SAS is a company that has implemented a counter cultural type of leadership within their organization and the results speak for themselves. The article begins by explaining the main issue that organizations are facing in this day in age which is employee job dissatisfaction. The author of the article gives some staggering facts about employee job dissatisfaction in the United States. Essentially this whole article is giving evidence to back this quote, “Trust men and they will be true to you; treat them greatly and they will show themselves great.” (Crowley, 2013). With SAS track record of 37 years of record earnings it is hard to refute the idea that happy employees will be more committed, efficient, and creative. The author also utilizes an example from the 2008 recession when many software firms began to lay off employees. Dr. Jim Goodnight, the CEO and founder of the company did not lay off any of the 13,000 SAS employees. Not only did SAS survive the recession but they thrived once again setting record high earnings for the year.

The main philosophy that SAS holds is that employees will respond in a positive way when an organization shows that they are individually valued and that they matter. The author of this article boils this down into four practical leadership values that SAS engages in. The first of these four practical leadership values is to value people above all else. The second value states that to give is to get. This value is referring to the generosity of perks that SAS offers employees. Some of these perks include free onsite access to massages, spas, gym, basketball and tennis courts, physical therapy and many other amazing perks. The third value states, trust above all things. This value is referring to the culture of trust that has been created at SAS among leaders and employees. Employees are able to work whenever they want and are allowed to use any of the onsite perks during work hours. The fourth and final value outlined in this article is to ensure employees understand the significance of their work. For more information about these four leadership values refer to the original article.