Principles of Management
Looking for Nuggets
Ruby Mine in South Carolina

- I went to a Ruby mine in S.Carolina.
- I spent 2-3 hours going through buckets of material.
- Didn’t see anything of value.
- Another miner asked how I was doing. I said: I didn’t find a single nugget.
- He was surprised because he had done exceptionally well in same area.
Take & Work The Nuggets

- He looked through my pile of scrap and started picking out nuggets that I missed. Several valuable rubies.
- He said: the nuggets don’t look like they are worth anything, until they have been taken and worked.
- Then they are valuable.
Look For Nuggets in This Class

- Don’t just attend this class. Identify, retain, and work the nuggets. They can be of value for your future.
A Popular Manager

“One key to being a popular manager is to keep the people who hate you away from those who are undecided.”
About The Speaker

- Started as a packer and janitor
- DOD Printing Officer Western U.S. and the Pacific, Retired GM-15
- 700 employees, 55 locations
- $63 million annual revenue
- Manager of the Year 5 times
- 3 Medals, Meritorious and Distinguished
- Consultant to PIA, Xerox, Canon et.al.
Not All Management is Good

“Much of what some call management consists of making it more difficult to get the work done.” Peter Drucker
What Is Management?

“The coordination of resources of the firm to provide goods and services.”

In the U.S., 1/3 of businesses provide goods; while 2/3 of businesses provide services.
Coordinate What Resources?

- Grounds, facilities
- Equipment and supplies
- Employees
- Funds, budget
- Information
Supervision vs. Management

- Supervision is doing things right.
- Management is doing the right things.
What Is “Service Management”?

Karl Albrecht, a famous service management expert defines service management as: “a total organizational approach that makes quality of service, as perceived by the customer, the number one driving force for the operation of the business.”

(receipt, call, tell us how we did –prize)
The Management Process (LSI)

- Plan (*Product or service, location, systems*)
- Organize (*Who, what, when, where, how*)
- Staff (*Number and types*)
- Direct (*Supervise/coach*)
- Control (*MIS, audits, reviews, customer feedback*)
What Nuggets Are In This?

- Harry Handlery, Handlery Hotels
- Desired to build a hotel in San Diego’s “Hotel Circle” area.
- Needed one last small piece of property.
- Owner wouldn’t sell. The elderly German lady said: “I was born here; I will die here.”
- Handlery hired realtors, lawyer- no sale.
- Vince Godfrey, ‘Solutions Unlimited’
Before You Die Here

Vince asked the lady: “What would you like to do before you die?

She said: “I miss my relatives in Germany but I can’t afford the trip.”

Vince asked Mr. Handlery to fund trip.

Mr. Handlery got mad. Why should I pay for her vacation, if she refuses to sell the property that I need?

Vince said: You hired me Harry.
Upon her return, Vince asked her to tell him all about the trip.

Then Vince asked: What else would you like to do?

I’d love to have my elderly friends over, but my house is run down and they can’t make it up the old steps.
Solutions Unlimited

- We will build a new place, with a beautiful suite for you at the top.
- There will be an elevator for you and your friends.
- We purchase your property, you stay until you die, with income, a modern new home, and an elevator for your friends to come enjoy you and your beautiful view.
Handlery Hotel San Diego
Lessons Learned – 3 Nuggets

- Try, try again, and don’t give up.
- “Give and it shall be given unto you”
- One mile of serving didn’t make it, it took the extra mile. Three valuable nuggets.
- Success will come, when you apply these concepts: (1) Don’t give up; (2) always go the extra mile. (3 ) “give and it shall be given unto you.’
Japan’s Management Gives

- Japan’s organization to employee philosophy is totally different than America’s.
- The primary commitment of the Japanese corporation is to the employees, not to the stockholders.
- Do everything for the employee and their family at work and after work.
A visitor comparing Japan’s auto plants and America’s concluded:

“The american factory is almost an armed camp. Foremen watching over the workers ready to pounce on any mistake. Workers and foremen grumble at one another. Workers slow down when foreman is gone.”
Give and It Shall Be Given Back

- Japanese have far more loyalty to their employer. They have more pride in their work, with or without a foreman present.

- Japanese are far more self-disciplined than American workers.

- The Japanese corporation gives more to the workers. The workers give far more back to the organization.
Bethlehem Steel (Huge Nugget)

- For 70 years, Bethlehem Steel was the largest freight train builder in the world.
- During WWII, Bethlehem Steel employed over 300,000 people.
- At 15 shipyards they built 1,121 ships.
Charles Schwab, president of Bethlehem Steel, wanted to increase efficiency, both his own, and that of his management team at the steel company. Charles Schwab, called in Ivy Lee, a well-known and highly respected management consultant.
Efficiency Can Be Improved

Ivy Lee: "I can increase your people's efficiency – and your sales – if you will allow me to spend fifteen minutes with each of your executives."

Charles Schwab: "How much will it cost me?"

Ivy Lee: "Nothing, unless it works."
After three months, you can send me a check for whatever you feel it's worth to you."
Charles Schwab: "It's a deal."
The following day, Ivy Lee met with Charles Schwab's management executives.
List Of Six Priorities

Ivy Lee: "For the next ninety days, before leaving your office at the end of the day, make a list of the six most important things you have to do the next day and number them in their order of importance."
Astonished Executives: "That’s it?"

Ivy Lee: "That's it. Scratch off each item after finishing it, and go on to the next one on your list. If something doesn't get done, put it on the following day's list."
It Brought Results

- "Each Bethlehem executive promised to follow Lee's instructions.

