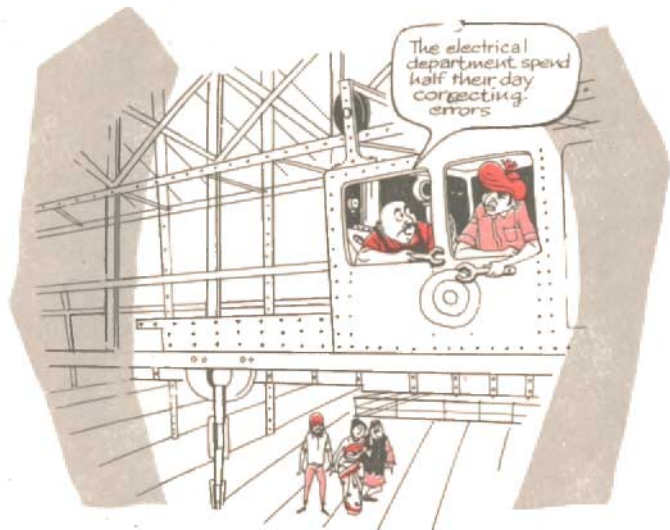
NOTHING DAMPENS SO MUCH...

...as criticism thrown out all the time. People hate being told that they're wrong. Do you know that there's a real art in criticising effectively? If the boss is competent and confident of his own ability, he doesn't feel the need to show his superiority by criticising others. There are ways and ways in which one can criticise. Look how our supervisor does it. He has certainly got tact. He doesn't rub anyone up the wrong way.

WHY GRIND OUT LETTERS...

...it's so much easier to do something face to face or over the telephone. It saves your time, your secretary's time, you avoid delays, you get clarification immediately and you get something done. For goodness sake, don't write letters.





HAPPENS EVERYWHERE...

...people will never blame themselves. When something goes wrong they usually stand aloof. It's always someone else or someone else's department that is in the wrong. You'll be surprised. But people are always ready to blame others but never themselves. This attitude creates bitterness and certainly doesn't make for teamwork.

EAR PLUGS ...

...maybe not quite like that but that's what most people put on in reality when they listen to speeches. That's why communication is so difficult. Don't imagine that people listen to what you say, or read all the notices you issue because they don't. Only about 10 per cent of the people that listen to a speech have understood it and most of this is forgotten the day after. The first step in good communications is to realise this.





A PLAN...

...“No good”. It happens so often. Many an excellent scheme is vetoed because a microscopic flaw is discovered. How very stupid. You’ll be surprised at the number of fine ideas that have come to nothing just because someone has discovered very minor defects in them. Watch out for this.

A SCIENTIFIC APPROACH...

...That's what we want. Every supervisor should set aside a few minutes everyday just to think. Most of us rush around madly—doing each job that comes. If we set aside a few minutes everyday just to think a little and plan where we are going, it will help enormously.



A POLICEMAN...

...is all very well. But you certainly can't be a policeman in the Works the whole time. You can't check how much time people spend in the lavatory or how much time they take over their tea. Police methods are useless on a long-term basis. A far better alternative is getting your men to work because of the respect which they have for you and the Company.





DAY IN AND DAY OUT...

...most good supervisors have to sell ideas: punctuality, efficiency, regularity. Selling is a big part of every supervisor's job. He's a salesman, the only difference is that he's selling ideas, not things. He must make his customers want to buy.



DEMAND THE FACTS

Vague rumours, incorrect information and gossip do a tremendous amount of harm. It makes us miserable. It's bad for morale. It's bad for production. You have rumours all over the world—from Charing Cross in London to Bori Bunder in Bombay. But let each one of us do our best to prevent loose talk. Let us try to get hold of the true facts.

THE AVERAGE FELLOW...

...doesn't learn all that easily. Don't expect him to know something by telling him once. You have to go back again and again before something really sinks in. It takes time. If you realise this not only will you be a good supervisor but it will also make your life much happier.





