

a. In the first place, this is not a "course" with "paper work" or "grades." It's going to be a critical attack on problems we all have.

b. In these meetings we will be concerned with the technical problems of production only in so far as they involve dealing with people.

c. We are not going to analyze problems dealing with specific company policies or with labor legislation.

d. We are not going to work out any theoretical principles, but we are going to get experience in using some skills that have been developed in sound industrial practice.

These methods have been tried and tested. They are the product of experience. They apply regardless of whether there is a Wagner Act or not. They apply whether you are dealing with a man or a woman, negro or white, Republican or Democrat. Why is this so? Because people are people once you get under their skins, regardless of political or religious creed, regardless of race or color.

e. We are not implying by these statements that people are not different. They are different and unique. Never forget it. And once you realize this you have the general rule: treat people as individuals and not only as members of some political belief or creed or class. Now what does that mean? Try to understand people in terms of their situations. Try to understand them in terms of their backgrounds and experiences, "how they got