

Is Your Moose Call In Tune ?

Address by CHARLES HOOVER

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I've been asked to talk at this management meeting because I have the same problems, the same weaknesses, the same strengths that you have. I've been asked to touch briefly on the human relations side. So I come to you today not as an expert but as just another guy who is learning to deal with people.

AS the late Knute Rockne insisted on drilling a championship Notre Dame team in blocking and tackling fundamentals, so management today is interested in discussing the fundamentals of this business of getting along with people. Some of the things we discuss will seem like old stuff to many of you, but I doubt if there is a full-fledged expert in the lot. As a matter of fact, if any one of us were brash enough to say "I know all the answers," that statement alone will be proof that he doesn't.

I don't know how many of you guys ever hunted moose. I never have, but a friend of mine tells me that if you haven't heard a moose call another moose, you're in for a big surprise. A male moose call, says George Saas, is a mixture of fog horn, bass saxophone and a giant snore. It is discordant, vibrating, not-in-the-least tuneful to the ears of man . . . but to a female moose it sounds like music.

So it is with us, when we're dealing with our associates, our customers, our families and friends . . . we simply must develop the fine, sensitive, important knack of learning the other fellow's moose call . . . if we want to work and live in harmony with those whose lives we influence and those whose presence influences us. Since supervisors get results through people and since all people up and down the ladder must be treated as individuals . . . here are a few observations which may be helpful.

THERE are two ways of handling people. One is to treat them exactly the way you feel like treating them. If they deserve a kick in the pants give it to them. There may be some grim satisfaction in this method but it isn't very effective. The other way is to forget about your personal feelings and concentrate on results. Under this method you do a little advance planning, then use a properly tuned moose call to make them anxious to do what you want them to do. It really boils down to leadership.

Barry Goldwater told a story one time about a wartime scene which impressed him greatly. On that occasion the late, great and heroic tank corps' General Patton was addressing a huge crowd of officers on the technique of leadership. He took a plate and noodle, like

this, and proved a great truth. Pushing the noodle, it buckled and proved conclusively that you can't push a noodle any more than you can push a man . . . but you can lead anywhere.

To be a leader . . . to be a supervisor . . . we must master a few tested rules.

1. We must perfect our self-control.
2. We must appreciate and praise.
3. We must stress rewards and avoid punishments.
4. We must criticize tactfully.
5. We must always listen.
6. We must explain thoroughly.
7. We must consider our men's interests as we would our own.

Now those sound simple enough . . . and easy to apply . . . but frankly, they're almost too simple because they run counter to normal tendencies. They all require self-discipline and training. And they're a lot easier to practice when we understand the reasons behind them. Let's take a look at the first one . . . if you have some of the characteristics I have, you'll find that the hardest guy in the world to handle is yourself. If we can somehow learn to handle ourselves, handling others is easy.

THE first thing to control is vanity. No guy will admit that he himself is vain or conceited, but all of us are pretty quick to notice when someone else shows cockiness or conceit. That's why the fellow who gets to be the boss has to be particularly careful. And they have good reason to watch closely. Bosses are particularly susceptible to vanity because they are very important in the lives of those who work for them.

Once some fellows find that they're in a spot where they can tell people what to do, they overlook the fact that power is a dangerous thing. The best men sometimes can't handle it. The more power a man has the greater the temptation to use it. It seems the quickest and easiest way to get things done. The use of force or coercion is a confession of failure. Whenever we have to use force we have failed as a leader.

Anyone knows a man will do a better job if he wants to do it. Men and women too, hate bosses who act important and are always using their authority to order people around. I don't think there are any of that kind with Arizona Public Service for I know many men in your organization from your directors, on down the line, and I think you're fortunate to be in an outfit like this which treats people right.

NEXT step then is to control your temper. People lose respect for bosses who continually pop-off. We must avoid a show of anger in front of the men and if an outburst is about to pop, take a stroll and cool off. It's wise to never make decisions in the heat of anger. We must learn to control likes and dislikes and treat all our employees fairly and equally. Nothing creates trouble faster than developing pets.

Every supervisor must learn to control his tongue. Unless his opinion will do some good it should be kept to himself. Keep cool, keep emotions under control and strive to calm down personal disputes between others. We must learn to control our thoughts and avoid snap-decisions which have to be reversed in

the next minute. If you're in doubt say "No" . . . for it's a lot easier to change a "No" to a "Yes" than a "Yes" to a "No."

If a quick decision is vital, make it . . . otherwise take your time. Get a reputation for being deliberate and right.

Now I know there are a lot of men in this room who have a far better mastery of these essentials than I have. I frankly admit that managing myself is a much more difficult job than that of managing one of the hardest hitting advertising departments in the country.

Let's look at the next step. There's a tremendous shortage of appreciation and praise in most departments and the average fellow is starved for it. That's why, in dealing with people, praise is the most tuneful moose call in your kit.

