

This story appeared yesterday in our monthly issue of MICROWIRE. The last part of the article was inadvertently omitted. This reprint is designed to provide all employees with a copy of the complete story.

Kee Blackwater

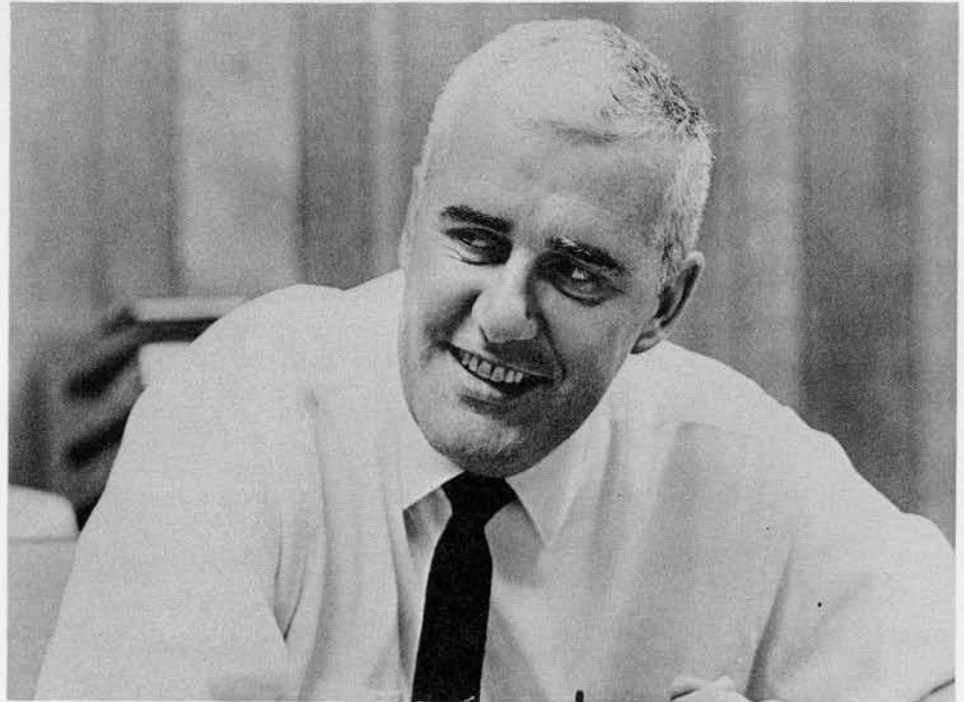
PAUL DRISCOLL WINS BUSINESS WEEK AWARD

By Pat Freeman

Industry discovered the Navajo Indians in Shiprock, New Mexico, and Paul Driscoll discovered the "magic button" for working with the Navajo. Mr. Driscoll's "magic button" is as basic as treating people like people. Because of his imaginative and sensitive leadership, Paul Driscoll turned a troubled project into a financial and social success and was thus chosen as the winner of the BUSINESS WEEK award for exceptional leadership which will be presented to him at an award dinner on March 22, 1971 in Shiprock.

A troubled project often stems from management's inability to overcome educational deficiencies or to transcend cultural differences. When Fairchild's plant opened in 1965, it was plagued with language problems and high employee turnover that threatened the venture. When Paul Driscoll arrived as plant manager in March, 1969, he discovered an untapped wealth of natural characteristics in the Navajo. By utilizing the inherent flexibility and dexterity of the Indians, Mr. Driscoll was able to turn the tables and set the Shiprock project on an upward trend.

Along with developing the innate aptitudes of the Navajo, Mr. Driscoll and his training personnel considerably lowered the language barrier by substituting Navajo phrases for industrial jargon — "aluminum" became "shiny metal," "circuit" was replaced with "distributor cable," and so on. Mr. Driscoll also taught the Navajos Fairchild's concept of time and scheduling because they do not figure time in multiples of six and ten. Solution



— divide the plant clocks into 10 numbered sections, alternately painted red and white. Now when an employee has worked 24 minutes on a project, he can simply say he has taken four sections.

Not only did Paul recognize and overcome cultural obstacles that obstructed progress, but he was astute enough to single out some valuable traits and turn them into working assets. For example, after years of rug weaving, Indians were able to visualize complicated patterns and could, therefore, memorize complex integrated circuit designs and make subjective decisions in sorting and quality control. Mr. Driscoll also found that the Navajos are anxious and able to take on supervisory jobs — "we're trying to develop the Navajo people to take over every job in this plant, including my own someday," he says.

Many people have recognized that it takes a very special individual to successfully work with culturally-different people under difficult circumstances. "He's tremendous. He understands the Navajo. He believes in us," says Kee Blackwater, a Navajo foreman. Dr. Hogan was "not altogether surprised" by BUSINESS WEEK's selection of Paul Driscoll for its Exceptional Leadership Award. He said, "Paul's leadership has achieved morale and esprit de corps that is among the best in any Fairchild factory in the world." Mr. Randolph, publisher of BUSINESS WEEK, has stated that "Mr. Driscoll has demonstrated . . . that it is possible for a business man to be truly concerned with the problems of minority groups, and to express that concern through concrete and productive means . . . we applaud Mr. Driscoll's efforts."