OPEN WIDE

One may open one's mouth as wide as possible in the dentist's chair, but in dealing with people have a second thought even on the simplest matters. Get yourself into the habit of trying to see the other fellow's point of view before you open your mouth. It certainly takes a little effort but the results are well worth it.

GOOD FOUNDATIONS...

...that's what a building has to have if it has to last. In the same way you can get good decisions only if they are based on sound principles. One should never take a course of action which appeals for the moment. If all decisions are based on sound principles you will get consistency of action- and this certainly helps if you want your show to run properly.





MAY BE NOT LIKE THIS...

You don't have to cut open a man's head to find out what's in his mind. But if you do try to visualise the other man's thoughts before you take any action, you'll be surprised at the results. It will enable you to handle problems much better.

AT LEAST A THOUSAND PEOPLE...

...in different parts of the world are handling problems identical to yours. Some are doing it better and some worse. Maybe in New York. Maybe in Bombay. Maybe in Hong Kong. Try to find out the people that are handling your problem better. Get to learn what they are doing and then improve on it. Get to know all the better ways of handling your own problems. Then there will be no stopping you.





HE BEAT HER LAST NIGHT...

It gets around. People start talking. That's why the example set up by a supervisor is so important: the way he talks, the way he behaves, the way he dresses. It makes all the difference. His men are watching him like hawks the whole time. You wouldn't think so but they are. A good example is infectious—just like an epidemic, and that goes for bad examples as well.

INTO A PUDDLE...

...and you will fall into one too if you jump to wrong conclusions. For goodness sake, get all the facts before you make a decision. Find out the other man's point of view. Truth has many facets. Get to know as many of them as you can, and then make a decision. But don't come out with half-baked decisions which you have to chop and change in a few day's time.





PUFFED UP...

...that's what has happened to our supervisor just because he has been promoted. Nobody likes to work for anyone who takes his success so seriously. Who would like to work for a boss who is continually impressed with a sense of his own importance?

STICK IT OUT...

...don't be afraid of sticking your neck out. It doesn't matter if you get hurt once or twice. It's the only way in which to get things done. And you can be sure that a boss really worth his salt is going to have high regard for the chap that's willing to stick his neck out, and take a chance of getting hurt. Remember for every one successful idea of Edison, ninety-nine were completely off the mark. He certainly stuck his neck out and look where it got him!





TAKING SOUNDINGS...

... that's what ships do to find out depth. Unless they do this they may come in for a severe crash and become wrecks. In a factory also it's the same. There's nothing like sounding out a person or a group of persons before taking action. It may help to avoid a disaster later on.



YOU'LL BE SURPRISED ...

...Ram will go on to tell her that she is as slender as a young sapling—and she just loves it. The human appetite for praise is prodigious. In a factory it is the same. Praise is the most effective management tool. What people want most from a job is recognition—credit for their efforts. Most of us are quick to criticise but slow to praise. We should be just the opposite.



DON'T UNDERMINE

When you assign responsibility to any assistant, don't let people ignore him. Make sure that they consult him first before appealing to you.



GRAPE VINE

People are interested to know what goes on around them; they want to know what is happening and is going to happen. Whether you like it or not they will get all the information they want. No one can prevent them. But unless one is careful the odds are that the information they get from the grape-vine will be misleading, garbled and incorrect. Don't let them tune in on the grape-vine. Give them the facts. This is the finest answer to rumours and misleading information.

NOT AUTOMATIC...

...not like the machine in our drawing. Don't imagine that people who work for you will continue to be happy and contented. This rarely happens automatically. You have to work hard at it. A supervisor has frequently to say to himself: "Now let me see whom I have been neglecting—I have not spoken to 'A' for a long time. I must have a chat with him." Everyone—no matter how low down in the hierarchy he might be—likes to feel that he is needed and wanted, that he means something in the organisation.





