

“Why Don’t They Value Me as Much as They Value the Mule?”

Foundation of “Value of the Person” and “Theory R”

We desperately want to be treated with value -- with love, and dignity, and respect

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Pat Snyder and Tom King – WSAU “55 Feedback” Co-Hosts
Wayne Alderson – Founder and CEO, Value of the Person/Theory R Consultants, Inc.
Nancy (Alderson) McDonnell – President, Value of the Person/Theory R Consultants, Inc.

Interjections (e.g. um, ya know, ah)/pauses removed

Comments [unintelligible/added]

Next paragraph **summary/subtopics**

VOP Turns Managers into Leaders, Confrontation into Teamwork, and Potential into Profit

"Wayne Alderson is a hard-nosed, practical manager focused on the performance of the organization. The difference is how he goes about getting results. By truly valuing people, ... a foundation is laid for high-performance. In 21 months Pittron's turnaround was as dramatic as any in the annals of American industry."

-- Peter Grazier, President of Teambuilding, Inc.

Radio Interview

Value of the Person Consultants

Pat Snyder – Good morning everyone. Welcome to another edition of “55 Feedback”. With Tom King, I’m Pat Snyder. And we are fortunate to have back with us again the Founder and CEO of Value of the Person/Theory R Consultants, Inc....Wayne Alderson. Also, the President of Value of the Person Consultants, Wayne’s daughter, Nancy Alderson McDonnell. They’re both with us today. We’re going to pick up with this story. If you missed back in May [May 8th], we’ll revisit how it all got started and how the value of a person has turned... well, the big story is Pittron Steel. Turned it around from a big...in the red, losing effort... into just an outstanding, in the black success[] .

And Wayne and Nancy...Good morning...thanks for being here!

Nancy Alderson McDonnell – Good morning! (Wayne Alderson – Good morning Pat.) It’s great to be with you! (Wayne – And your listeners!)

Where it began for Wayne

Pat – Yea, that’s right. And Wayne, we’re glad you’re feeling a lot better here. And we’re anxious to hear the story again. When we talked before too, I guess the story really starts for you Wayne, and this Theory R, and the Value of the Person [VOP]...from your experiences in World War II, doesn’t it?

Combat – extreme opposite of VOP

Wayne – Yes, very much so. We’re...generally in a combat situation, and I happened to be in a...3rd Infantry Division, which means combat. And which means in many ways trying to destroy each other. And not at a distance...[but] from short range, and sometimes face to face where there’s certainly no value of the person. And so that started at least the opposite of the value of the person being mean, and killer instinct, and survival, and protect your buddies, an on and on... So I came through that situation at eighteen-years-old, and did receive a serious wound to the head, and other places as well. And spent eight years in and out of hospitals having the wounds dealt with.

Another war of confrontation – “The Coal Wars”

And so that was sort of the confrontation part. And where the VOP came in was years before that...and that was another war that labor and management – employer/employee was involved in. And that was the early war...they called it the coal... c-o-a-l -- “Coal Wars”. Where the union was trying to form, or employees were trying to form a union. And the coal-iron police, and of course the coal operators didn’t want it. And so that was another war of confrontation.

Forming unions

And the thing that I think eventually (as I look back years later), what I remember in that, ...John L. Lewis [President of the United Mine Workers of America, from 1920-1960], John Murray [Vice President of the UMWA from 1920 -1942, then president of the United Steel Workers of America (USWA) from 1942-1952],...your listeners probably do not know of them. But they were the beginners forming the unions.

High tech mules

And my father would come home from work and he’d simply say this Pat...he would say to my mother, “Eed [Edith], why don’t they value me as much as they value the mule?” And at that time mules were “high tech”, pulling the coal cars out of the mine. They treated the mules better than they treated the miners. So that was my early years that maybe, I feel developed me in many ways. (Pat – So that one state...) ...I feel like that all went into making me into who I am, and what I am.

Pat – That statement from your dad...that really left an impact [on] you didn’t it?

When you don’t value people, you hurt their families

Wayne – Oh, it certainly did! And then when you think about it, we just do not in the workplace [value each other] (even in our homes and communities at times too...’cause whatever happens at work has a direct bearing on what happens in your home)... So that led a...and really, in many ways helped (I wouldn’t say destroy, but really) hurt our family. `Cause in that kind of a conflict with seven kids, and Dad then got hurt and split...and my Mom had seven kids... and we lived in a tent to survive... And many of your listeners have had worse things. But as far as I’m concerned...that’s one of the things that just left a lasting imprint on me.

Wanted to change management

And so, I made a decision (as I finally got rehabilitated after eight years...I met my wife...got married...got my education) -- went into management, because I wanted to change management. And that proved to be very, very difficult! (Wayne, then Pat chuckling). As some of your listeners would know where we say you havta start treating employees, and each other...you have to start treating `em with value, and love, and dignity, and respect. And that was like speaking in tongues without an interpreter, `cause it was so strange, especially coming from a management person.

Pat – Yeah, and you jumped right into it. And I guess maybe we could jump right into the Pittron Steel, and how that whole thing started. And how you implemented this treating people with respect, and with love. And in this “dog eat dog world” we think of in the business world...how you’ve got the proof that shows this works!

VOP (treating others with love, dignity, and respect) worked then and works now

Wayne – Well, I do because when you mention Pittron...and I’ll have some comments on it now...but I want you and the listeners to know it didn’t happen just “back there” at that time. Today, currently, what we did at Pittron we are now currently continuing to do over thirty years that same principle. And what that principle is that when you value, and you treat employees with dignity, and respect, and love...in general those employees will respond in a positive way!

Union president and Wayne hated each other

And when I took over an operation of several thousand that were not doing well, and it was a “dog eat dog”...it was a lot of strikes that happened to be a steel workers’ union at that time...and all we were doing was fighting each other. And the union president by the name of Sam Piccolo – isn’t that a name...Piccolo?! (Pat – Yeah! I mean that...) And he (Pat – It sounds, it sounds tough!) had a...(Wayne and Nancy laugh) (Pat – You know what I mean? It sounds tough!) Oh, he was tough! And he hated management! And I hated him.

Put hatred aside and together did what was good for employees

And Sam had a cousin by the way, that was in Chicago. And his name was Brian...Brian Piccolo...that they made a movie about. And Sam always said he was a better football player than Brian was! (Pat laughs) And [Sam] sure was a good fighter, and a very brutal president of the local union. And so when we hated each other, and everything was going to hell, we came together (he and I), and almost cut each others throat. We met privately in a room. And we thrashed out what’s good for the people...“let’s deal with that”.

