

URL: <https://stvp.stanford.edu/clips/the-special-value-of-individuals>

When it comes to management, Eucalyptus Systems CEO Morten Mickos respects the value of individual human beings. His perspective grew out of earlier career experiences where employees were treated like machines, rather than people. "Can't we treat the human beings like human beings, and treat the machines like machines," says Mickos.



## Transcript

So, the question is what lead me to these innovative approaches to management and culture and leadership? I don't know.. May be it's my lack of discipline that I don't like to do the same thing over and over again so I invent a new thing to do just for the sake of doing it and that somehow then spawns new ways.. And I just believe in the very special value of individual human beings and it so annoys me when I see companies treat human beings like machines.. I mean we have enough machines already, can't we treat human beings as human beings and treat the machines as machines.. But I remember I did a summer internship at one of the largest IT - the largest IT company at the time back in Helsinki and we loved the work there, but one day the middle managers decided they will decide when we have lunch.. I was like what is this.. And I went home that night thinking I will never work for a large company again, unless I created it myself.. But I made an exception with Sun and I loved Sun.. Sun had fantastic culture.. Just an amazing place and it's sort of sad to see Sun not being an independent company anymore because what they built there was just absolutely outstanding..