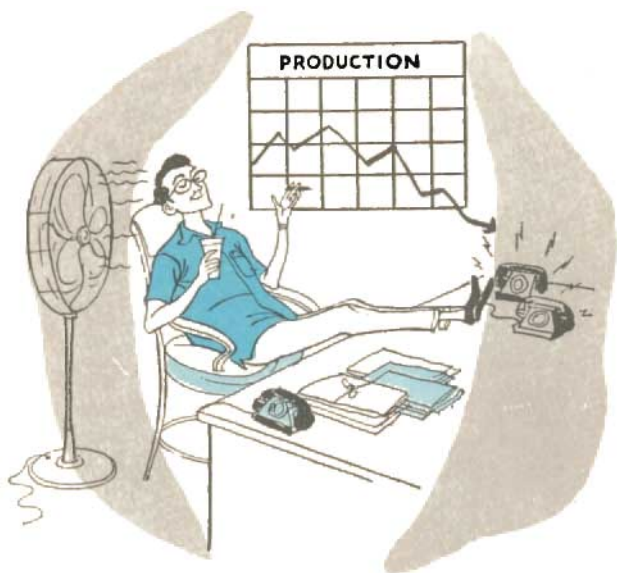
WHISTLE

How many of us have a mental whistle that tells us to stop when a critical situation arises; because the next few seconds will be crucial. You can either start the ball moving towards a peaceful solution or you can get into a fruitless nerve racking, time consuming argument, which may ruin a relationship that has taken years to build up. Listen to the whistle. Stop.

LOGIC AND PLATO...

...and Aristotle went together. But no amount of logic or argument will make anyone change his mind if he doesn't want to. You can argue till you are blue in the face. People are not going to believe that you are right unless they want to believe it. You have to win their hearts, not their minds.





NO WONDER ...

...production is going down. If the supervisor is lazy and without any sense of duty the men cannot be otherwise. Napoleon said that there were never bad soldiers but only bad officers. This applies equally well to civil life. Everything depends on the example of the supervisor. His sense of punctuality, the way he talks, the way he walks, the way he dresses, his behaviour; every little detail matters. It is amazing how quickly the men catch on to the type of supervisor they have.



IS IT NECESSARY

Of course, he's busy. But he cannot possibly do his work properly under the conditions in which he works. He works 14 hours a day. He takes papers home. He suffers from stomach ulcers. His wife thinks he is heading for a breakdown. Naturally! Who wouldn't under the circumstances? It's because he thinks he is indispensable. He imagines in his foolishness that no one else can do any of his jobs. He has no idea of delegation.

WHAT'S HE DOING ?

He's heading off a misunderstanding. It is so much better to follow up a letter personally or over the telephone so that you have a chance of explaining and meeting objections before they become serious. Like this you head off misunderstandings.





HOLD YOUR FIRE

That's what you should do when something goes wrong. There is always a temptation to let someone have it. But this should be resisted. When something goes wrong, there's usually a reason—poor materials, faulty instructions, lack of training and so on. When you find out the cause, attack that and not the man.

EVEN WHEN HE'S FISHING...

...Ram's friends cannot keep away from him. And it's because Ram is so very friendly himself. To have friends you must be friendly. It's the same in a Works as well. You must win the friendship of your men and you can do this by being friendly. You'll find that you'll get a much better job done as well.





YOU'LL ALWAYS GET GRIPES...

...No supervisor worth his salt should ever expect everything to move smoothly. People will always complain no matter how things are. Things will always go wrong. But that's precisely the job of the supervisor: to smoothen out matters; to take things in his stride.

THE ROOT CAUSE...

...that's what we should try to find out. When a man complains don't just run him down. Find out what's biting him. Something is clearly worrying Ram. It can't be the cold because the temperature is very high and everyone feels like having a siesta. Get to the root cause, then find a solution.





THE BIG I...

...you get this type of supervisor everywhere—always throwing his weight around and always pretending to be a big boss and always showing off. But he really does not cut any ice. People catch on quickly enough. His men won't respect him nor his colleagues. They will all think of him what he really is—a pompous little upstart.