Pat – Well I thought too Wayne, if I go back to that May 8th [previous WSAU interview with Wayne] (Wayne – Yeah.), that you finally said, “Enough’s enough!” And didn’t you walk into a union meeting?...I mean, talk about dangerous!...(Wayne – Yeah. I...) and confront, and say, “Let’s get this done!”?

Eight against one isn’t good odds

Wayne – Yeah, I walked into this meeting with Piccolo, and he’s the one that says this! And I know it’s true...that I met with him and seven others I believe he said. And they were all drunk. And they were on the picket line. And a meeting was called for he and I. And, when I went in there he started to curse and swear...and ready to punch me out ‘cause I was management, and wouldn’t give into him. And then I started to scream and holler at him, and wanted to punch him out. But I was smart enough to know...eight against one is not a pretty good odd. (Pat chuckled.) And so one of his committee people then pulled a knife out and wanted to cut my throat.

Why don’t you trust me, give me a chance?!

It was quite a tough situation. But out of it came...I just simply said, “Why don’t you start trusting someone?! And why don’t we come together and join together and change this place?! And get together where your people can have steady work...we can have a steady income.” And anyway a lot of the stuff was worked out in that room. And we shook hands...believe it or not. And he was a man of his word. And certainly I kept my word.

VOP – doing the right thing – was born

So out of that came what was known as “The Value of the Person” [VOP], “Theory R”...doing the right thing. And so for years that went on, and then eventually that was a model for one of the divisions of Textron, who is a large, major corporation in America -- very reputable (and still a good one today). So we were one of their divisions.

We value and love each other now

So Piccolo and I then started coming together, and we started to value each other, and we loved each other then. And over thirty years later we still love each other, and we travel this country talking about “The Value of the Person”...showing a documentary film. A book’s been written about it, and several books. So that’s maybe what you have reference to.

Same principles work today

But it’s not easy, and we were then thirty years ahead of our time. And today it’s being received a lot more than it was then. But the principles that took place then are the same principles that take place today: that when you value an employee, that employee will value his or her job.

Pat – Now, I think a lot of what you described is in your book, Stronger Than Steel, wasn’t it?

Two books written about a universal message that applies to everyone today

Wayne – Yeah, that book...and as a matter of fact, it’s a very powerful book! And I’m not saying [that] ‘cause I’m involved in it. But it’s...today it’s being used. You can’t even keep it in print. You have to get it on our website. And if I can say... (Pat – Yes, go right ahead!) I’m sure not “huskering” a book or... (Pat – No, no, this is important stuff out there!) But the book...there’s two books. One written by a great theologian and a great writer by the name of [Dr.] R.C. Sproul...wrote the book...took two years to do it. It’s called, Stronger Than Steel, by R.C. Sproul. And it can be gotten on our website, which is www.valueoftheperson.com. And it’s a book for today, ‘cause the whole message is a universal message, with a universal application that applies to everyone. And then years later my daughter (more her than me...but both of us) wrote a book called Theory R Management [and Leadership], that at this time is being reviewed and studied in a lot of universities. It’s a different type of book: it’s a “How To” book. It’s being used by many corporations, and unions, and the academia world.

Companies must make money!

And it’s just...because people want to know how can we make our work life better, and how can we have some semblance of security, and job security? And that’s almost like you say, “It’s impossible”. But the way you do it...one way to do it is that union and management... (and it’s not just union, it’s employer and employee)...management come together, join together, become partners. The employees need to know that the company must make money! There’s no compromise on that! And the employees need to share in some of those rewards.

Companies with VOP out-perform competition

And so that’s the reason the foreign competition that are not bad...they’re good people, good corporations. They are competing against us. We haven’t learned how to compete against them. But when we join together and network together... employer and employee... there isn’t any company (any country) in this world that can out-work, out-perform, and [or] out-produce the American worker!

Pat – All right. Hold on for a second Wayne. I want to pick up from that. We gotta get a break in here as we're talking with Wayne Alderson....also his daughter, Nancy Alderson McDonnell. They are the founder, CEO, and President of Value of the Person Consultants. We'll learn more about Theory R, and how it can turn our situations around.

-----Break-----

Pat – And welcome back everyone, with Tom King, Pat Snyder. "55 Feedback". It's 9:24[a.m.] We're talking with Wayne T. Alderson. Also his daughter Nancy Alderson McDonnell. They are "Value of the Person" Consultants. And quite a story of success in the simple "Value of the Person" [VOP]...love, dignity, and respect. And before I get much further I don't wanna forget, Nancy...there's an opportunity for folks that have Direct TV of seeing a special on this.

Television documentary made

Nancy -- Right. That's true. We got a call from the representatives from Direct TV. And they had heard about the documentary film, "Miracle of Pittron", which documents (and in a very outstanding way) really what took place at Pittron, where the VOP was really born. And it's going to be aired on November 30th, at 9 o'clock p.m. [ET]. And it is going to be aired then. And then it's also going to be rerun on December 1st, at 2 o'clock a.m. [ET]. So if anyone is interested in viewing the film, that could be an opportunity for them. And I think that it would truly clarify and bring some clarity to what we try to verbalize regarding the VOP, and that style of leadership...how it can directly impact a workplace, and totally turn it around.

How was Nancy impacted?

Tom King – Nancy, how old were you when you got involved with this and heard these stories about your father...meeting in union halls (Nancy – Mm hmm) with drunk union organizers carrying knives and things like this. (Nancy – Right!) I mean, that must of shakin' you up a little bit?

An awesome thought: focus on what everyone desperately wants

Nancy – Well, interestingly (and I always say in the seminars that we do that), I was in high school at the time that Dad and Sam had really come (Sam Piccolo, the union president)... [They] had really come together, and decided that they would...that there must be something that they can join together on. And what they discovered was that...what they both wanted, what their people at their plant wanted, what you want and what your listeners want, what I want...is that we very desperately want to be treated with value, and with love, and dignity, and respect. And what an awesome thought: that if you could focus on what you can agree on, how dramatic you could change things!

Saw before and after at Pittron

And I worked at (for two summers) at Pittron, when I was in high school. The first summer I worked there...and it was before Dad had really taken over as Vice President [of Operations], and had really begun to work together with Sam with the VOP. So if any of your listeners have been in a foundry, it is a tremendously difficult place to work. It's filthy dirty...it's just tough. It requires a special person to be able to work there. So if you compound that with an atmosphere where labor and management hate each other, it really becomes an awful place to work. And so I was able at a young age to experience that, and see that. And then the next summer to be able to go back there and to see what could take place when people began to come together on something that they could agree on!

