worker, but in any manufacturing organization it may consist of as many reasons as you have employes. In dealing with the team effort, each level of supervision must determine what best motivates his people and organize his method of approach to reach the individual. This requires a keen understanding of human nature, but it is usually detected while stimulating other forms of manufacturing endeavor. The supervisor who operates efficiently because of a strong desire to excel will, for the same reason, usually maintain an excellent safety record. An employe with a long-standing attendance record has, no doubt, planned his personal affairs with care and should possess safe work habits.

Any plan established to motivate group safety must, therefore, incorporate stimulation of the many individual drives. It is the job of the superintendent, general foreman, and foreman to generate group safety interest with *broad* motivation techniques for *short* periods of time. The bulk of the effort to expedite safety interest should be concentrated on determining what best creates and maintains these individual interests.

Just as we are proud of our products, we are proud of our team effort in safety based on three factors: organization, direction and motivation. It is the task of the manufacturing supervisory group to fully employ these factors to achieve improved accident prevention.

HOW I SELL SAFETY TO MY EMPLOYEES

By B. R. LUNSFORD
Foreman, Delco-Remy Division, Anderson, Ind.

A brief statement about *why* we sell safety to our employes will partly answer *how* we do it.

We sell safety to our employes because we like them and we want every one of them to be healthy, whole, and happy.

We sell safety to our employes because we have been sold by the management of our corporation and our division that as the supervisors of the people we work with, we are the only logical persons to do the job. *We are the key men!* If that sounds boastful, that's the way we feel.

There is something to be admitted.

We will sell safety to our employes only to the degree that we know all that we possibly can about *selling* — all that we possibly can about *safety* — all that we possibly can about our *employes* — and only to the degree that we are able to combine our limited knowledge of all three into a harmonious and workable relationship.

One of our foremen said, "You've got to believe in safety to be able to sell your people on it." Right, it would be difficult if you didn't believe in it. But, he put his emphasis in the wrong place.

Did you ever see anybody who didn't believe in safety? Ask any one in your outfit. Ask any of the gals in your office. They'll look at you as if to say, "Man, are you nuts? Sure I believe in safety!" If you had asked this of that man in your organization who lost a finger, just before the accident he would have answered in the same way. What Fred was getting confused was the difference in believing in something, and the good old, deepseated *desire* to have something or get something done.

And there is the tail by which the monkey hangs—*Desire.*

We've got to believe—sure! But it doesn't make the final difference. You know the Good Book says that even the ole Devil sees and believes and trembles, but still rejects.

Our people, your people, they all believe in safety!

Our supervisors, your supervisors, they all believe in safety!

But those of us who really sell are we who have within ourselves a *Desire* to have all the people in our area of influence live and work without sustaining any personal injury. We let this desire serve as our motivating force to sell our people on safety.