

THE PRESIDENT'S CONCEPTS

What people believe you think they are determines what they must do and say.

It is vital to them to build and hold that image.

Men are not logical...they are psychological.

Feelings control plans and limit decisions.

Decisions are very personal. Each is based mainly on minimizing the risk of personal loss.

We cannot communicate to men's feelings by logic.

Most popular beliefs, on which decisions are based, are wrong.

What men believe heavily influences their decisions.

Any new thought or idea, or a determined search for new ideas, attacks the feeling of security.

Creative people are felt to be hazardous by non-creative or judicial people.

Men discredit what they do not understand.

Knowledge is freedom. Lack of knowledge is partial bondage--is limiting.

An idea "unthought of" is as absent and as totally unusable as a new metal undiscovered.

There is no "right" design--rather it is satisfactory for this time.

Selling prices should be established by market levels as a policy, not an expedient.

Selling prices should not be affected by costs.

Profit is not added to "price". It is taken from "cost".

Costs are determined by our own decisions and actions. Each decision has been the result of...the knowledge, the thought, the feelings, and the logic of the various decision makers.

Top management's job is to set a climate and create some attitudes which will allow a higher order of results to grow.

Value techniques are not "Motivators"--but rather "How To Do It" techniques that will yield heavy when the necessary environment is set by top management.

In this environment men feel that it is good to obsolete their own products--rather than "cling with pride" until a competitor does it and takes some of the market with him.

Experience shows that management cannot make significant decisions based on results--alone. They require results and understanding.

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