Dad was passionate for his people

And it had such a dramatic impact on me as I saw a total turnaround. I mean Pittron went from being at the bottom of the rung, to just...it was constantly being written up in newspapers because it had such a turnaround. And so that had a great impact. And through that, Dad was working a lot, and was very committed to make change happen. He was passionate for the value of the person. He was passionate for his people. And I think that I saw that...and he would always come home and he would share about the people at the plant. He would bring my mother and I in.

Wanted to work for something greater than just a job

And so I just truly began to be impacted myself. And so when I got out of college, I made a decision that I wanted to work for something that was greater than just a job...that was really about touching lives. And how do you do that? How do you impact organizations to see that they don't have to be the way they are? And that requires very tough and dynamic leadership. It requires people to have vision. And so for the last probably twenty-five years or so I have been working with Dad.

VOP applies to any organization

We started off to say how can we take what we know works (not what we think works that was something created in academia. But what we know works!), and how do you pull that together and teach others that style? And so that's kind of my role, to help pull that together when we do seminars and teach. And so it's been over twenty-five years that Dad and I have been working together. And in every kind of industry...and that's what I said, the VOP applies to every area. Those principles apply to any organization, whether it be auto, whether it be steel, whether it be just private small areas: hospitals, schools, [etc.] People need to come together, and to make that their basis.

Pat – Right. Okay. I'm going to get a newsbreak in here real quick you two. Before... because I want to pick up on this. And what Wayne had talked about before when he was meeting with Pittron officials, and Sam Piccolo. And we will continue because it isn't just the steel industry...it's every industry! And it's amazing what productivity can do [and what VOP can do to productivity]. Go to the website valueoftheperson.com, and see the difference in 21 months at Pittron Steel! Back in a moment.

-----Newsbreak-----

Pat – And welcome back here as we continue with "55 Feedback", visiting with Wayne Alderson...his daughter Nancy Alderson McDonnell. They are both the Founder, and CEO, and President of Value of the Person/Theory R Consulting firm. And it's VOP...love, dignity, and respect. And it worked and started at Pittron Steel, and can go anywhere.

Misperception, suspicion, and distrust

And let's get back... when you were in the negotiations a little bit with Sam Piccolo, Wayne...you were saying that first and foremost the company...they have to realize the company has to make money. And it seems like when the two opposing sides meet (management and the workers), it's like the other one thinks...well, the workers think management wants to hog all the money. And management's thinking that [the workers] don't want to work for the money we pay for.

Confrontational management causes businesses to fail

Wayne – Yeah, it's just lack of communication. No one's listening to each other. And then if you just quickly review what's happened in that period of time with that kind of thinking: the shutdown of steel mills, the affect of negative auto industry (if you're talking about

heavy industry). You have operations going out of business. And what they would do prior to VOP, you would end up trying to make your money and your profit...in spite of the union, and management, [and] employees. In spite of them...not because of them! And if we could learn to cooperate (and there has been a movement in the last thirty years to really move from the spirit or the management-ship of confrontation, where everyone loses...and that's what was happening with Piccolo and I)...to reconciliation (we need to reconcile with each other).

Drop our baggage and luggage...

What we ended up doing there Pat, and your listeners...and if any of 'em wanna challenge or wanna call or discuss anything with Nancy Jean or myself, we're certainly open to it...but what we learned to do there was to drop our luggage and baggage. And everyone, even every listener who's listening to you now, including you Pat, we all carry luggage and baggage in our lives against other people.

...and start being reconciled

Starts out young, and it happens in our homes: with brothers, sisters, mothers, fathers, grandparents... I mean, we carry luggage and baggage for years and years. And in the workplace that's a way of life...we carry luggage and baggage. And it's only when we stop to understand that we need to be reconciled, and not [be] in a war with confrontation, [that] we drop luggage and baggage with each other, and [we] say, "Let's start fresh!"

Biggest problem: narrow-minded managers

And what Piccolo and his employees learned that we started to understand (...we in management, who in most cases [are] the biggest problem...not the employees!)...generally it's narrow-minded managers [who] have never come to grips with that they're not supposed to be sort of the coal-iron police (hitting people over the head). They have to understand that workers do not care how much you know. Workers want to know how much you care about them! And then they'll start dropping their luggage and baggage.

It is proven that VOP works

But the thing is Pat, even at Pittron in Pittsburgh, Pennsylvania, where the VOP was founded, it was implemented, it was tested, it was proven, it has stood the test of time that it is a true story. And the documentary, "Miracle of Pittron" (as you mentioned will be on November 30th at 9 p.m....that's eastern time of course), [shows] that great things can start taking place!

Management needs to develop people skills

So the millions and millions of dollars that we made there, the productivity that was outstanding, the quality that was unbelievable, the lack of turnover that's expensive -- all those things that led to it...that we understood that people skills -- management needs to develop people skills. And when we do...people skills are just as important as your performance. People skills are your skills of understanding. Skills of technology are important. But if we do not have people skills, we'll always be carrying luggage and baggage, and having confrontation. So it is with us today.

"Slumberland"

Now in your area, Pat...I was up at Kenosha [Wisconsin] while Pittron was going on...and I was there. And I believe we had the first conference on labor and management. And I came up to Kenosha and spoke on the VOP. Got a great reception. And I think in your area also there's a company that years ago [incorporated VOP]...that really for maybe over five to ten years every year we'd go up [to train them]. And that company was called "Slumberland" [www.slumberland.com] (Pat - Mm hmm). I don't know if you still have

Slumberland? (Pat – Yup, yup. They’re still here, yeah.) And I wanna tell ya, and it’s leader, the CEO...the owner Ken Larson. I wanna tell ya, what a creative, innovative person that understood intuitively the value of the person. And he and his management group, and also the employees, were good! But they were not satisfied being good, they wanted to be better. And that’s what VOP is a lot of times. It’s not how good we are, it’s how much better we need to get. And so Ken and “Slumberland” was unbelievable. []

VOP saves millions of dollars

And so those organizations of yesterday, like Pittron that took it up -- today, there’s millions of dollars being saved by organizations throughout the country. But a corporation named Amsted, out of Chicago, are reaping great rewards...employees and the corporation: by developing people skills (that people come first), and just go on and on and on throughout. So it’s not what happened yesterday (the money [focus]).

