



"WHAT IS THE MEANING OF THIS?" HARRY DEMANDED

HARRY HAIGHT looked up as the oak door of his office burst open. His heavy jaw dropped as a dozen of his employees marched across his mink rug and menacingly surrounded his desk.

"What is the meaning of this?" Harry demanded.

"The meaning of this is that you are no longer president of this company, Haight," said a usually docile and timid junior executive. Exuding confidence the young man pointed a finger under Harry's nose. "You've bullied and badgered us for the last time. You have exactly five minutes to get off the premises."

Harry rose from his chair. "You're insane!" he shouted. "Get out of here – all of you!"

"Shut up, you old idiot!" snapped Harry's normally mousey

secretary. Then she reached into her purse and pulled out a pistol! As she leveled it at Harry's ample stomach she snarled: "We aren't kidding fatso! You have four minutes left!"

Sweat began to bead on Harry's face as he snatched the phone from the desk. "Quick," he ordered the operator, "get me the police."

"Oh, go to hell!" shouted the operator, and then the phone went dead with a loud click.

"Three minutes," said Mrs. Perkins as her hand tightened ominously on the pistol.

It was a terrified Harry Haight who scurried from the building he had ruled with an iron hand for 14 years. His company limousine had disappeared from his private parking place, along with the sign that had designated the spot as his. So Harry made his way along the freeway on foot, his arms loaded with as many office mementos as he could carry.

Harry Haight was found a few days later, babbling incoherent orders to trees and stones.

He never recovered his sanity . . .



HARRY HAIGHT WAS FOUND A FEW DAYS LATER . . .

You Live In A World Of DANGEROUS “CHILDREN”

... The First Essential to Gaining
Freedom is Finding Out Why

WOULD^N'T it be nice if we could get rid of the emotionally incompetent bosses in the world by throwing them out! If only the Harry Hights of this world could be deposed like some tyrannical South American dictator!

But alas, this cannot be. We are stuck, for the time being, with these “children.”

So the Harry Hights of this world go on destroying employee's careers, ruining marriages, and squandering human resources and potentials.

Unfortunately, at this stage of evolution, the world belongs to emotional “children” like Harry Haight. Virtually every major problem facing civilization today stems from the fact that there are not enough mature people available to assume the leadership roles of the planet.

Not only must we deal with immature bosses, but also immature and obnoxious policemen, mechanics, lawyers, salespeople, clergymen, politicians, doctors, petty clerks, and so on.

Many aggressive and ruthless people get positions of authority and power. They often have the means to disturb the flow of our own lives.

Society is burdened with too many people who have powers of *execution* beyond their powers of *understanding*. Unfortunately, while these individuals have the power to disturb the well-being of others, they have not developed the sensitivity and wisdom to use this power with restraint and compassion.

The grown up "children" who run this world are not bad or evil people. It is simply that they have immature values and seek to satisfy immature needs.

THE HOPE OF MANKIND: EXCEPTIONAL PEOPLE.

On the other hand we cannot deny that now and then a rare exception stands out against this foil of human mediocrity.

The world has been blessed, on rare occasions, with a special human being such as a Lincoln, or a Helen Keller, or a Toscanini.

These exceptional, unique human beings are not motivated, carrot and stick, the way the rest of us are. Their values transcend the ordinary (such values are called "meta values").

They live as though they have some special pipeline to power and knowledge that is not possessed by the rest of us.

These exceptional people are the hope of mankind. They exemplify, not so much what mankind is, but rather what *it could be*. When one of these relatively mature people gravitate to a position of power, beautiful things begin to happen.

In business the person who acquires power is, of course, called the boss. More and more it is being recognized that a boss is most effective when he is a mature person.

For example, now and then, a man like Robert Townsend comes along. He was responsible for the Avis success in the mid-sixties. When this idealistic man took Avis over, things looked bleak. For the thirteen previous years Avis had failed to make a tangible profit.

THEORY "Y" AND THEORY "X"

As the new president of Avis, Townsend applied the humanistic management principles of Abraham Maslow and Douglas McGregor. Townsend admits he applied these enlightened methods rather crudely, sort of feeling his way along. He credits these new methods, called "Theory Y," with the dramatic turnaround of the Avis Company.

"Theory Y" management is human, sensitive, aggressive management. It is based upon the premise that under *natural* and *nourishing* circumstances, workers will assume responsibility, and they will be generally creative and independent in their approach to problems.

Theory Y has an underlying faith that human beings are basically good and self-motivated under natural and nourishing circumstances. (This is an important distinction.)

Not many businessmen apply Theory Y principles. I have heard many ruthless and acquisitive entrepreneurs pay lip service to high-sounding management theories. But when the chips are down, and the pressure is on, they always fall back on their real principles, those of *Theory X*.

Theory X holds that employees are lazy, shiftless, and untrustworthy; and management must drive and coerce them. Fear is the master weapon of such management. It works most effectively if employees are made to feel insecure.

Military organizations are traditionally run by the Theory X (fear) methods. This theory works effectively when the boss is able to threaten and actually carry out his threats.

In the business world, the fear methods of Theory X worked better years ago than they do today. People are more sophisticated today, and they are harder to intimidate.

