

## *My Manager's Creed*

I work best with *goal oriented people* who are committed, who want to be accountable, who seek responsibility and growth, who display a sense of urgency when needed, and get on with the job. In other words, I don't work very well with people who are excuse makers, and those people who will go to great lengths to give me rationalizations why things can't be done.

I work best with people who treat commitments *as final*. If, for example, a delay in something they are responsible for is sensed, and they advise me immediately, not with an excuse, but with a new commitment and deadline, *then I'm happy*. In these circumstances, I expect what ever is required from the responsible person to minimize the delay.

I work best with people who can tell me at any time, their top priorities and action plans, and whose subordinates can do the same. In other words, "*where are we now*" is a legitimate question. I don't want people spending so much time reporting to me that they don't get anything done. Reports are of no use to the company, unless they are read, analyzed and acted upon. I expect people to have a handle on their current areas of responsibility, with or without the generating of "reports" and "memos" that can take longer to write, than fixing the problem in the first place. Paper trails are great, if used properly, and not used as excuses.

I work best with people who inform me of their critical problems, before hearing it from others. I don't like to hear things second hand, much less from outside the company. I don't like "*cover ups*", as they are inexcusable. Surprises are self-defeating to our common cause. And, I work best with people who leave word where they can be located when they are away from the office during business hours. I am terribly frustrated when something comes up that I need help with, and I can't find the responsible person. Good communication is always key.

My tolerance for mistakes is directly linked to evidence that our mistakes will become *useful learning experiences*. If you stop to think about it, both success and failure have the same root, and that's the *desire to achieve*. If you don't have a desire to achieve, you don't succeed - but you don't fail either - *because you simply never try*. A ship in the harbor is safe, *but that's not what ships were built for*.

I tell people that if they are facing uncertainty, and think that I can be helpful, *talk with me*. ***But remember, in management, the more you need me, the less I need you***. Think about it; the more dependent you are on me to solve the problem of the day, the less dependent I can be on you. I try not to bear grudges, but I believe that we can disagree without being disagreeable, and disagree without it negatively effecting our ongoing working relationship.

I believe that every important project or goal needs *a champion*, someone who rides point, someone who takes the lead, *who is the initiator*. Managers must think carefully **what** they champion, **who** is to be involved, **when** they do it, and **how important** the final results will be to the company's overall profitability and long-term benefit. It doesn't do much good to champion situations that are of low priority, or to champion situations that are not going to have high payoff to our overall goal of success. *Thomas A. Capone January 1, 1995*