VOP reduces turnover and improves performance

As an example, they realized that...“If we reduce turnover in an organization... first you have to ask, ‘Why is there turnover?’” There’s turnover generally because the employee and management are not working together. And so therefore it’s a revolving door...[employees] either get fired or they quit, and they think they’re going to another place. Well, do you realize it’s not that difficult in some organizations to cut down and reduce turnover? And you can save a million dollars a year on that?!

Improved performance starts with managers improving their people skills

And the scrap that we produce, and the rejects and products [that aren’t] good. It’s not because of equipment – it’s because in most cases...people [...managers not valuing employees, and employees then not doing their best because they aren’t valued by management]! And it’s not sabotage. [Employees then] just don’t care what kind of job they do. And management overlooks it. And it’s not unusual that you could save millions of dollars on producing [or providing] a good product. So it’s all in the management skills that you develop that will develop into people skills. (Pat – Mm hmm)

Are unions more a problem?

Tom – Wayne, we’ve had listeners, and we take phone calls from people (when we talk about labor issues) that say, “Unions have outlived their usefulness in that they are the main problem with why manufacturing in this country is not doing well, or is leaving for other countries”. Is that a fair statement do you think, or...?

Wayne – I think it’s...Dutch [Nancy], how’s your response...?

Unions come into companies that have poor leadership

Nancy – Well, I would...as I look at that (and Dad...has many years of experience in this, but...)...as I look at the unions...it’s the company that is treating their people right...that a union could not come in. But it’s the organization that they do not have relationships built, they do not have trust built between the management and employees...that the union can come in. And that is kind of the basis for that. It’s not that the union is bad. The union comes into an organization because people are frustrated and feel like they can’t trust, they can’t believe [management], and so forth...and so that they need representation.

Again, VOP is needed in any organization

And when we go into organizations, we go into organizations where [some may have] unions. And most organizations at this day and age...they don’t have unions. But we’re in both because the VOP is needed in any organization.

Unions have played a key role in helping people

And so it is not to me that unions are bad, and I don't think that people should look at it that way. Unions have come in and have played a very key role I think, in stepping in to helping people when they've had utter frustration.

We are pro-people

Wayne – I look at it that we are not pro-labor or pro-management. We are pro-people!

Union or nonunion, message is same -- employees don't trust management

And we're ...as Dutch said...we're in [organizations with] unions and nonunions...it does not matter. We're in unbelievable, high tech [companies]...where everyone has two or three Ph.D.'s and Masters [degrees]...[and] we're in operations, heavy industry (where there are blue collar, and it's a tough area). But the problems are the same! And you don't know which [worker] has the Ph.D., which has the Master's, which has the high school [degree] or less! [But] when you listen to 'em talk, they're all suspicious of management..."Why can't we trust them?" And so the message is the same.

So that statement you made [Tom had said – "(People say) unions have outlived their usefulness in that they are the main problem..."], I don't think that's totally true. But if people perceive that then it's true to them.

Why are there unions?

But let me just address that. Why are there unions? There's unions because for whatever reason - it's not a matter of right or wrong now – but what takes place is that they [employees] join the union because they no longer feel that they can trust management.

Employees see no need for a union if VOP instituted

Now, I always say this, if there's a union, management's responsible for organizing that union. And where there's no VOP, you...in most cases you'll find a union. Where there is the VOP because it's the right thing to do, the employees believe...Well, why do we need a union?

VOP produces unbelievable rewards

So it's not a matter of keeping unions out or bringing unions in. It's simply say... And I say this: Pittron we had a union. And where there's a union you can still implement with the people skills...love, dignity, respect...reconciliation. And the by-product of that would be unbelievable rewards! Unbelievable when you have that. When you don't have that then you will have unions, you'll have confrontation, you will not have teams and people pulling together.

VOP produces/strengthens teamwork

So if I'm in an operation where there's a union, VOP will take over, it will take it's proper place, and there'll be great rewards. Where there is... (Nancy – It will strengthen both.) Right. (Nancy – It will strengthen the union and it will strengthen management. And you will have a team working together. And that's what's exciting!)

Any organization, however structured, will be more effective with VOP instituted

You do not...[institute] the VOP to keep out... [Nancy – A union.] a union. But where there is a union, the union will become more effective, they will not be threatened by it [by VOP], and management will be open more to properly utilizing...and bringing the union...the employees into it. Where there is no union, the same principles work! People will respond to an organization that values them.

Unions originally formed to encourage dignity and respect of workers

And just one other point on the union -- and I ask your audience: why were unions formed, besides poor management? Unions were formed to bring their struggle for dignity, and respect. That's why unions were formed...where there's no dignity and respect. []...unions were founded for dignity and respect, and that's what the workers wanted. When's the last time the unions ever, ever struck because they were not treated with dignity and respect?! Never! Now, the negative thing with the unions that I say...the unions forgot how and why they were organized.

VOP strengthens companies, helps them compete

And so I say tough things to management, and tough things to unions. The thing is how (not to rehash the past), how do we change the present, get stronger for the future, and be able to invade China, and Mexico, and all those other places? Because when [management, unions, employees are] together [on VOP], we will not be downsizing and losing our key industries in America.

Pat – All right. Hold on a second there with that thought. I've gotta get another quick break in. Wayne and Nancy with us...“Value of the Person”! Hey, if you have some comments, some questions...business people out there...workers -- give us a call...845-2155. Back in just a moment.

-----Break-----

What about Wal Mart?

Pat – And welcome back everyone to “55 Feedback”. We are talking with the Founder and CEO of Value of the Person/Theory R Consultants, Wayne Alderson. And also the President of Value of the Person Consultants, his daughter Nancy Alderson McDonnell. And let me ask you two a question, and get your thoughts on this. Because when I see, when we talk about workers and management, one big company in the United States is Wal Mart. And it seems to draw the ire of some people that they hurt other businesses...or they don't treat their employees right. But it seems to be a huge employer, it seems to get a lot of folks into the stores, especially maybe some of the lower income. Why is it you think that it's looked at by some with disdain, and with others they think it's great?

The narrow-minded vs the visionaries. Visionaries created Wal Mart. Visionaries make us better

Wayne – When I look at Wal Mart, you can put a magnifying glass over every organization (Pat – Mm hmm) and operation like Wal Mart that comes in, that's on the cutting edge. [Some] people say, “[Wal Mart] will close operations in other areas...they'll put everyone out of business”. The unions want to organize them because it's an income from them. And I say this, that in many ways we should thank God for Wal Mart. Those kind of visionaries that make all of us better.

