

other to see who could produce the best and the most. Salespeople got back on the road, enthusiastic about their product. Demand surged and profits returned, as the sluggish everyday grind was transformed into an exciting chance to achieve.

In 1963, Gerry Mitchell took over as Hayes Steel president and completed the remarkable comeback. By 1966, Dana acquired complete control of Hayes Steel, and rechristened it Hayes Dana. It was the beginning of the new Dana Style.

Ren McPherson

Ren McPherson, Harvard MBA and World War II bomber pilot, joined Dana in 1952 as a sales engineer for Auburn Clutch. Always enthusiastic about Dana's future, he was a key member of the discussion groups. Appointed to Hayes Steel in 1960, he returned to Toledo in 1963, became President of Dana in 1968 and Chairman and CEO in 1972.

"The single most unused asset in our country today," McPherson believed, "is the ability, the knowledge, and the ideas we have but don't use or haven't tapped because of the walls we build between people." He took this message on the road, visiting Dana plants around the world. Realizing that the "expert in any job is the person performing it," he asked Dana people what they thought, listened intently to their answers -- then acted upon them.

McPherson was committed to profit sharing and stock purchase plans, and took every opportunity to encourage Dana people to participate fully in the life of their company. Retiring as Dana CEO in 1979, McPherson pursued his passion for education as Dean of Stanford University.

The Scanlon Plan

Conceived in 1938 by Joseph Scanlon, union president at a small Ohio company, the Scanlon plan differed from most incentive schemes in that it rewarded everyone for productivity improvements, whoever was responsible for them. Designed to foster a sense of teamwork and enthusiasm, the plan certainly worked for Scanlon, helping save his company from bankruptcy.

Dana became the first major U.S. corporation to encourage the plan, and in 1969, Perfect Circle plant at St. Thomas, Ontario became the first Dana company to try it. Voted in by more than six out of every seven people working at plant, the experiment worked well, and the plan was re-adopted a year later by an even greater majority.

As more and more Dana plants voted in the Scanlon Plan, so it was refined and adapted to suit Dana's belief that the achievement of common goals is best achieved through the participation of all.

Dorr Street

By 1967, Dana was barely recognizable as the compact company that had come to Toledo nearly forty years earlier. Yet although Dana had become a world class corporation with seven autonomous divisions and annual sales of over \$500 million, Dana's worldwide operations were still headquartered alongside Spicer manufacturing operations in the increasingly cramped and inappropriate Bennett Road offices.



While most people agreed that Dana needed a new flagship headquarters to reflect Dana's size and diversity and prosperity, there was still some debate about where it should be located. In the end, Dana decided not to build a standard town center high rise, but to take the opportunity to build a world headquarters that would suit the emerging Dana style -- a building that all Dana people could look to with pride, as equal partners.

Dana therefore acquired eighty four acres of suburban, greenfield land on Dorrr Street, opposite Toledo's famous Inverness Country Club, and began to design the new headquarters.