EVEN IN

GREENLAND...

...the Eskimos in their igloos sometimes refuse to accept new ideas. There's a natural conservatism in all human beings. But look where we'd be if Edison had this attitude! We would have no electric light. No telephones. Be open to new ideas. It's true that for every hundred ideas which Edison had only one was practicable. But so what!





LOOK AT YOURSELF SOMETIMES

If you have a grim serious look, watch out. People would much prefer to deal with a happy, smiling face. It's infectious. It makes others happy as well. Watch out for this. Look at yourself in the glass sometimes.



NEVER AGAIN

..of course, you're not going to get our supervisor come up with another suggestion. Suggestions are tender plants. They have got to be carefully nursed. But if the boss acts as if suggestions were reflections on his ability, he's certainly not going to get any more suggestions in future.

IN THE CONTROL ROOM....

..a switch is flicked and elaborate machinery is set on foot to send off the deadly missile. In ordinary life too if there is no proper control a few words said in anger may set into motion action which will ruin the relationship of a life time. For goodness sake control your temper, control your words. Just think of the enormous damage done by just a few words spoken in anger.





OFF THE HANDLE...

..you'll be surprised how often in a Works we tend to fly off the handle. But this is something which we must try to avoid at all costs. Anything done in anger will always lead to bad results. Keep your personal feelings and prejudices right out of the picture. That's the secret of getting along with people sucessfully and it takes a lot of self-control. The fellow who is good at controlling others must first learn to control himself.



THE BIG PAY OFF.

...you'll be surprised but it is not money. People like praise and appreciation, especially when it comes from the higher ups. Most of us imagine that praise is going to make people slack. But we are wrong. Appreciation invariably leads to better and harder work.

NAPOLEON'S ALL VERY WELL

Maybe he was one of the greatest men that ever lived. But even Napoleon came to a sad end. Please don't **you** try to be a Dictator in the works. Bossing about without consulting anyone. Shouting orders and not listening to anyone's opinion. Dictatorial methods might get you somewhere for sometime—but they certainly won't work all the time. You end up by going to St. Helena. Force, fear, big bossdom can only succeed for a short while—if that.





EVEN THE CHAIRMAN'S PENCIL...

...has an eraser on it. We all make mistakes. That is why they put erasers on pencils—even the Chairman's. Don't be afraid of admitting mistakes. We cannot be right all the time. The man who is right only 60 per cent of the time can be a howling success if he is quick to correct his mistakes the rest of the time. The funny thing is people really respect a man who admits his mistakes quickly. It's the mark of a big man.

JUST ABOUT IT...

...he insists that each person should be kept in tight compartments. The result is that every one knows his own job very well, but whenever anything goes wrong—whenever anything is different—and in a dynamic economy things are always changing—everything collapses. No one takes any initiative. This isn't the way to run a plant. You just cannot compartmentalise everyone. Better to keep everyone in the over-all picture.





PEOPLE DON'T LIKE IT...

...they don't like being treated like puppets who can be played around with. They don't like the supervisor to do all the thinking and planning himself. They like to participate as well. They like to feel that they also have a hand in doing a job. No one likes to be manipulated like a puppet. It just won't get you results.

NATURALLY...

...our supervisor is going to get results. He doesn't imagine himself as the peerless "know-all" leader. He lets everyone feel that they also have a part to play. He always consults people before taking action. Like this our supervisor will not only get good team-work but he will also get plenty of excellent suggestions.