- Three months later, Schwab studied the results and was so pleased that he sent Lee a check for $35,000. (At the time, the average worker in the US was being paid $2 per day.)
Each Day Have a “To Do List”

- List the six most important actions you need to do soon.
- Prioritize the list by most important to least important.
- Work on first priority and complete before working on next item.
- Cross it off list and go to next item.
- Next day, make new list.
To Do List:

1. Resolve customer complaint
2. Read and Answer e-mails, phone calls
3. Complete monthly report
4. Place order to repair equipment
5. Prepare for interviews to fill vacancies
6. Train new employee
7. Prepare to-do list for tomorrow
List Relieves Stress

- Having all these urgent things to do swirling in your head causes stress and disorganization.
- When you write them down (or list electronically) and work on them by priority, it relieves a lot of stress and makes you organized.
- A lot more gets done every day.
A Woman Who Made Lists

- At age 43, she founded a business in Dallas.
- She said: “Charles Schwab was smart, successful and rich.
- If making a list of 6 actions to do every day worked for him, I will do it.”
Her Nugget From Schwab

- She and her employees learned to make a 6 item list every day.
- Did it do any good? Today, her business generates $2 billion per year.
- Her company has over 1 million “employees” in 37 countries.
- 9,000 employees drive a pink Cadillac.
Mary Kay Ash

- "The Golden Rule" was her founding principle.
- Her corporate policy on priorities: "God first, family second, career third"
- She advocated: "Praising people to success."
- 4 more nuggets: The list, the Golden Rule, life’s priorities, praising others.
How To Criticize An Employee

“Always lather a man,
Before you shave him.”
How to Criticize Someone

- How Mary Kay criticizes:
  - Not from behind your desk.
  - Sit with them.
  - Praise them for something (lather)
  - By the way, would it be better if we handled such and such in another way, maybe like this (shaving)
  - Then praise for something else.
Nugget: ALWAYS Be Positive

- Being positive is a secret to success: Winners overcome negatives.
- “He that observeth the wind shall not sow; and he that regardeth the clouds shall not reap.” Ecclesiastes 11:4
- That verse really applies in Washington State.
Be Positive, Overcome Negatives

- Bell’s contrivance was ridiculed as “nothing but a toy”.
  - Telephone
- “Fulton, it won’t work!”
  - First steamship
- “What good is it Morse?”
  - First telegraph
Overcoming Negatives

- “Teacher: I can keep taking your money, but your son has no ability to sing.”
  - Enrico Caruso, first person to sell 1 million recordings. One of greatest tenors ever?
- Kodak and IBM Experts:
  - “It has no practical application.”
  - First Xerox Machine, Model 914
Be Positive, Overcome Negatives

- A young animator applied at Hollywood studios. Rejected for “lack of creativity.”
- He borrowed money to buy a camera.
- He set up a studio in his uncle’s garage.
- He made a full length animated movie, in 1934 called Snow White.
- Today Disney Enterprises employees 166,000 employees, $103 billion annual revenue, $5.3 billion profit for 2012.
Overcome Adversity

“If thou faint in the day of adversity, thy strength is small.”

Proverbs 24:10
“The boy who is going to be a great man, or who will count in the afterlife, must make up his mind not merely to overcome a thousand obstacles, but to win… in spite of a thousand repulses and defeats.”

Theodore Roosevelt
Hiring “A’s” or “Perfect 10s”

- Don’t let the good keep you from the best.
- Don’t hire people who look like they can do the job. (“Cs”)
- Take the time and effort to try to hire the best possible people. (B+, A’s)
“Hired!"
Formula For Hiring 10s

- 2 plus 3 plus 5 = Perfect 10
- 2 points max. for education
- 3 points max. for experience
- 5 for personality and character.
  - Energy, positive attitude, loyalty, determination, integrity, enthusiasm, dealings with customers, dealings with co-workers, ambition, leadership skills.
Southwest Airlines

- Most successful of U.S. airlines
- Profitable 31 years in a row
- 2012 $17.1 Bill. rev., $421 million profit
- 46,000 employees
- Fortune Magazine says SWA one of top companies in America to work for.
SW Airline Employees

- SWA only hires employees with:
  - Sense of humor
  - Sense of teamwork
  - Desire to make customers happy.
Hire Best Attitudes

SWA CEO Herb Kelleher says: “If you don’t have a good attitude, we don’t want you, no matter how skilled you are. We can change skill levels in training, but we can’t change attitude.”
Promotions In Japan

In Japan, the number one criteria for deciding on promotions is “the ability to work together with others to form a successful team.”

Reference: Japan As Number 1, by E.F. Vogel, page 150
“Red Flags” in Resumes

- Employment gaps (why, doing what?)
- Descriptions of jobs, positions, without any accomplishments.
- No logical career progress, e.g. shined shoes 6 months, walked dogs 6 weeks, delivered newspapers 6 days.
- Lasted in interview 6 minutes.
- Nugget: Employee - try to keep a job 12 months or more, if at all possible.
“...And how long were you employed by Acme Hygiene Products?”
Prohibited Interview Questions

- How old are you?
- Married?
- Citizenship?
- Sexual orientation?
- Weight?
- Disabled?
- When did you graduate from H.S.?
- Do you have children?
- Where were you born?
- Ever been arrested?
- Would your religion keep you from working Sunday?
Selection Tie-Breaker

- What do you do when you have two equally qualified candidates for a position?
- Hire the one that you think you would prefer to work for.
- And someday you might!
Closing The Interview

- Thank employee for coming in (not for leaving)
- Explain how and when the person will hear about follow-up decisions.
- Questions, anything unclear
- Shake hands, keep eye contact
- Walk person to door, or next destination.
Puritan Work Ethic

- The Puritans saw work as a duty which benefits both the individual and society.
- Originally most work was very hard e.g. farming, ranching.
- Mainly “blue collar” work until the 1950s when there were more “white collar workers” than blue collar workers.
- Today, many don’t know how to work hard.
"We call him AT&T...that’s short for ‘Always Talking & Talking’!"
Do You Know How to Work?

- Surveys conducted by Salary.com and AOL.com report that the average American employee wastes more than two hours each workday.

- A stunning 64 percent of survey respondents admitted that they surf the Internet for non-work purposes every day. 46% looked for a better job on present employers time.
You CAN’T RECYCLE Wasted TIME
Controlling Time Wasters

- Co-worker coffee breaks in your office.
- Visitors without a purpose.
- Unwanted phone calls to chat.
- Unnecessary paperwork, reports.
- Procrastination.
- Poorly organized meetings.
- Messy desks and mounds of paper.
- Avoidable travel.
Put Your Heart Into Your Job

- “Whatsoever you do, do it heartily as unto the Lord.” Colossians 3:23
- Put your heart into your job or position, be an energetic, enthusiastic, optimistic employee.
- It will help you and it will rub off on others.
Do It Heartily

- “Whatsoever you do, do it heartily as unto the Lord.”
- Whatsoever, includes your job, what you do for your employer.
- Do it heartily. If you don’t like your employer, work heartily for the Lord.
Put Your Heart Into Your Work

“A man rarely succeeds at anything...unless he has fun doing it.”
Don’t Assume They Know How to Work Hard

- The resume might show where they worked, but it does not show how hard they worked.
- Don’t assume they know how to work hard. Show them, teach them. Give them standards and monitor them.
- Provide feedback and encouragement.
- Don’t allow “coasting” to set in.
“C” Employees

“C” performers do just enough to stick around. They don’t make the organization great.