Wal Mart is not the enemy. It is a cross-section of America with a vision to serve

And why is Wal Mart packed [with people] almost every [day]...all of their operations – why? You have people coming in there [as employees] that are hardcore union [minded], you have the professionals, you have a cross-section of America (maybe the world)...but [their workers represent] a cross-section of America that makes the concept of Wal Mart successful. And they are not perfect, and there are things that need to get better. But in principle we cannot retard and look at Wal Mart as the enemy. We should look at it [as] how others can be open to that kind of vision that will serve the people that come and are looking for a better utilization of their money.

Does Wal Mart still value its employees?

Nancy – The one thing though with Wal Mart as with any organization, is that they need to come to grips with (internally), how they're running their organization in terms of how they're treating their people. And they need to look at their leadership style because they have great opportunities. ...and how they really take care of and value those individuals who are working for them.

Organizations slowly deteriorate internally without VOP

And I believe that if they don't come to grips with that, that they will slowly be deteriorating internally. And so they may have the plan ...[on] how to maximize their buying power and so forth, but they need to come to grips with the VOP in running their operation in terms of their management and their employee relationships.

Why do managers often lose touch with employees?

Pat – You bring up something good, Nancy. The businesses that do start off like the way the ground floor that Wal Mart started off... (Nancy – Right.) They exploded and maybe in the beginning when it was (more) tighter knit, they treated the employees with respect, love and dignity. But as they grew and expanded (Nancy – Right.), and the power and the money came in, there was a gap, or a loss of touch between management and the people. Why does that occur?

That's why companies don't stay on top

Nancy – I think that you see that so often. And the whole thing is, it's often times easy to get on top, but it's difficult to stay on top. And so that's where organizations such as Wal Mart or any organization grows. You so often find that.

Many growing companies lose sight of founding principles because of focus on business aspect

How many times do you hear, "Well, that used to be a great manufacturing company when the founder of it had created it (Pat – Mm hmm), but now it's grown"? And what happens is you get your eye off your founding principles and the culture of your organization. It is so much easier to focus on the business aspect, and [not] figure out or think through and think about, "Well, that cultural aspect...that heart, that basis of the organization that so many were founded on. Well, that'll just take care of itself!" And as it grows, and you get further and further away from focusing on those founding principles, that's what happens.

Some are taking a stand for VOP

And what's so exciting in some of the companies that we're working with today, that there have been such...some individuals who have really stood up to say, "You know what, we really need to pay attention, and place on the same line of importance our...the VOP -- how we operate and work with, and build relationships with our employees!"

VOP should be second to none

That has to be on the same line of importance as making profit, and productivity, and return on net worth, and doing quality..., and safety. It has to be a non-negotiable. And too often, organizations as they grow, do not keep rooted in their foundation that started them. That's what's happened with Wal Mart. (Pat – Okay.) That's what's happened with so many organizations.

Pat – Let me get a caller in. We've got news coming up at 10. I want to get this caller in before that with a question. David in Schofield, good morning.

What can we do as employees?

David – Good morning. Yes, I've been listening to this. It's been very interesting, and I agree with what they've been saying. What I want to know is, if you have a company who is not showing the respect and the dignity to the employees, is there anything that an employee can do besides urging them to get this consulting firm in to take a look at their business?

Amsted

Wayne – I can give you an example. There's a corporation, and I'll mention Amsted where we're doing an awful lot of work under that corporation out of the Chicago area, all over the world, and throughout the major parts of the United States.

A tough, non-VOP foreman read about VOP and told his company

And it was a mean, tough...foreman [Philip Elmore], in one of their operations (American Steel Foundry near St. Louis, right across from Granite City). And he read the book that someone told him about. Now he's one that was tough management. It's what I call [a] Theory X, Y kind of guy. And he went to his Vice President and said, "I read this book. I want you to read it. And we should get into the VOP." The Vice President almost flipped out because this guy was anything other than the VOP.

Company sent foreman to seminar to check out VOP

Long story short – this Vice President gave him permission to come to Pittsburgh. I was doing a seminar in Pittsburgh when he called me. I told him, he came, he went back. And he influenced the Vice President that we should bring these people in. It wasn't an executive. It was a tough, hard foreman in the steel foundry. Interesting...something like Pittron.

Company bought into VOP

And David, the bottomline...we did come in. That was two years ago. And there's been at least seven or eight of their other operations under Amsted that are now implementing the VOP. And we just came back last night from Council Bluffs, Iowa, (Pat – Mm hmm) and Omaha, Nebraska, doing [a] seminar up there under Amsted. And it's an organization that is saying and encouraging... (Pat – I gotta stop you there. We gotta break for news. Thanks for your call David. Back with more in a moment.)

-----Newsbreak-----

Pat – And welcome back. We are talking with Wayne Alderson. Also his daughter, Nancy Alderson McDonnell. They are "Value of the Person" consultants. The "Theory R" consultants. And we've been talking about the love, dignity, and respect. Now they have a website, valueoftheperson.com...you can learn a lot more. And especially, maybe you're a business owner, or you are listening and you have a company, a factory, or just a...maybe a small business person that needs to develop this as well, to grow into a larger company.

Love, dignity, respect – words of weakness or strength?

Let me address this to you two. We were talking about it. But the words: love, dignity, and respect. I know Wayne, you put these words down in the tough steel industry, back in the late 70's and 80's with Pittron Steel. You just don't think of love, dignity, and respect as being words of strength. They almost seem like they're coming from words of weakness. What do you two think?

VOP is simple, yet profound

Wayne – Well, it's very true! It seems that way. And it seems...oh, that's an easy, nothing to that, it's so simple, its too simple. It's so simple it's profound. And what takes place there is especially for men. Women intuitively understand VOP: treating each other with love, and dignity, and respect. The women understand that, they desperately want it.

Some initially have misconceptions about VOP

The men who pretend they're the machos, and I've been around those guys, and you show me someone that's a...I call them "The 10%"...the 10% of people, whether they're employees in the work force, or in management. You show me a person that thinks that the VOP is weak, sentimental...I'll show you a person that can be reached on the VOP.

VOP is not weak or sentimental

And so the perception is -- it's too simple, it's weak, how can people change? It is an unbelievable opportunity that men would say that the VOP works! It's not weak [or] sentimental.