If a worker is not protected by some union and if he is fired, he has various government assistance programs he can fall back upon. In this country, at this time, few people really face starvation if they lose their job.

So fear has become less and less effective as a management "tool." In order to motivate today's employees, it is necessary

to understand and cultivate higher human needs. Safety, or fear of losing one's security, is vastly diminished as a need factor in the world of today.

Theory Y is an attempt to appeal to the higher human motivations. Theory Y is a flexible concept, and takes into consideration the fact that workers have tremendous drives to fulfill their unsatisfied wants and desires.

For example, a shrewd management often promotes a very active union man into an executive position. Management knows that an ambitious person has powerful drives for independence, for ego food and control.

When an energetic union leader is placed into management responsibilities, he must, of course, give up his union activities. He soon discovers that the satisfaction of his ego needs is now dependent on the company, not the union members.

Soon the former union man begins to expedite company policy with great vigor. Some of the toughest company managers, and harshest Theory X bosses, were once union champions for the rights of workers.

Theory Y is also known as "humanistic management." It is a good theory, but it is more difficult than Theory X to administer. To be adroit at using Theory Y a manager must be mature, strong, and wise.

Does Theory Y work? Well, let's see what happened when Robert Townsend used it.

When Robert Townsend took over the Avis company he began to apply Theory Y. He found that it was more risky and adventurous than Theory X. And soon he began to get favorable results.

THE AVIS MIRACLE

Under Theory Y management, Avis sales jumped from 30 million in sales to 75 million. Profit, during this three year climb were respectable: one million, then three million, and finally five million.

In his fascinating book UP THE ORGANIZATION, Townsend explains that he achieved the Avis “miracle” without wholesale hiring and firing. He took over a management staff that was demoralized and labeled “losers.” He began to redirect and inspire their talents.

Three years after taking over this “hopeless” management staff, Townsend was visited by the President of ITT, Hal Greenen. Mr. Greenen was impressed by the “new” Avis, especially the management.

“I have never seen such depth in management,” Greenen said. Yet, Townsend confesses that this was virtually the same management team that was once considered “hopeless.”

SO, WHY ISN'T THEORY Y USED BY EVERY BUSINESS?

Good question.

If good management is so profitable, one would imagine that profit-hungry companies would go to any lengths to apply it.

The answer may be quite simple.

When Townsend took over Avis as president, he had the authority to make sweeping changes. He believed in, and was dedicated to, the humanistic values of Theory Y management.

If Townsend had not possessed the ultimate authority to use Theory Y principles, and the resolution to keep using them, he would have failed.

UNLESS THE TOP BOSS BELIEVES IN AND UNDERSTANDS SOUND MANAGEMENT PRINCIPLES, NO MANAGER UNDER HIM CAN CONSISTENTLY APPLY THEM AND MAKE THEM WORK.

No matter how well-intentioned, an immature top executive cannot run a company on mature principles. As soon as the first crisis hits, it's back to old-fashioned threats and fear tactics.

When an idealistic, new manager graduates from college, the immaturity of the real world hits him with stunning impact. Such a person was never trained to cope with an immature power structure.

Generally, aspiring managers and executives are taught logical theory and sensible application of that theory. What they actually see in practice is an entirely different thing.

Very few, if any, businesses are “run by the book.” Most often businesses operate on about the same “emotional” level as the chief executive. Many businesses are actually hostile to mature management concepts.

Imagine! The most precious, under-rated, and potentially powerful forces on the planet – human resources – are often under the stewardship of clumsy, immature, and insensitive individuals!

YOU CAN BECOME A GUERRILLA INFILTRATOR

Robert Townsend was in an ideal position to make broad changes in company policy. He recognized, however, that most of us won't be so fortunate. So he suggested an alternative solution.

Townsend suggested that there are two general attitudes we can adopt toward our jobs. We can sell out to the company, grab all the benefits and money we can, and say the hell with the rest of humanity. Or, we can fight the immaturity of a monster-type company with non-violent guerrilla warfare.

This book is a manual for conducting nonviolent guerrilla warfare in an immature company.

This book will teach you how to manage your immature boss, and other people with more power than they know how to handle.

Managing an immature person is not easy, especially when the person happens to be your boss.

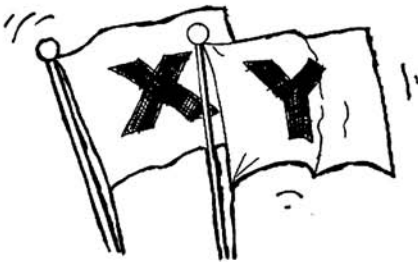
But – learning to manage immature people is very, very rewarding.

Before you can manage anything, however, you must first learn the Master Key. Ernest Hemingway called this key: “Grace Under Pressure.”

Let's see what this Master Key is, and how it works.

POINTS TO REMEMBER:

— **SOCIETY IS BURDENED** by too many people who have powers of **EXECUTION** beyond their powers of **UNDERSTANDING** ... we live in a world of grown-up, powerful "children."



— **THEORY X** is management by **FEAR** and **INTIMIDATION**.

— **THEORY Y** is management by the cultivation of higher human potentials.

THIS BOOK is a manual for the conducting of non-violent guerrilla warfare ... for the purpose of making a monster company a bit more human.