- They slow down other achievers.
- They are not good role models for new hires.
- They cause others to want to leave the team to work elsewhere with “winners.”
“C Employees”

- “C” employees tell new employees:
  - “If you produce 10 widgets per hour, they will want 11; if you produce 12 widgets per hour, they will want 13.”
  - Don’t knock yourself out, just do 8 or 10 widgets per hour.”
  - “Don’t make the rest of us look bad.”
“C” Employees

- “C” employees say: “The boss has gone home, we can take it easy now.”
- The “A” employee says: “I have one speed, my best (safely) possible, whether the boss is here or not.”
- “We are a team and our success or failure depends upon the best effort by all team members, at all times.”
Don’t Be A Mediocre Employee

“Anyone, in any walk of life, who is content with mediocrity is untrue to himself and to American tradition.”

Ghoshal & Bartlett Study

- Study of 20 highly successful companies in Japan, U.S. and Europe:
  - “Employees see their job or position as a separate business and they take ownership.
  - Reward when targets are exceeded.
  - Encourage employees to question way things are done and to continually find ways to improve operations.”
What to Do With “C” Employees

1. Identify the “C” employees.
2. Agree on plans and goals for moving Cs up to Bs and As.
3. Make responsible for improvement, or reassign to a lower level job where employee can be an A or B.
4. If unable to be an A or B at any level, replace the employee.
“Good management consists in showing average people how to do the work of superior people.”

John D. Rockefeller
When You Can’t Dismiss Employee

- Filing workmen’s comp. claim.
- Whistle blower on illegalities, OSHA or safety violations.
- Union membership or non-membership
- Time off for Jury duty or voting.
- Being off on Federal holidays.
Immediate Dismissal

- Unapproved weapon at work.
- Giving away trade secrets, et.al.
- Dishonesty with handling money.
- Endangering health safety of others.
- Sexual harassment.
- Using alcohol or drugs at work.
- Gambling at work.
- Criminal activity.
Dismissal If Not Corrected

- Not following instructions.
- Poor performance of duties.
- Persistently negative, destructive attitude.
- Being insubordinate.
- Abusing leave and other privileges.
- Chronic lateness, absence.
“And we have a great incentive plan. The first time you’re late, you’re fired.”
Nugget

- Don’t plan to be to work on time.
- **Plan to be at work at least 15 minutes early, every day.**
- I follow this myself and have not been late to work at Wal-Mart even once in over 8 years.
- Only called in sick once in 8 years and that was at Doctor’s direction.
Don’t Abuse Sick Leave

- Don’t call in sick, if you are not sick.
- “Thou shalt not lie.”
- “Thou shalt not steal.”
- A man called in sick, went to a ballgame and was on the news highlight for catching a home run ball.”
- “Be sure your sins will find you out.”
Retention Strategies

- Get employee off on right foot.
- Initial orientation makes employee feel welcome and valued member of team.
- Give as much autonomy as possible as soon as possible. Minimize need for supervision.
- Challenge people to stretch. Don’t create comfort in “coasting”.
Design Jobs For Retention

- If a job (work itself) can not be fun, it will result in high turnover.
- Too repetitive, too isolated, too unpleasant, insufficiently challenging, too many repugnant tasks.
- Look for ways to redesign the position description to add “meaningful duties” and reduce excess drudgery.
Why Retention is Important

- Retain “corporate knowledge”
- Cost of retraining. You pay to train, for someone else to benefit. You now must pay to train again.
- Better customer satisfaction (used to getting help from someone, but they are no longer available to help)
Why Employees Stay

- Pride in the organization. Status of being part of a winner.
- Respect for supervision. More likely to stay if they respect the leader and feel the leader is supportive.
- Competitive wages and benefits.
- Chance to learn, grow and achieve.
Why Employees Leave

- Quality of management declines. Poor decisions, policies. Lose faith, trust.
- Unfavorable change of duties or responsibilities. Work no longer appeals.
- Problems with balancing work & personal life, e.g. school, spouse transferring, new children, health, etc.
“Your request for a transfer was granted?”
What Employees Want

1. Full appreciation of work done.
2. Feeling of being in on things.
3. Sympathetic with personal problems
4. Job security
5. Good Pay
6. Interesting Work
7. Promotion potential
8. Good working conditions
Principle of Management

- Henri Favol, wrote a classic book on management called “General and Industrial Management”
- His famous principle: “Unity of Command” says: “For any action whatsoever, an employee should be receiving instructions from only one supervisor.”
Organizing

- Each employee has one boss.*
- Chain of Command

Use the chain of command for best morale and for discipline of the organization.
“No man can serve two masters: for either he will hate the one, and love the other; or else he will hold to the one, and despise the other. Ye cannot serve God and mammon.”
Matthew 6:24
1. Delegate authority, not responsibility
2. Clarify assignment, confirm
3. Delegate, don’t abdicate
4. Hold person responsible for results
5. Beware of backward delegation
Effective Delegation

- Recognize staff capabilities
- Focus on results, not *how* to do it.
- Use delegation to sharpen skills for future advancement potential.
- Delegate to lowest possible level.
- Explain assignment clearly and provide supporting materials.
- Provide feedback, learn from mistakes.
How IBM Did It

- IBM's Basic management philosophy
- Delegate, delegate, delegate
- Follow-up, follow-up, follow-up
What Good Managers Do

- Marketing looks for customer needs and wants, then finds ways to fill them.
- Managers look for ways to better utilize people, facilities assets and systems and initiate the improvements.
The status quo is for “C” people. They get comfortable, adopt a business as usual work ethic and complain that they should be getting more.

“A” employees seek improvements.

Top managers continually look for and take actions for a continual series of modest improvements.
4 Principles of Scientific Management

1. Scientific study of work.
2. Selecting right type of people for job.
3. Train workers in **best** methods and procedures.
4. Work divided between supervisors and worker.
Types of Managers

- **Line** officer or manager (operations)
- In the military, the line officers usually do the fighting.
- The line officer “fighters” are supported by the **staff** officers or managers.
Types of Staff Managers

- Accounting
- Human Resource Office (HRO)
- Legal
- Public Relations
- Supply
- Administrative
- Security, Safety, et al
Management Styles

- Task-oriented
  - “Just get the job done.”
  - Focuses on work processes.
Management Styles

- **People-oriented**
  - The work will get done if the employee needs are met.

