

Getting Along With People

Close to the top in any list of business assets is the ability to get along with people. It is paramount in the success of a man, essential in the successful employer and important in the employee. Not infrequently is a cheerful, willing worker of limited talents rated higher in value by his employer than a genius whose temperament causes friction with those about him. *EMOTION* is a disturbing element; it interferes with accuracy, and it retards production. *IRRITATION* impedes the organization just as sand in the gearbox slows down a machine.

The successful businessman is one who promotes courteous and friendly relations with customers and public. Employees not only add to their own enjoyment of the work they do, but also enhance their own value to their organization by similar effort to promote good relations with customers and fellow workers. Large corporations recognize this fact, and in the *Westinghouse News* recently appeared the following rules for getting along with people:

1. Keep skid chains on your tongue. Always say less than you think.
2. Make promises sparingly and keep them faithfully, no matter what it costs you.
3. Never let an opportunity pass to say a kind and encouraging word to or about somebody. Praise good work, regardless of who did it.
4. Be interested in others, in their pursuits, their welfare, their homes and families. Let everyone you

meet, however humble, feel that you regard him as one of importance.

5. Keep the corners of your mouth turned up.
6. Keep an open mind on all debatable questions. Discuss, but do not argue.
7. If you have virtues, let them speak for themselves. Refuse to talk of another's vices.
8. Be careful of another's feelings.
9. Pay no attention to ill-natured remarks about yourself. So live that nobody will believe them.
10. Do your work, be patient, keep your disposition even, forget self and you will be rewarded.

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A Japanese Greenkipa: A Scenario

Toru Matsumoto was hired by Nippon Kyogo Golf Club ten years ago after graduating from a two-year technical school course in agronomy and working for Surumi CC for two years as a crew member. He is now 35 and has a wife and two children. His uncle introduced him to the club manager, who was his high school classmate, (the best connection in Japan). Toru started as the assistant to Mr. Wasada, who was nearing retirement age (60). Five years ago Mr. Wasada was 'retired' to a desk job in the clubhouse and Toru became the greenkeeper, (the actual title used in Japan—"greenkipa"). He inherited a crew of ten men and twenty women, (all friends or indirect acquaintances of Mr. Wasada, who cannot be discharged), of various ages, (over 40), and skills.

Toru's salary is now \$700/mo., (\$8500/yr.), plus a biannual bonus equal to three or four times his monthly salary and the benefits that generally go with employment by larger businesses, (health insurance, a long-term, no-interest loan on his house and car, use of a vacation house one week a year, gas for his car at \$1.45/gal., and *guaranteed life-time employment*). He and his family have no club privileges other than an occasional round of golf, which he plays very poorly (hdcp. 21).

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