Difficult to truly value others

Nancy – One of the things, whenever we are doing our seminars, I always stand up and I say, "You know that when you use the terminology VOP...you use the terminology love, and dignity, and respect." And they do sound easy. You think, of course I do that. But if you really think about...Pat, the person that's closest to you. If the listeners think right now of that individual who is absolutely the closest to them -- whether it be a spouse, or a friend, or a parent – and you just think about them (who you love so deeply). And then you think about how hard it is to truly value them. To do those things that you know would be right to do, that would be meaningful, that would demonstrate care and love. And how often we don't do those things.

VOP is "The Golden Rule"

I say so often my husband...he loves when I bring a cup of coffee in the morning. Well, ya know what? There are some mornings when I don't want to do that. It's not easy, it's not easy to really implement. And I know a lot of people say that, "The VOP is really implementing 'The Golden Rule'". And yes it is. But how difficult it is to truly do that!

Personally changing and applying VOP

When you think about...you get out of your car, and you walk into your place of work... Do you think about that it's important that I look people in the eye? That I take responsibility to have an attitude that's positive? That I'm going to lead in that and I'm not going to be...?

Take responsibility for my attitude

It's easier to be down and mean. It's more difficult to take responsibility for (...in every element, thinking about how you influence the people around you at work, and in your home), ...by just taking responsibility for your attitude.

Keeping a positive attitude, making that a company style of leadership, is huge

And I would say you would know that there are days that you probably don't. (Nancy/Pat laugh.) (Pat – Oh yeah!) That you walk in and say, "Ya know what? I'm tired, I don't feel like this." Well you know what, it's the smallest of things that really make a huge difference. And to just demonstrate that, the words may be easy, but to truly make it a style of leadership in an organization, it is very difficult. But the rewards are unbelievable.

Are business schools teaching VOP?

Tom – Is the curriculum in business schools changing at all to embrace some of these concepts, as they turn out the next generation of business executives?

Overall no -- business students are being betrayed

Wayne – I’m on campuses a lot, and so is Nancy Jean. And I can tell you – no. I think that the business schools and universities have in some ways betrayed the students. [They] have given [students] the academia...the head [knowledge, but left vacant] the 12-inch gap between the head and the heart. And if [business students] are going to be successful, then [the VOP message needs to be taught] on those campuses. Coming out...[do] you realize there’s people graduating from those schools (prestigious, whatever)...they don’t even know how to make up a resume?!

Some business professors do understand and teach VOP

Nancy – Well, I think that one of the things is that I don’t think...we’re on campuses, and there are some schools that have really...some business professors that really understand it.

Most business students not taught leadership, not taught VOP/Theory R

But in general I would say that we are not preparing our students that are going into the workplace to think out of the box...to say that, “There is a different and better way!” We are very much I think training them [in] traditional [management thinking], and not to step out into that whole aspect of Theory R...leadership, where it’s a different thrust.

Many companies/managers/business students lack foundational understanding in how best to manage (lead) people

It’s not that... We both want to get to the end result, which is to make our organization successful. But where we differ – it’s how you get there. And the VOP principles are very simple...they’re very profound. And it is not embraced as much as I believe it should be. And so we perpetuate the gap [the lack of trust and teamwork] that exists in our organization because we haven’t taught the new people coming in these founding principles.

Pat – mmkay. Let’s take a caller, Wayne and Nancy. Mark’s on a cell phone. Good morning Mark.

Compare Dale Carnegie to VOP

Mark – Good morning! (Wayne/Nancy – Good morning.) I had a comment to make. I really enjoy the topic. About eight years ago I had an opportunity to take a Dale Carnegie course. And it sounds like this is almost identical, or very similar. I just wonder what your comments are on the Dale Carnegie program? Because that is a program that has been teaching business people a lot of the principles that you’re talking about. (Nancy – Right.)

Good principles from Carnegie

Wayne – ...I’m familiar with it. I’ve never been through it but I’m familiar with it. There’s a lot of people that come to our seminar [who] have already gone to the Dale Carnegie [course]. And the principles [are] right. They’re talking about it in an orchestrated...in a programmed kind of way...play acting. And those things are good. So I don’t want to be a negative on that. I want to applaud that.

Carnegie more for personal development

But you see, that is generally only for your own personal development. And that’s good to have. It doesn’t go far enough to reach the workplace where there’s confrontation, alienation, “downward spirals” [decreasing productivity]. But it is good, and I would recommend that people that wanna help themselves, they could do it. But maybe a person

like you could then, Mark, move that into a greater acceptance by, how would it influence bottom line? How would it influence a workplace? And most of those people coming through are from the workplace of course. And they want to get better with their resumes, and that.

VOP goes further

But you have to be able to adapt it to what is the progress made in the workplace. So I see it as a good thing. It doesn't go far enough. But if organizations then would deal with the VOP...those with that kind of [Dale Carnegie] training would fit very, very well. And probably be successful in it... (Mark – Thank you.)

Pat – All right Mark. Go ahead Wayne...

One person can make a difference

Wayne – David. You know [Pat], we had him [call earlier]? Unless you have another caller I'll take (Pat – No.) I just wanna finish with David and simply say this to David if he's still listening: one man, one person can make a difference David. It was one person, Philip Elmore, that went to his VP, read the book, wanted to go – his life changed! And so out of that thousands of people now, in at least ten major operations within a major corporation, are now implementing that. And the results have been fantastic for all the employees.

Institute VOP for the right reason

And what we've done from that David [...regarding if a company has wrong motives or priorities for implementing VOP training]...we will not do a seminar. We have high standards. And if an organization... if we perceive [that an organization does not want] the VOP for the right reason we won't even [pursue it with them...].

Work impacts home

There are certain non-negotiables we have. And one is that we firmly believe that whatever happens at work has a direct bearing on what happens in the home. You show me a work place that has alienation, distress, bad attitudes, poor morale, poor communication, [and] I'll show you a home that also has those problems. And so whatever happens at work has a bearing on what happens in the home.

Spouses/significant others participate in VOP training

We will not do a seminar in an organization that does not invite the spouses or significant others to the seminar. And at the end of the 2-day seminar we have a dinner for the employees, and for their spouse or significant others. And I want to tell ya, we know of marriages that get stronger...divorces that were healed (or potential divorces or separations).