- **Combined**
  - People and processes receive equal attention.
Difference Between A Supervisor and A Manager

A good supervisor, assures that **things are done right**;

A good manager, assures that **the right things are done**!

(Tony Prezensa, Letterpress Operator
Revenue trend, footprint, health)
Man putting wire into cloth tags. He had an efficient procedure.

The problem was that you could purchase them already with wire. Much cheaper.

The supervisor had him doing things right: His manager did not have him doing the right things.
Excuses to Limit Yourself

- “I was raised in a poor family” (so what)
- I don’t have much education (then get some)
- I don’t have money for education (then get as much free education as possible)
- Trade magazines, tour plants, trade shows, internet, library.
U.S. Top 50 Industrial Leaders

- 24 born poor
- 17 born middle class families
Overcoming Bad Past

- Raised in Gratiot, Michigan
- His teacher said that he was “too stupid” to receive instruction.
- Acutely deaf
- Almost starved to death
- Became world’s greatest inventor
- Over 1,000 patents
Visited By A News Reporter

- Winter home Fort Myers, Florida
- Young Newsman, knocking, banging, tapping window, apology, nap
- Not much of an inventor - Gate
- **Nugget:** When you are a new manager, don’t make lots of quick decisions until you know why things are done the way they are.
Business Dealings and Treatment of Employees

“Business is prosperous and successful, if conducted on Christian principles…”

President Grover Cleveland
President Cleveland

“The citizen is a better business man if he is a Christian.”

John Wanamaker  Stanley Tam
R. G. Le Tourneau  Woolworth
John D. Rockefeller  Sam Walton
J. C. Penney  Wright Brothers
Hobby Lobby  Chick Filet
Many others
“If thou wilt be a **servant** to this people this day, and **serve them**, and **answer them** and **speak good words to them**, then they will be thy servants forever.”

- I Kings 12:7 *(plaque)*
- A “boulder of a nugget”
- Example: sick employee, here’s my coat.
Personnel Management in the Bible

“The laborer is worthy of his hire.”
Luke 10:7

Start at lower pay, but have a system to increase pay based upon merit.
Always have some form of profit sharing.
90% Praise; 10% Criticism

- Praise is one of the most valuable management tools we have available to us. Mary Kay –"Praise to Success"
- Praising people's work provides recognition and motivation to the individual receiving the praise.
- More importantly, praise establishes a reputation to “live up to”.

Dinner at Grandma’s House

- Family dinner at grandparents house, several people at the table.
- Three pieces of chicken left. Two puny pieces and one nice breast.
- Grandma asks the boy: “would you like another piece of chicken.” (He wants the best piece, but doesn’t want to look selfish.)
Give Them A Reputation to Live Up To

“The boy says: “Thanks Grandma. You’re the best at cooking chicken; could you please pick out a piece for me.”

For her reputation’s sake (and repaying the compliment), she picks out the best piece of chicken for the grandson.

Nugget: Give a person a good reputation to live up to.
90% Praise; 10% Criticism

- Praise is greatly under-used.
- If you want to be a good manager, seek out opportunities to praise your staff. Guideline: 90% praise; 10% criticism.
- It will save you time in the long run because employees who feel valued create fewer problems down the road.
Don’t Cultivate “Yes Men”

- Georges Sada was one of Saddam Hussein’s top generals and an expert pilot. He was also a rarity- a Christian.
- He was called to an urgent meeting with Saddam and was placed in the “hot seat”, where several top people had been shot dead in the past for infuriating Sadam with the wrong answers.
Afraid To Tell The Boss Truth

- Saddam told Sada, I want to attack Israel. Who’s air force will win?
- Sada said: “If I speak the truth will you shoot me.”
- Saddam gave a threatening look, paused for a few seconds and said, no.
- Sada said a quiet prayer. “God give me the courage and peace to speak the truth.”
Encourage To Tell It Like It Is

- “Sir, we are blind. The Israelis see.”
- Angrily Saddam said: “What do you mean?
- Sada: “Radar on our planes sees 15 miles out.
- Israeli planes have advanced radar. They can see for 125 miles in any direction.
- They can launch and hit us with laser-guided missiles without us seeing them.
Nuggets

1. Establish and maintain a climate in which your employees are comfortable in telling you not what you want to hear, but what is true and important.

2. Through staff meetings or other meetings, maintain constant communication up and down the chain of command of anything unusually good or unusually bad.
Progressive Discipline Steps

1. Friendly coaching, counsel.
2. Verbal caution. Review expectations
3. Verbal reprimand
4. Written reprimand
5. Disciplinary action.
6. Reassignment or termination.
Treatment of Subordinates

- “Therefore all things whatsoever ye would that men should do unto you, do ye even so to them: for this is the law and the prophets.” Matthew 7:12
- In other words: “Do unto others as you would have them do unto you.”
- Yelling? Sarcasm? Public rebukes?
Norm of Justice For Managers

- Even-handed treatment of individuals and groups.
- Distribution of benefits and “dirty jobs”
- Administration of policies and regulations
- In rewards and punishments

*The boss should never appear to have favorites.*
*It causes dissention / disloyalty*
During WWII, two USN Academy were assigned to a ship in the Pacific. They had learned at the Academy that “rank has privilege.”

Once every couple months, the ship had ice cream which was a very special treat.

Long lines formed to get ice cream.
The two ensigns went to the front of a long line because they outranked the enlisted men.

A voice way back in the line said: “Hey you guys go to the back of the line.”

One of the Academy grads went back to see “what chief” said that.
“Rank Has Privilege”

- It was Fleet Commander, Three Star Admiral Bull Halsey.
- If anyone had the privilege to go to the front of the line or to send someone to wait in line for him, it was Admiral Halsey.
- He led by example. He was willing to wait in line like all of his men.
“Lead By Example”

“The people at the top of the corporate hierarchy grant themselves privilege after privilege, flaunt those privileges before the men and women who do the real work, then wonder why employees are unmoved by management’s invocation to cut costs and boost productivity.

Reference: Good to Great, page 136
“With all due respect sir, wouldn’t a simple CEO suffice?”
1. Remember where you came from. The ones you pass on the way up are the same ones you pass on the way down.

