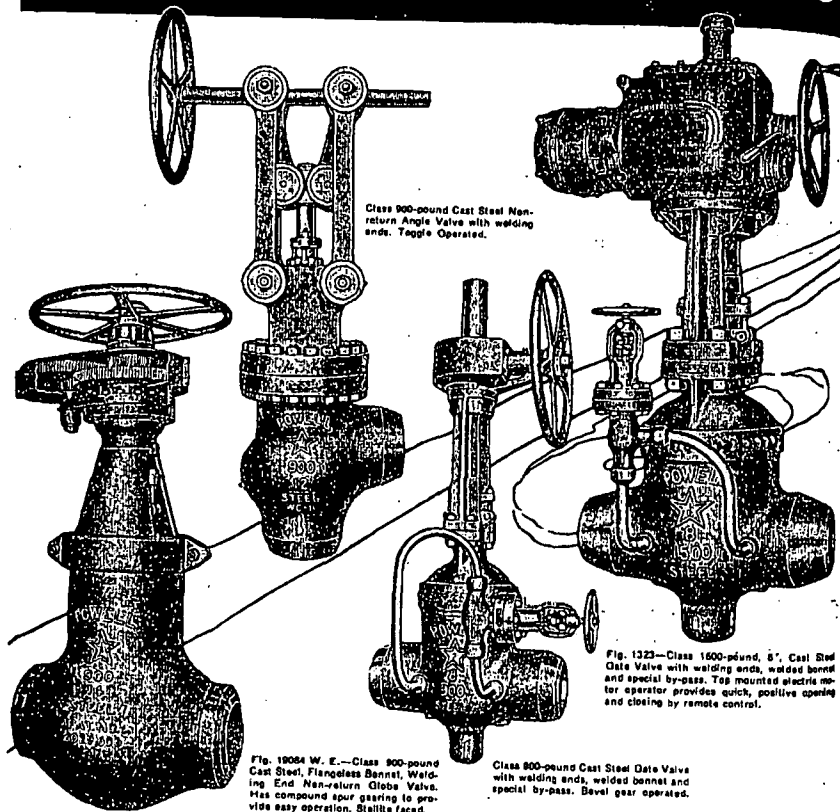


Smoothness in flow control... POWELL VALVES



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POWER

PHILIP W. SWAIN, EDITOR • FEBRUARY 1948 • ESTABLISHED IN 1882

IT TAKES ONLY TWO

WHEN PLANTS WERE SMALL and life was simple, "employee relations" didn't stand for a national problem; it merely described the way the boss got on with his men. But industry grew, the chain of command lengthened and there was an inevitable need for standardizing the relations between the many bosses and the many employees.

The art of personnel management came into being and, to a great extent, parts of the old-fashioned relationship between boss and men became the work of specialists—recruiting, hiring, setting up wage and salary schedules, determining general personnel policy.

Much good resulted. The business of finding the right people for jobs and the right jobs for people goes more smoothly now than it once did. Most large companies offer group insurance, medical service, recreation programs, pensions and other "employee benefits." The requirements of today's jobs are carefully evaluated and the merits of employees measured against them with equal care.

But with it all has come a tendency for most of us to sit back and let the "experts" take care of personnel matters. What's more, we've come to think of the people who work with us as a group, not as the individuals they are. Nothing could be more unfortunate.

A General Electric executive summed it up in a phrase recently—"... it takes only two to make a job—the boss and the individual

employe." To the employe nothing is more important than his personal affairs. He can't help seeing the situation in direct terms. On one side there is the man he works for—on the other side he stands, working to better himself and his family, to satisfy, in countless ways, his personal drives and ambitions. To refuse to see the job relationship the way the employe does is to miss the biggest chance any boss has for success in his own assignment.

To no one is this more important than to the power engineer. Even in a large plant he works with a relatively small group of employees. They have a variety of assignments that appear routine on the surface but call for initiative and often for the quick exercise of sound judgment. In such a setup, the individual approach pays maximum dividends; the lack of it is fatal.

What to do about it? Start by cultivating the habit of thinking of Joe Doakes as father of two boys, high-score bowler, raiser of prize roses, not merely as fireman, second class. You'll discover what anyone knows who knows Doakes personally—he is ambitious, a sound thinker but feels he's handicapped by lack of a technical education. You'll help him get the training he needs, put him to work where good judgment and technical understanding are required, let his ambition build his future. And as you build his job, and those of the other men in the plant, you'll build yourself as a boss. It takes only two to make a job.

Robert