VOP helps workers and their families, and families help workers and companies

Whatever happens (I repeat, you need to understand this)...whatever happens at work has a direct bearing in the home. And if you have the VOP, employees to a degree treating people with love, and dignity, and respect, those employees will take that home with them. And [from] the VOP, spouses and significant others are lifted up and in effect begging their husbands or wives to go to their bosses [to encourage them to continue] to get [VOP] implemented.

Pat – Okay. Let's get another call in here. Bob in Mosinee. Bob.

Treat your people like they are the best, and they will be

Bob – Yes. Basically the gentleman talks about something I think I figured out many years ago as a Platoon Sergeant in the Army. (Wayne – Oh brother, I like you!) (Bob/Wayne laugh.) (Wayne – You’re tough!) Yes...basically what I figured out -- [is] if you want the best from your people, you treat your people like they are the best. (Wayne – Right!)

I don’t know if you had said anything like that, but those are the simplest words. And basically, that’s like dealing with anybody in life. If you want the best out of somebody, treat them like they are the best. When you treat them like they’re not the best, you’re not going to get the best out of `em. You may be able to drive `em to do a certain amount of work, but the moment you take that drive off `em, they’re going to just sit back and say, “That’s the way you’re going to treat me, then I’ll act like I’m a dumb bunny --

[At this time “55 Feedback” was interrupted by an emergency practice announcement and the continuing discussion could not be heard by the WSAU listeners.]

-- (Wayne/Nancy – Right.) I’m not going to take any initiative.”

Treating people well includes developing a relationship with them

Nancy – That’s great wisdom. And if you treat someone like they’re the best that means that you have to develop a relationship with those people. And that truly...that’s the essence of what brings the best out of people...is that belief, and that’s great wisdom you have.

Bob – Thank you. But... (Wayne – Bob, were you in combat?) Yes, I served two tours in Vietnam.

In combat we fight to protect and help our brothers

Wayne – And it’s more important, and just as important when you’re in that kind of a firefight [in combat], and you’re in that...well how each other protects their [fellow comrade in arms], we do fight [in] some ways for --

[The emergency practice announcement on WSAU ended here.]

-- flag and country and that, and I don’t want to diminish that. But when you’re in combat... (Bob – I fight for my brothers.) you’re fighting to protect your brothers, man! And you’ll die for `em and many of them have.

Platoon Sergeants and Frontline Supervisors require people skills

But I wanna tell ya, it’s the Sergeant, it’s the Platoon Sergeant, it’s that kind of person that Bob, I think is like equivalent to a frontline supervisor. (Bob – Yes he is.) And the VOP, you’re down in the trenches, you’re a frontline supervisor, managers hit you in the head, workers kick you in the backside, and you’re caught in a vice. (Bob laughs) And it takes that Platoon Sergeant, it takes that Non-Com, it takes that frontline supervisor to guide `em through. And because they... What you have Bob, if you put it in two words, you have people skills.

You also need to be a teacher

Bob – Well basically, what you just told me, I can remember being in a situation like that many, many times where people from above wanted something done, and people from below were not...in with the thing. But the other thing is...a Platoon Sergeant and a frontline supervisor...is you’re a teacher. (Wayne – Right!) If you teach you’ll accomplish far more than if you just demand. (Pat – Okay Bob, thanks. Go ahead...)

Attaboy to Bob – someone who cares

Wayne – What they do [Pat], they show that they care. It's not how much they know. It's how they care to make people that are bad...good, [and] those that are good...better. I wanna applaud you, and thank you Bob.

Pat – All right, let's go to Merrill and Lowell. Hi Lowell.

How did Nancy know about Wal Mart's internal situation?

Lowell [bad phone connection] – Yeah. The daughter mentioned just before the hour that Wal Mart needed to get a grip on [] its internal situation. (Pat – Your cells kind of breaking up Lowell.) What does the daughter know about Wal Mart? She made the comment just before the hour that they need to get a grip on their employees...their internal situation. (Pat – And what did you want to know? You want her to expound on that?) Yeah, what did she know about Wal Mart that made her say that?

Nancy – Just from history, reading, from knowing people who are involved with the organization. And it's not just Wal Mart. The thing is that...

Lowell [bad phone connection continues] – Well, what is it? Get specific. Don't tell me generalities. You said something about Wal Mart. Tell me what Wal Mart's problems are internally.

Pat – All right Lowell. You're breaking up. I'll let her answer "off the air"...(laughs).

Wayne – I can't...I couldn't hear you Lowell. And I'm sorry, I wish we could.

Pat – He just wanted to have a little bit deeper explanation of why Nancy thinks Wal Mart needs to work on internal...

Knows managers and leaders in Wal Mart

Nancy – Well, it's because of knowing people who are in management and leadership within various Wal Mart organizations. (Pat – mmkay.)

Wayne – Let me...I'd like to (Lowell) say something about Wal Mart again. And just come back and say, why are they so successful? They are successful because in every organization you need customers. You need customers that are going to buy your product and visit your operation when you're in retail.

I don't shop at Wal Mart because they are too successful

Now Wal Mart, they have unbelievable customers! They have a customer base – everyone wants to shop there. But I want to tell you this – I do not shop at Wal Mart. It's not because I'm against them. It's not because of anything like that. It's because I do not wanna shop where there are so many people...you gotta back up and wait in line (Pat/Tom laugh). So I don't shop at Wal Mart because they're too successful. So I still shop where I used to shop before Wal Mart came in. (Wayne/Pat laugh) (Nancy – Okay. (laughs))

How does one stop the griping?

Pat – Let me ask you a question to when we talk about businesses. Be it the large companies, be it the small companies: how...when you're trying to get the VOP and that mindset instilled.... You have so many folks...they'll get in their little water cooler or coffee clicks, and they complain. And it seems like complaining and negativity spreads faster than optimism and [the] positive... How do you stop that?

Management policies often penalize the 90%

Wayne – Well, let me just say this. You'll always have that. But you'll get 10% of any work force or any office, where there's water coolers or not water coolers. 10% of employees and management will try to rip you off. They'll bitch and complain about everything. They'll backbite. There'll be bad attitudes. And what we do...the mistake management makes...is that we then try to control the 10% at the expense of the 90%. And we make rules, regulations, and policies to control 10%. We penalize the 90% that say, "Hey, I'm not doing that. Why are you making these policies against me?! Make them against the 10%!"

Instead, value the 90%, control the 10%

So what happens if we're not wise, the 10% becomes 20%. The 90% becomes 80%...that's a downward spiral. And so you have to understand that there'll be at least 10%...I call it "The 90%, the 10% Issue": 10% we try to control at the expense of the 90%. And that's a mistake. Work and love and value the 90%, and control the 10%.