2. Those you manage tend to manage the way that you manage. If you take advantage of your position; you develop the same behavior under you.
Effective Communication

- Engage in conveying and understanding.
- Listen attentively and summarize.
- Be sensitive to nonverbal communication.
- Taylor messages to audience.
Decoding What Your Staff Says

- "Essentially complete"

- Interpreted:
  - It’s half done
Decoding the Staff (2)

“Serious, but not insurmountable problems.”

Interpretation:

“It will take a miracle.”
Decoding the Staff (3)

- “Not well defined at this time”

- Interpretation:
  - “Nobody’s even thought about it.”
“Requires further analysis and management attention.”

Interpretation:

“Totally out of control.”
Feedback/Counsel Nuggets

- It is very important to meet with every employee at least every 3 months and ask them how they are doing and what can be done for them to succeed.

- At least once per year ask: “If you were the CEO here what would you do to make this place more successful.

- “Water”
A Management Principle

- “If seldom or never used, get rid of it.”
- Example: NSC Oakland Supply room of oversized, rarely used paper.
- Faulty thinking: They thought it was better to pay for storage space and use some paper once in a while over the years, than to turn paper into surplus and order as needed.
LUNCH

- Please re-assemble in 30 minutes for the second half of the session.
What The Boss Means

- Boss says: “Very interesting.”
- Boss means: He doesn’t agree with you.
What The Boss Means

- Boss says: “You need to demonstrate flexibility.”
- Boss means: You’ll do it whether or not you want to.
What The Boss Means

- The boss says: “Help me to understand.”
- What the boss means: He doesn’t know what you are talking about, and neither do you.
Eager to Impress The Boss

A young MBA was leaving the office late one evening when he found the CEO standing in front of a shredder with a piece of paper in his hand. "Listen," said the CEO, "this is a very sensitive and important document here, and my secretary has gone for the night. Can you make this thing work?"
"Certainly," said the young executive. He turned the machine on, inserted the paper, and pressed the start button.

"Excellent, excellent!" said the CEO as his paper disappeared inside the machine. "I just need one copy."
Who To Ask For Career Advice

- When I went to work for MINS, I asked my co-workers how to get ahead. They said: Join the Elks and Masons, go drinking with the bosses. It’s not what you know, but who you know.

- Nugget: If you want to get ahead, do not ask your peers, ask someone you respect, who is where you want to go.
In 1963, the lowest man in the printing plant (me) asked a top executive from headquarters, WA DC (Mr. Merv Hampton) this question:

“What is the key to getting ahead in this organization?”
Nugget: The Key to Success

- **Answer**: “Do **everything** you can for your organization and it will do everything it can for you.”

- My thought at the time - too simple; I wanted something profound.

- Thought today – best advice for any employee. Gives you the ultimate possible chance to go as high as possible.
In Every Job - Your Best Effort

If you cannot give your employer your best effort Be Honest Make room for someone who will.
Everything For Organization

- Never ‘bad mouth’ your organization.
- Never ‘bad mouth’ your boss.
- Would you pick up an empty candy box on the floor, or would you go on and let the janitor take care of it?
- Never lie, cheat, or steal.
- Be prepared to leave, rather than do anything wrong, illegal or immoral.
One of Best Mngmnt Books

- “Good to Great”
- Sold 2 million copies
- Tells how 10 corporations went from being good to being great.
- The following few slides quote from that book.
Good is the Enemy of Great

- “Good is the enemy of great.”
- Don’t let being good keep you from being great.
- Don’t be content with doing a “good job” or with being a good employee.
- Strive to have a great organization, begins with you striving to become a great employee.
What Not To Do

- “The good-to-great companies did not just focus on what good things they should do, but they put equal focus on what not to do and what to quit doing.”
- Warehouse for negatives from WWII until 1977. (32 year accumulation)
- “Footprint” cost, labor cost, payback.
From Good to Great

- Good companies say: “we need to get everyone on the bus together going the same direction.”
- Great companies say: “we need to get the right people on the bus and in the right seats and get the wrong people off the bus.”
- Don’t burden good people, by having non-achievers on your staff.
The Right People On The Bus

- Great companies get and retain the best people.
- If you feel the need to tightly manage an employee, you have picked the wrong person.
- The best people need to be guided and coached, but not tightly managed.
Way To Get Bureaucracy

“Most companies build their bureaucratic rules to manage the small number of wrong people on the bus, which turns away the right people on the bus, which then increases the percentage of the wrong people on the bus. Avoid bureaucracy by creating a culture of discipline.” Page 121
Arguing and Debating Healthy

- You need to create an atmosphere where staff can openly argue and debate in order to get all possible counsel for a final decision.
- But once management makes a decision, it should be owned and enthusiastically supported by the entire staff.
27 June 1976 terrorists kidnapped an Air France airplane with 100 Jewish passengers.

Hijackers took the plane to Entebbe, Uganda.

The Jewish Knesset heatedly argued and debated whether it was wise to try to rescue the hostages.
Entebbe

- July 4, 1776 a Jewish Commando group began the 2,500 mile flight to Entebbe in hopes that along the way the Knesset would give approval.
- At the last minute the Knesset gave approval (100% vote in favor)
- 102 hostages rescued. 45 Ugandans killed. 1 Israeli killed – The Mission Commander, son of P.M. Netanyahu.
Vice Admiral Stockdale

- 26 combat medals
- Medal of Honor
- POW 1964-73
- Beaten and tortured for 9 yrs
- Broken leg, broken back, dislocated shoulders.
“The Stockdale Principle”

- Don’t kid yourself as to where you are or what it will take to get out of your problems.
- But have unwavering faith that you will eventually succeed.
- Many POWs died, or gave up, because of unreal expectations, e.g. “home by Christmas”.
The Stockdale Approach

- If you are going to go from good to great, the first step is to recognize where you are and what needs to be done to get going up the ladder.

- Be brutally frank and realistic. Then you can begin climbing up. And never give up hope.
“The Hedgehog Principle”

- The Fox knows many things and pursues many hit or miss directions.
- The Hedgehog knows one good thing and implements it to perfection.
The fox is looking for prey. He sees the hedgehog and decides to have a meal.

The hedgehog sees the fox and says: “here we go again”.

He rolls up into a ball of sharp spines.

