

Gary and Industry

What confronted Gary is what confronts those responsible for the managing of an industry and for its financial soundness, for the character and quality of its product, for its economical management and for the expansion of its markets. All these things are the business of what we call management. Men who like Gary are chairmen or presidents of a concern, confronted with the demand or the necessity for changes in industrial relations, cannot act as autocrats in business. They may or may not sympathize with the proposed change, but they have no power to impose anything. Whatever is done must be done by agreement of all the elements in the management. Otherwise you break up your management. The problem, then, if there is sympathy in the leader with the proposed change is to bring about a different attitude of mind among those he leads.

He has to understand their belief, he must understand the hold the prevailing practice has upon them. He must understand not only the fear that they have at the idea of change but also the resentment that they feel that change should be suggested to them. Their idea is that they know their business, know what is best and that it is not a case for outside opinion. That is, if he is sympathetic to a proposition, he must know how these people he is leading think about this particular thing, how they react to suggestions coming from outside. That is, he must have some idea of human psychology, the hold of custom, etc.