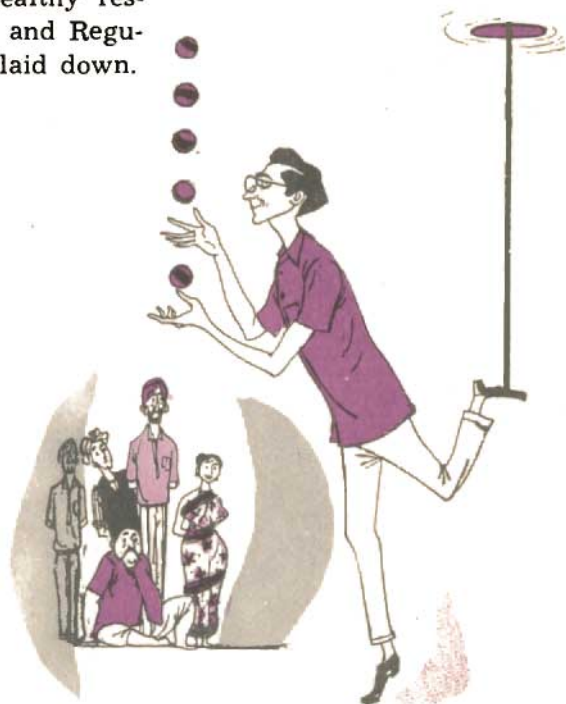


BLINDFOLD...

...that's how Ram can now do it. But it took him years and years. In the same way when you are dealing with people all changes take plenty of time and plenty of patience. People can't change their old habits and personalities very fast. This realisation will enable you to deal with people much better and also make life easier for you.

Maybe it is but there must never be anything whimsical about the Rules and Regulations in an organisation. People must know how they stand. They must know that after so many years if they work reasonably well they will get that far. Let there be a real healthy respect for the Rules and Regulations which are laid down.

WHIMSICAL



Make the slightest deviation—and everybody knows it. Don't imagine that such things can be kept secret. All sorts of questions are then put. "What about my own case?"—no one can afford to play about with such important matters.



LICK AS MUCH AS YOU LIKE

Just look at our supervisor licking the boots of his big boss. Anyone can be polite and nice to the big boss ; after all the big boss has a considerable influence in our life. But it's the way we treat the little people—that's where the quality of a good supervisor comes out. "The real quality of a big man is the way in which he treats little people."

SMARTER

Don't imagine that they will take it all in. An average employee is much smarter than you think. He sees through insincerity in no time. Don't try to be clever with him. He'll spot it quick enough. The only way to handle people is to be sincere and honest.





A HUNDRED TIMES...

IN A HUNDRED HOMES

You probably don't realise it, but it's true. Each action of a supervisor is discussed threadbare and a hundred times. By the wives, by the children and even by the nagging mothers-in-law! So take great care before coming to a decision.

STUPID, ISN'T IT ?

Fancy throwing away valuable bank notes. But you'll be surprised how much is wasted every day in factories. May be not bank notes, but skill, enthusiasm, ability, drive—a large number of people who are at present in routine jobs have these qualities. But we don't make full use of them. Any number of people would give their right hands to do more responsible jobs. Don't imagine that you are the only man that has the qualities of initiative and imagination. The other fellow has them too. Don't let his qualities run to waste.





JUST MY ASSISTANT...

...this is the worst thing you can say. When you delegate responsibility for some operation to a subordinate, you must be careful to respect his authority in that area. You must build him up. Never minimise his position.

LOSING TOUCH...

...are you close to the people who work for you—as close as you used to be? If pressure of work has caused you to lose touch with them, then pull up your socks. Nothing is more important than being constantly aware how the people under you think and feel.





LIKE A YOUNG TREE SAPLING ..

...if you give it a good start with fertilisers and the right type of manure, a sapling will give masses of fruit later on. It's the same with instructions. Be careful right from the start. Be certain to give them clearly. Be certain that they have been understood—double check. Ask them to repeat your instructions so as to make certain that they have understood. A little additional care taken in the early stages will give a very fruitful harvest later on.



WHAT'S THE POINT

It's no good telling a man after 25 years, when he has one foot in the grave how much you appreciated his work—he's retiring anyhow. It would have given Ram so much pleasure if he'd been appreciated occasionally while he was still on the job.



BEING DEFLATED

No one likes being told off but you'll be surprised at the number of persons that take a real pleasure in deflating people. They love to put people down a peg or two. But this sort of attitude causes enormous damage.