The fox pokes around, gets wounded and gives up.
Hedgehog Always Wins
Hedgehog Philosophy

- Hedgehogs focus on one thing that works and they do it to perfection.
- Foxes are all over the board, spending time doing many things that do not count. They get wounded and give up.
Hedgehogs

1. What can we be best at.
2. What drives your profits and cash flow.
3. What you are deeply passionate about.

Example: Walgreens were pioneers with drive-thru business. They thrive on convenience-locations, service.
Core Business

- Stick with your “core business.” (What you do well and is profitable.)
- Get out of non-core business.
- Farm out the “cats and dogs.”
Credit The Ones Who Did It

- “You can accomplish almost anything in life as long as you do not care who gets credit for it.” Harry Truman

- Nugget: A great manager places the credit on those who actually do the work.
Leaders Credit The Organization

- Great companies are led by those who seek credit for the organization, not for themselves.
- “Great managers are plow horses; not show horses.”
Human Relations

- The famous Hawthorne studies. *Western (Cicero electric) plant 1920’s--WWII.*
- Illumination improvements = productivity up 33%.
- *Why did productivity go up? (Ask class)*
Human Relations

- All improvements removed, productivity remained.
- “The Hawthorne Effect”
If management “cares”, is keeping track and providing feedback, employees produce.

Management caring about employees is as important as physical improvements (new lights).
Good Leaders

- “You can make more friends in two months by being friendly to other people than you can in two years by trying to get other people interested in you.” — Dale Carnegie

- Good leaders are as friendly with the janitor as they are with the CEO.
Promoting The Team

“Coming together is a beginning;
Staying together is progress’
Working together is success.”

Henry Ford
Three Types of Authority

- Traditional – He *is* the boss.
- Charismatic – Respect, admiration, charisma.
- Rational / legal – ‘The bureaucracy’
  (Authority and responsibilities are dictated by following the policies and practices in instructions and notices.)
Three Types of Authority

- Good bureaucrats know the regulations and how to use them to their advantage.
  (“Send me a memo.”)
A Nugget For Success

“Do best… what your boss emphasizes most.”

Is your boss a Neat freak, says to never be late, (don’t call in – crawl in), likes detailed briefings, etc.
Systems Approach to Management

- "Open system"
- Management includes those in our organization, as well as:
  - "Stakeholders" (customers, suppliers, et al).

Example: Local Bus Service
Closed system

- We run the show and the outsiders meet our requirements.
  Example: IRS

- What is one of the most hated organizations?
Strategy and Tactics

- Strategy is the setting of overall organizational goals
- Tactics are the means used to attain the goals.
- “General Patton’s strategy: “Don’t die for your country; make the enemy die for their country”.”
Strategy Formulation

- Where do we stand now?
- Which markets are we in?
- Who are our current customers?
- What are our core competencies?
- (Example: Should we put vending machines in the lobby waiting area of the bank? Profits, service, noise?)
Where Do We Want To Be?

- Same market?
- New markets?
- Economic, practical logic?
- Nugget: If something threatens to put you out of business, consider going into that business. (copying machines)
How Will We Get There?

- How will we adopt our competencies?
- How will we differentiate from competition? (Price, image, styling)
- What vehicles will we use?
- How fast to accomplish?
Financial Logic

- Pricing?
- Through superior technology?
- Through superior service?
- Costs?
- Controls?
Legal Considerations

- Business Licenses
- Incorporation
- Consumer protection
- Truth in advertising
- Product safety laws
- Environmental protection laws
Planning Precedes Management

- “Primacy of planning” (Peter Drucker)
  - No management takes place until planned.
- Strategic plan
  - Vision, mission, goals, values
Fail to Plan, Plan to Fail

“Where there is no vision, the people perish.” Proverbs 29:18
Plan Ahead

- “Hope for the best, but plan for the worst.”
- “Dig the well before you are thirsty.”

Chinese proverb.
Key Result Areas For Planning
(Peter Drucker)

- Objectives
- Productivity
- Profitability
- Innovation
- Resources
- Worker Performance and Morale
- Performance/Development
Getting Counsel

- Economic
- Technological
  - Expert Opinion (trade journals, newsletters)
  - Asking those who are where you want to be.
  - Market Research
  - Statistical methods

* “A man of understanding shall attain unto wise counsel.” (Mr. C. Prom. Panel)
Problem Solving & Decision Making

- “Brainstorming”
  - No put downs

- Define problem, list possible solutions, determine consequences of each solution.

- Don’t let a good solution keep you from the best solution.
Roger Dow, Sr. Marketing Manager for Marriott asked his IT people what it would cost and how long would it take to establish a computerized system to recognize returning visitors.

IT said 2 years and $2 million
Analyze Your Solution

- Before committing to the huge expenditure, Dow visited several hotels.
- At one hotel, the bellboy took his bags, welcomed him, asked a couple questions and took him to the reception desk to check in.
Analyze Your Solution

- Mr. Dow was shocked when the clerk said: “Welcome back Mr. Dow.”
- Dow asked how she knew it was his second visit.
- Receptionist: the bellboy and I have an informal system set up.
The bellboy asks each guest if they have been here before.

When bellboy gets to front desk, we look at one another. If he winks, that means you are a returning guest, so I greet you by saying welcome back.

System in place immediately, avoiding spending $2 million dollars.
Problem Solving & Decision Making

- Decision criteria (musts and NTHs)
- Risks
- Paybacks
Theory of Decision Making
(Herbert Simon, Nobel Prize)

- Don’t choose the first option that seems to fit, until you have searched to make sure that it is the best option.
- Break-ins in neighborhood.
- Considering an expensive security system for the house.
- Asked a reformed thief for suggestions. Ex-thief said: ”You don’t need hi-tech. Just put a “Beware of Dog” sign in your yard. We always skipped those houses."
Decision Making Process

- 1. Define problem or issue
- 2. Clarify your objectives
- 3. Identify alternatives
- 4. Analyze consequences
- 5. Decide on the best alternative
Develop A Knowledge Data Base

- Xerox has 23,000 copier repairmen throughout the world.
- Each has knowledge about problems on various machine models and tips on how to fix them.
- It would save time and money if all technicians had access to what all of the technicians have learned.
A repairman suggested the creation of an intranet-based system called Eureka.

Technicians were encouraged to put their repair tips in the computer.

Over 5,000 tips on the knowledge database available to all technicians.

Time greatly reduced per service call.

Edge over competition; customers happy.
30 years ago, former Xerox marketing manager, Howard Schultz was in Milan, Italy. He was impressed with the coffee shop he visited.

He decided to try to set up a similar shop in Seattle called Starbucks.