Let me ask you for a minute to take a look at Joe . . . the fellow who's working for you. He is the most important person in his world . . . just as you and I think we're the most important persons in our worlds. As Joe's boss, the smartest thing you can do is to learn to think of Joe exactly as he thinks of himself. Start by considering everything about Joe important . . . his job, his home, his family, his thoughts, his emotions, his ambitions. Treat Joe as an important person and he'll give the best that's in him.

Don't ever make the mistake of deflating his ego. Treat him exactly as you would like to be treated if your positions were reversed . . . take time to think about how he must feel and think. Make praising some Joe a part of your

daily job . . . not every day with every man, but do it sincerely and as often as necessary. The same thing applies in your family . . . if yours is like ours. We have three children, two boys and a girl. One of the boys simply has to have more appreciation and attention than the other.

Never miss an opportunity to tell a man about his good work. If you search you can probably find something to praise about the poorest worker. Praise is the best way to make a man better . . . not criticism. I always try to praise a new man even though his work might not be up to standard. Some men on new jobs are handicapped for fear of failure. Praise loosens them up. We must also be quick to recognize special abilities.

NOW, back to you and Joe for a minute. If you can do Joe's job better than he can, please don't act like a know-it-all. Be sure to make suggestions in a helpful, modest manner. Let a good man use his ingenuity. Tell him the results you want and give him the satisfaction of working it out for himself. Don't hover around him like an expectant father . . . show him you have confidence in him and he'll work better if you do.

Make sure that you always let a man know that you appreciate the difficulties under which he is working. Work that requires close attention is as much and sometimes a greater strain than heavy labor. Remember that even little difficulties under which men work are important to them.

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IS YOUR MOOSE CALL IN TUNE?

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Now we come to the rewards and punishments . . . with the firm realization that most anyone will work harder to gain a desirable reward than to avoid punishment. So don't talk about the penalties. Keep stressing the rewards and advantages of doing the job well.

There may be many different reasons for doing a good job. We should feel out every man until we know what incentives carry the most weight. Such motivations as opportunity for advancement, praise, security, a desire to be on the team, increased pay, craving for attention from the boss and respect from fellow workers are some of the major drives.

Let's take a brief look at criticism . . . most of those who like to dish it out can't take it. Tactless criticism does more harm than good. We must never hurt a man's pride. When you criticize a man don't put yourself on a pedestal. Talk to him as one sinner talking to another. The surest way to earn a man's hatred is to bawl him out in front of others. If you must criticize a man individually, take him aside. And when you criticize, find something to praise before you move in. A man will always accept criticism more willingly from someone who also gives him credit for his good points.

Criticize gently . . . only gentle criticism gets lasting results. Even while

FIRST MEN TO MARS*

At a recent meeting of mass production specialists in Detroit, Dr. Alpheus R. Zypfen told the following story.

The first earthmen to Mars were well received and the understanding of one another's languages proved easy. The first building the visitors were shown was a large stainless steel structure, spotlessly clean, in which myriads of pipes ran from large vats of chemicals to a series of molds and presses.

To the earthmen's surprise they saw Martians turning out legs, arms, torsos and heads of various sizes and colors. In the next room, connected to the first

by conveyers, was a series of assembly lines where the body parts were being tested, put together, clothed, fed and sent on their way.

"What is this?" the earthmen asked.

"Oh, this is the way we replenish our population," was the reply.

The earthmen smiled and proceeded to explain how it was done on earth. A look of incredible surprise came over the faces of the Martians and, when the earth's spokesman had finished, one of them exclaimed, "Good heavens! That's how we Martians get our motor cars."

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you're criticizing him let him know you think he is competent. Don't try to blame anyone for errors or accidents. Take a constructive viewpoint. Concentrate on preventing the next one. Sometimes you may find it wise to take as much of the blame as possible yourself. This may sound silly, but it might make it a heck of a lot easier for Joe to recognize his mistake and admit it.

On the other hand, if you try to place all the blame on his shoulders he'll do his best to squirm out of it. Trying to change a man's opinion is really a form of criticism. That's why getting a man to change his mind is one of the toughest tricks in handling people. It can't be done with force or logic and it's usually a waste of time to try. You've got to make it easy for him to change his mind without losing face. Start off by giving him a chance to express his opinion fully. Show him that you understand his viewpoint and reasons . . . and don't hesitate to admit that he might be right.

Sometimes it is worthwhile to take time to think over his views even though you don't need to do so . . . this shows respect for his thoughts and makes him feel good. When you finally give him your opinion try to start out with some point on which you can agree with him. Then state your viewpoint modestly. Don't try too hard to convince him. Don't let him feel that you're applying pressure. If he is really going to change his mind, it must be of his own accord. It is impossible to make him do it.

If he finally agrees with you, be modest. Reassure him that you appreciated his original viewpoint. If you hate to

criticize don't worry about it. There will come a time when you'll have to do it and when that time comes, you'll probably do it well. Now . . . here's one that's hard to do . . . learn to listen.