Pat – mmkay. That makes sense because that is I think an area where the ball is dropped a lot. So...

Managers tend to be intimidated

Wayne – And managers don't know how to deal with that! They're so, they're so [Wayne frustrated] prone to be intimidated!

Happens in schools too

Pat – Right. It's easier, I think they say, "Well let's --"... you see that in schools too Wayne. Kids in class. One or two disrupt it, and the whole class is punished. (Nancy – Right, right.) And I guess maybe that's an alienation there when it comes in. So how should they do it? Do they separate the 10%? I mean, how do they...?

Wayne – No. I'm saying you'll find in a lot of cases...you put [into how policies are written] the VOP (and that's a tough, disciplined style of leadership) (Pat – Mm hmm)...you'll go from 10% to 8%, and 90% to 92%. But we need to know that there is a way to go about it! And the wrong way is to punish 90% of your employees because 10% are screwing off!

Nancy – You should manage the 10% and leave [alone] the 90%.

Pat – mmkay. Well we're almost out of time here. You had mentioned you had the "Miracle of Pittron" coming up on Direct [TV]. Is that also available on like a DVD for folks that don't get Direct?

Nancy – No, we do not have it available. We use it in our seminars whenever we do our teaching of that. But we don't have it available for people to purchase. But hopefully, many will be able to see it on Direct TV, which is November 30th again...it's at 9 o'clock [p.m.] eastern time (those of you that have that). And if any of you are night owls, it will be repeated December 1st, at 2 a.m. So, that's probably the way, at this point someone could see it right now.

Stronger Than Steel is story of Wayne and birth of VOP

And then again, if anybody would like to purchase any of our books, Stronger Than Steel really goes into kind of the history, kind of Dad's background...a bit of the war. It's very moving...it's a very easy read, and very inspiring. It goes through the work of what happened at Pittron, and kind of brings it to this point. That's a very dynamic book.

Theory R Management teaches leadership and motives of VOP

The other one, Theory R Management – and what Dad and I had decided...we had been doing seminars for years, and decided we really needed to kind of put down on paper (we have manuals that we use to teach from). But how can we give something to someone that has the principles very specifically focused upon? That's when we came up with doing the book, Theory R Management. And it's not as an exciting and inspirational book as Stronger Than Steel, but it is very good. That if someone wants to really understand what we mean by the principles as well as what is our motive – why would we want to implement it – and that's the Theory R philosophy.

Read VOP books and capture vision for VOP in your workplace

And anyone can get those books from us, if you get on our website, which is www.valueoftheperson.com, and they can get the books from us. And I think that could be one way to understand a little more. And then if any of you want to say, "I want to be that person that's maybe going to capture the vision for the VOP, make a difference in my workplace", that maybe that can kind of get things started for you. That you'd understand it, capture the vision, and then trust that you'd be so directed in the right way to inspire and challenge others as well.

VOP will strengthen your home

Wayne – And it will strengthen your home! I guarantee it! It will make whatever your relationship in your home better!

Pat – And, you're right. I agree with you fully Wayne. What goes on at work is affected at home, and vice versa...the other way as well. Now this "Value of the Person"/"Theory R", when your seminars...you come out not only for big companies, but smaller businesses too, right?

Provides VOP seminars for big and small businesses

Wayne – Oh yeah...hospitals, nursing homes, small businesses. The message is for everyone, and every type of organization, and for every home.

Pat – All right. Well I tell ya, I appreciate having you come back and visit with us again Wayne.

Later hear from company reps actually applying VOP

Wayne – And I'd like to...you could call me, and I could give you maybe a few names from an organization that's currently doing it [VOP], that would be of great interest I'm sure to your listening audience.

Pat – I will do that. I'll give you a call maybe after the holidays and we'll get those folks on as well. (Wayne – Great.)

Nancy – All right. Well it's great. It was so nice being with you today, and just being part of your show.

Pat – All right. Well Nancy/Wayne, have a great holiday season coming up here, and keep up the great work you're doing!

Nancy – Thank you so much.

Wayne – You too [Pat]!

Pat – All right, bye, bye. All right. It's 1030 here at 55SAU...!

End of Program

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Background of Wayne Alderson

Back in WWII an eighteen-year-old American soldier named Wayne was walking point for his Army unit and was literally the first American soldier on the ground to attack into Germany. The day he and his Army division attacked was also the day that would change his life forever. With Wayne badly injured and on the edge of being mortally wounded the other point man nicknamed "Red", out of love for his fellow soldier, held Wayne in his arms with his own back to the enemy. But an enemy bullet headed for Wayne struck Red first, killing him and thereby saving Wayne. Wayne barely survived that day, but never forgot the compassion and value Red had shown him.

Years later, Wayne Alderson, as the new VP of Operations of Pittron Steel, a huge steel foundry in Pennsylvania, would take that same idea of value and would save the company (and its work force) from ruin. This turnaround would receive national acclaim and the personal interest of U.S. Presidents. He has appeared on all of the major television networks, including the "Today Show," and been featured in newspapers and magazines around the country.

Following Pittron, Wayne Alderson moved on and started up his own consultant firm called "Value of the Person, Theory R". A book called Stronger Than Steel, was written about his life and the national recognition he received because of his successes in leadership and management. A second book called Theory R Management, written by Wayne and his daughter Nancy, is a composite of case studies of organizations which have achieved exceptional long-term success from the "Value of the Person" approach.

Background of Nancy Alderson McDonnell

Nancy Alderson McDonnell is President of Value of the Person Consultants and the daughter of Wayne Alderson. She received her degree in Communications from Grove City College, Magna Cum Laude, in 1978. Since that time she has been working as the "point woman" for the Value of the Person across the U.S. and Canada in charge of seminars, promotional materials, programming and marketing. She served for 13 years as the coordinator for the International Labor-Management Prayer Breakfast held annually in Pittsburgh, Pennsylvania. Each year there were nearly 2,000 labor-management representatives in attendance. In 1994 she worked with her father, Wayne Alderson, as co-author on the book Theory R Management that case studies organizations who have achieved exceptional long-term success from the *Theory R Management/Leadership* principles taught in the Value of the Person seminars.

Value of the Person/Theory R Consultants, Inc. has been contracted by large and small corporations, including the 3M Corporation, Ford Motor Company, Boeing, H.J. Heinz, AT&T, Owens-Corning, Arco Chemical, and Gillette.

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