Today 21,000 stores with annual revenue of $13.2 billion in 2012
The Best Leaders

- Able men
- Fear God
- Honest
- Hate covetousness
Span of Control

- For the best span of control, studies have shown that a supervisor should not directly supervise more than 12-14 people.
  - Moses divided his multitudes into the 12 tribes.
  - Jesus had 12 disciples.
Authority & Responsibility

- “Parity of authority and responsibility.”
- Authority should always equal responsibility.
Authority & Responsibility

- A soldier lost his gun and was told he had to pay for it.
- When asked if he had anything to say, he replied:
  - “Yes, now I know why the Captain always goes down with his ship.”
Staffing

- Promote from within or without?
- Advantages/disadvantages
- “Familiarity breeds contempt.”
- “A prophet hath no honor in his own country.”
- Bees cross-polinate; so do employees.
- DG a GS-11 at four locations.
Insurance For Law Suits

- If you interview one, then interview all.
- Same questions.
Backups

- For every job or position, have at least two people trained to step in and perform the duties in the event of an unforeseen absence.
- Death, illness, emergency leave, resignation, fired, etc.
“Fit the Person to the Job”

- Examples
- “Optimists” for your sales force.
- “Pessimists” for your credit department.
Performance Management

- Work with employee to establish realistic, but ambitious goals.
- Monitor and report progress.
- Encourage and motivate toward achievement.
- Recognize and reward success.
Performance Management

“And let us consider one another to provoke unto love and to good works:”

Hebrews 10:24
Labor Relations & Unions

- Union—Association of workers for better pay and working conditions.
- AFL/CIO—Over 100 unions under one National
Labor Relations & Unions

- Local
- Craft Union—Plumber, carpenter, et al.
- General—Various trades in one union

Union membership in the United States has declined significantly

- 1954 28 % of employed workers were union
- 2012, 11 % of workers were union
Dealing With Philadelphia Union

- A long history of major war between management & union. Former manager would not look at union representative.

- As the new Director of the plant, I sat down with Union President.

- Union president said: "It will take 8 hours to list all of the problems here." (Took 6 hours, I listened to everything)
Dealing With Philadelphia Union

- I Listed 87 Union points by “sane” (60 plus) and “insane” (20 plus).
- Prioritized by payback and impact.
- Made a list of action items
- Took action on all sane (e.g. bells and tape).
- Bell- rationale (start/quit on time)
- Tape-Sole source justification
Good Managers Listen & Learn

- “A wise old owl, lived in an oak; the more he saw, the less he spoke; the less he spoke, the more he heard.

- Why can't we all be, like that wise old bird.”
Results of Listening

- Plaque of appreciation from Union
- Featured in union newspaper
- Largest financial turn around in history of the organization *(plaque)*
- Best customer service
- Manager of the Year Award
If union tries to organize where you work, managers follow these “tips”:

- T – Threaten (don’t)
- I – Interrogate (don’t)
- P – Promise (don’t)
- S – Spy (don’t)
Performance Appraisals

- Information and records for pay raises, promotions, transfers, training etc.
- Interview and written records should be kept for 3-5 years.
- (handout)
Rating and ranking

MBO – Employee and manager agree to objectives to be met by employee during the rating period.
Giving Employee Goals

- Recognized as important
- Clear and easily understood
- Written down in specific terms
- Measurable and with time frame
- Achievable but challenging
- Supported by appropriate rewards
Directing / Leading

‘Acceptance Theory of Leadership’
- “The effectiveness of the authority is based upon the degree to which the receiver accepts it as legitimate.”

Influence
- Eisenhower said: “Leadership is getting others to do what you want, because they want to do it.”
Leadership Approaches

- Employee centered
  - *Cares about employees, seeks input*

- Production centered
  - *Get the job done*
  - *"My way or the highway"*
Maslow’s Theory of Motivation
(5 levels of needs)

1. Physiological – *Water, food, rest*
2. Safety
3. Social – *Boss and co-workers*
4. Esteem – *Recognition, respect by peers*
5. Self Actualization – *My life counts*

*Progressive, must reach first to do second.*

*Best time to close a deal, or ask for something?*  (Nugget)
Motivating Employees

- **Intrinsic motivation** – desire to do one’s very best and succeed regardless of rewards offered.
- **Extrinsic motivation** – desire to do good work for recognition, rewards, benefits, bonuses and promotions.
Two-Factor Theory of Motivation

Motivator Factors (satisfiers)

Responsibility, recognition, growth, development, achievement
Two-Factor Theory of Motivation

Hygiene or Maintenance Factors - Keep you from quitting, but don’t motivate.

*Pay, benefits, supervision, conditions*
Theory X and Theory Y
Douglas McGregor

- **Theory X**
  - Man is basically lazy, without initiative, incapable of responsibility, and basically lazy. Fear and threats needed.

- **Theory Y**
  - Work is as natural as play to those properly supervised, trusted, empowered and properly motivated.
“Y Theory” Management

- Robert Townsend
- Took over Avis in 1962, after 13 years of losses and near bankruptcy.
- With Y Theory management, in 3 years, the company went from $20 million to $75 million in sales.
- Townsend took Avis from $3.2 million in the red to $1.2 million in the black.
Robert Townsend

- Avis Rental Car slogan “We are number two; we try harder.”
- Wrote: “Up The Organization.”
- Still a popular management book
- (Don’t get “Further Up The Organization”. Not as good and has lots of vulgarity)
- Happy if 70% of his decisions are right.
“If you have something, know something, or do something, you will be criticized.”

Managers are lightning rods for criticism.
Never Forget This...

“If you can’t stand the heat, stay out of the kitchen.”

Managers are targets for much criticism.

“Blessed are ye, when men shall revile you, and persecute you, and say all manner of evil against you falsely, for my sake.”

Matthew 5:11
Pursue Excellence

- “Pursue excellence, not growth.
- Excellence leads to growth.

Steven Jobs

Apple Net sales for 2012 - $156 Billion
$41 Billion profit (more than all other six computer makers combined)
The Best Managers

- The best managers are “coaches”.
- Coaches need to be the first at work in the morning and the last to leave at night.
Donny from Pensacola

Showing him my office and how things function. (he was in charge when I am on travel).

Three boxes on desk – incoming, pending and outgoing.