We must remember that everyone likes to express an opinion, especially to the boss. That's why a good boss is always a good listener. Encourage your men to talk with you. Talking gets little grievances off their chests. When men don't get a chance to express their opinions even little peeves start to snowball in importance.

We must learn to listen without interrupting. It's important to let a man express himself fully. If you interrupt, contradict or try to force advice on him, he may clam up. And that's bad. If you can withhold what you want to say long enough, and listen carefully, you may get a clue to the real cause of the trouble. And it may be entirely different from what he started complaining about.

For instance, the fellow who is having trouble at home may also kick about things on the job. When a man's complaint obviously doesn't hold water, don't jump on him. Be smart - wait - and you'll get your answer. So, before you make a decision which affects your men give them a chance to express their opinions. They will accept any decision in better spirit if their views have been considered.

The next moose call magic rule is to explain thoroughly. Be sure you give your men every bit of information you can about the company's plans and problems. Show them that you feel that it is important that they know what's go-

ing on. The more you make them feel like full-fledged partners in the company, the harder they'll work.

Never let them think that all the important thinking goes on behind closed doors, and that they are just unimportant cogs in the machinery. Get information to your men promptly. Don't let them get it by the grapevine. Explain fully and promptly about any contemplated changes in their department or in the company. Spike rumors with fact. Get your men to rely on you for accurate information. If your men ask questions you can't answer, get the facts. Show them their questions are important. Be willing to admit you don't know.

If a man makes a suggestion that isn't accepted, be sure to explain why it didn't seem advisable at the moment. Let him down easy. Admit the merits of the suggestion. Praise his interest in making it. Keep the switch open for the next idea train.

Now, for the final moose call . . . consider your men's interests as you would your own . . . for nothing will win and keep the support of your men like the knowledge that you have their interests at heart. Be sure to see to it that your men get their regular pay increases and promotions. Go to bat for them. If they have serious grievances, don't hesitate to take the problem upstairs.

When a man does a good job, go out of your way to see that he gets full credit. If a fellow shows special ability, do all you can to help him get a better job. Watch out for your men's safety.

Don't let them work under hazardous conditions.

Keep an eye on their health . . . see that they take care of themselves. I make sure that the men on my staff get a change of pace, get away for a long week-end now and then. Be sure the men know all about the benefits available to them on the job. To put it in a nutshell . . . the best way to make people eager to work for you is to work for them.

That's about all there is to it . . . these rules may sound easy but don't underestimate them . . . if they were easy to apply the world would be full of great leaders. The fact that we're here today trying ideas on for size, is a good sign, for it may serve to tune your moose call and mine and make us aware of the opportunity we have as supervisory folks.

None of us can master all these suggestions at once . . . we must just take each in turn and perfect our use of it as best we can . . . then go on to the next one . . . and be forever alert to the need for self-improvement.

How can we accomplish this self-improvement . . . this polishing of skills, this tuning of the moose-call so it sounds like music to the other guy? We can do it by reading books like "Let's Be Human" by John L. Beckley, from which I picked up some of this stuff . . . we can look forward eagerly to the training that is offered by a progressive company like this . . . we can ask the advice of other supervisors and we can think and hope and study to better ourselves.

While we are striving to be good bosses and seeking ways to improve, we

WHAT INDUSTRY EXPECTS OF ITS TRAINING DIRECTOR

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The Training Director must be co-operative with top management in developing its overall aims in training programs.

The Training Director must be co-operative with line supervision in developing, coordinating and directing the training that this supervision feels is necessary in its operations.

The Training Director must be co-operative with all of the instructors used in the training program whether they be plant employees or state or local school personnel.

The Training Director must be co-operative with all employees who consult him or his group with respect to training availability, training needs or the employee's personal training needs or problems. A little cooperation rendered begets a lot of cooperation in return.

need only pause for an instant and turn to an understanding God for guidance and help . . . all of us know that prayer changes people. It is interesting to note that the same wise Master who gave one of his creatures a moose call has given those of us here today the Golden Rule to guide us in our dealings with others.

Training Directors can ill afford to forget this.

2. Industry expects its Training Director to be well informed. Being well informed means many things. It means being up to date and having the answers to questions such as these:

What are the present training needs within the present organization?

What will the future needs of the organization be for trained personnel if the company grows and develops as it expects to?

What are the most successful methods being used in industrial training today? Are we using these successful methods?

Is apprentice training necessary in developing the skilled mechanical and electrical craftsmen needed to maintain and service our Automation plant of tomorrow? If so, what are we providing to fulfill this need?

Do we have now, and expect to continue to have an adequate supply of technically trained personnel? Do we need to develop a coop engineering program? Do we need to develop a technical assistant training program to spread our supply of technically trained personnel?

Is our present management personnel adequately trained for the needs of