The 84 acres of undeveloped land at Dorr Street was an empty sheet of paper that offered Dan; people an opportunity to address a growing problem. Despite the divisionalization, Dana simply had too many people at corporate level. Instead of improving the decision-making process, ove staffing meant that responsibilities had became blurred.

With the move to Dorr Street, then, layers of corporate management were cut out, and people a Dana plants were encouraged to supervise themselves. Twenty inches of Dana policy and procedure manuals were dumped in the trash can and replaced with a single sheet of paper tha articulated Dana's ambitions, attitudes, ideas and philosophy.

A closed-circuit information system was developed and installed in the new headquarters. Inste of having a stack of unreadable, out of date reports on their desks, decision-makers now had a screen from which they could view up-to-the-minute production and financial figures. More detailed information was available behind the doors of the company's "War Room."

As part of the campaign to give Dana people more autonomy and responsibility, a new management reporting system was introduced. Discussion and approval of budgets for all Dana operations was condensed into one week, when emphasis was placed on trends rather than numbers. It was an opportunity for managers to report the results of the previous year, and present their plans and forecasts for the future. Managers were told not to prepare reams of paper, but simply to be prepared to answer any questions. The climax of Hell Week was a mass meeting held in "The Pit," a multi-tiered auditorium modeled after a lecture room at Harvard Business School. Known as the Ottawa meeting, it was an opportunity for Dana leaders to address their managers, reward outstanding performance, encourage internal competition and build team spirit.

Along with the Pit, Dorr Street was built with one other feature not found at too many corporate headquarters. A University.

Stock purchase plans

In the early 1960s, Dana people were encouraged for the first time to buy Dana stock. And as their responses increased, the program was intensified. Owning Dana stock made Dana people concerned with Dana's progress, and showed their interest in the Dana's future.

In 1969, the first corporate-wide Employee Stock Purchase Plan was announced, through whict 28 percent of Dana people signed up for a payroll-deduction purchase of Dana stock. Dana assumed all brokerage and administration costs, and plant managers handed out stock certificates in person twice a year. When the program started, two percent of Dana people owne stock. By 1980, 80 percent of Dana people owned Dana stock.

Inverness, and 1979 US Open advertising.

The Inverness Club of Toledo, site of the 1920 US Open, was chosen as the site of the 1979 US Open. Frank Voss, Dana's Director of Communications, was appointed General Chairman of th event, and Dana marked the historic occasion by launching a series of print and television corporate advertisements.

These advertisements were the first time Dana had shown the public the Dana Style. Using Dar adages like "Talk Back To The Boss" and "The Only Dumb Questions Are The Ones You Don't Ask," the campaign attracted attention throughout the tournament (which, incidentally, was won Hale Irwin).

Dana University

The Dana Style gave Dana people the power, desire, tools, and opportunity to contribute to the success of their company.