Donny had four boxes on his desk.
Weekly Staff Meetings

- Purpose: Info; not problem solving.
- Same day and time every week. Start on time if everyone there or not.
- Leader briefs staff on new developments policies, procedures from above.
- Staff brings anything unusually good or bad to the attention of the Leader.
- Ok to say “pass”. Stick to business.
3 Requirements for Control of Operations

- Performance Standards/Goals Measurements
  - Quality, quantity, time

- Performance Feedback
  - Timely and relevant, not threatening or punitive
Inventory Control

- Safety stock or Low limit
  *(Usually 3 months)*

- EOQ
  - *Lowest economical stock for cash flow*

- “Just in time”
  - *Japanese, supplier problem*
Case Study

- You have a 100 person business, but no stock clerk to watch the warehouse.
- You discover that over the past year that you lost $1,000 per month worth of office supplies due to pilferage by employees.
- What do you do to protect supplies?
Case Study

- Hire a stock person or guard
- Conduct Character Training
- Implement profit sharing

- Hiring a stock person or guard will cost more than $12k annual loses.
- Character training will cost a lot and no guarantee of character change.
- Profit sharing - many “free” guards.
Purchasing

- Volume purchases save, but no storage area and not enough cash.
- Just in time
- Annual contract
- Monthly Drop shipments
- 12-20% savings per year, pay as shipment received, no add. Warehouse.
Budgeting Options

- Last year expenses plus inflation 3%
- Zero based budgeting
  – *Justify anew each year*
Financial Controls

Financial Ratios (Four main groups)

1. Liquidity – Ability to raise cash
2. Activity – Measure resources
3. Profitability – Revenue, costs, P&L
4. Leverage – Degree of debt
# Project Management

## Sample Plan

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[www.helpuplan.com](http://www.helpuplan.com)
A PERT chart is a project management tool used to schedule, organize, and coordinate tasks within a project. PERT stands for *Program Evaluation Review Technique*, a methodology developed by the U.S. Navy in the 1950s to manage a nuclear submarine missile program.
Project Controls

- Pert Chart – Steps, sequence, time for each
Reverse Delegation

- Delegation was meant to be down through the organization.
- “Monkey on the back”
- Subordinate brings problem to you.
Reverse Delegation

“Let me know what I can do.”
“Send me a memo on that.”
“Let me think about that.”
“A Message to Garcia”
“Stakeholders”

- Outsiders with an interest in the success of the organization.
- Examples: Government, environmentalists, financial institutions, news media, non-profit solicitors.
Front Burner Modern Topics
For Managers To Deal With

- Flexible work hours
- Performance based compensation
- Computerization and training
- Decline in Unions
- Increased diversification of work force.
- What Peter Drucker calls “knowledge workers”
“Many Shall Run To and Fro And Knowledge Shall Be Increased”

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Made In Japan, or Made in U.S.A.

- WWII cost Japan 2 million lives
- Five major industrial areas devastated
- After WWII, anything made in Japan was considered junk, a joke.
- There is a town in Japan called Usa.
- Twenty years later Japanese were making radios, TVs, stereos, autos, better than America. How did this happen?
General Douglas MacArthur

- Asked for 1,000 missionaries and all the Bibles that could be sent.
- Received thousands of Bibles but few missionaries.
General Douglas MacArthur

- In charge of rebuilding Japan
- Brought over Mr. Dodge and Dr. Deming
Dr. Deming told Japanese that if they followed his management principles, the country could be making top quality products in 5 years.

“Don’t work harder; work smarter”

The Japanese did not believe him, but did what he taught them.

In 4 years the Japanese were making better products than in the U.S.
By the 1970s, Japan’s GNP was as large as England and France’s combined.

Japan took away England’s motorcycle predominance and Germany’s camera superiority.

Japan’s Yamaha piano sales surpassed Steinway and others.
Following Deming’s Management

- In 1958, Japan produced less than 100,000 passenger cars. For imports, Americans favored Volkswagons.
- By 1977, Japan was selling 2 million autos in America.
- Following Dr. Deming’s management principles, Japan was beating the U.S. in cars, cameras, copiers, etc.
Business Models

- U.S.A. – Make it - then sell, sell, sell. “Just in case” inventories
- Japan – continually improve upon the quality and your products will be in demand. “Just in time” inventories
Deming’s PDSA Cycle
“Lessons Learned”

- After every major event, i.e. Open House
- Meet with key players
- Review what was good
- Discuss what could have been better
- Create “lessons learned” folder to review prior to next event
Industry Concerned

- Japanese managers were taking huge chunks of business away from such American giants as Ford, Xerox, Kodak, RCA and many others.
- From 1980-1987 the American cry was: “If Japan can do it, why can’t we?”
- “We were the best before”
U. S. Congress Concerned

How are Japanese taking so much business away from Americans?

Answer: An American taught them how to.

Congress asked: “who is this American and where does he live?”

They investigated and reported back:

He is Dr. Deming and he lives 6 miles from the WA D.C. Capitol building.
14 Points for Managers

- What did Deming do to create such a profound success in Japan?
- Deming taught management classes to Japanese businessmen.
- Deming’s 14 points for managers resulted in phenomenal success, within 4 years in Japan.
Deming’s 14 Points

1. Constancy of purpose
2. New philosophy – no delays or defects
3. Cease dependency on mass inspections (Philadelphia)
4. End low bidder mentality
5. Improve every process
Deming’s 14 Points

6. On the job training (OJT)
7. Leadership to help people do better
8. Drive out fear (bosses new SD scale)
9. Break down barriers between departments (turf wars PMD, Philly)
10. Eliminate exhortation slogans (Zero Defects)
Deming’s 14 Points

11. Eliminate quotas – quantity doesn’t sell; quality does!
12. Pride of workmanship – name of person who produced product or approved batch.
13. Encourage on-going education
14. Top Management – support and act on the other 13
About Dr. Deming

- Devout, very religious
- Sang in choir and composed hymns
- Prayed often
- Only non-Japanese to receive the Emperors Medal of Honor (twice)
Who Made Deming?

“His religion was a very important part of his life. Perhaps it was his belief and faith in God that accounts for all the remarkable traits of this man.”

R. B. Rostenfeld, Jr., Biographer
5/10/2001
1. Self starter?
2. Get along with different personalities?
3. Good at decision making?
4. Physical and emotional stamina?
5. Can you plan and organize?
6. Can your drive, maintain motivation?
7. Effect on your family, church?
“One life will soon be past, only what’s done for Christ will last.”
"Be not slothful in business, fervent in spirit serving the Lord."
Romans 12:11