

STRICTLY PRIVATE

287

# Managerial Climate

## Workbook 1-A

(A Supplement to Manager Development Guidebook 1)

Component Covered by This Plan

Prepared by \_\_\_\_\_  
(Manager) (Date)

Ideas reviewed with \_\_\_\_\_  
(His Manager) (Date)

GENERAL  ELECTRIC

## *Suggestions to Managers in examining the Managerial Climate of the Component*

This Workbook is designed to help each manager carry out his responsibility for improving and preserving in his component the kind of managerial climate that encourages and fosters individual self-development. It enables the manager to come to grips with this elusive subject by examining four basic elements and sixteen sub-elements of the work of managing\* for their effect on climate.

The objective of seeking to improve Managerial Climate is identical with the objectives of all other elements of the Manager Development activities of the Company, namely, to help General Electric managers meet the challenges of tomorrow, and to help the Company continue to achieve its primary objectives. These have been stated briefly by Mr. Cordiner as follows:

“All our efforts are directed at serving, at a profit, the customers at the market place, the share owners who own the Company, the employees as a team, the suppliers who serve the Company, and the public generally, including the public’s representative—Government.”

The following suggestions will prove helpful to the manager of the component being examined and to the members of the component’s managerial team who individually examine the climate and participate in the Climate Work-session.

### AS MANAGER OF THE COMPONENT BEING EXAMINED:

- Encourage men to express their true opinions frankly and objectively.
- Stress the importance of keeping standards high, of measuring managerial climate as it exists in the component today against the best obtainable rather than the average.
- Fill out your own Climate Workbook, but withhold your conclusions until others have fully expressed their views.

### AS A MEMBER OF THE COMPONENT’S MANAGERIAL TEAM:

- Place yourself in your own manager’s shoes—consider each element from the over-all component and Company viewpoint.
- Give depth of thought on the strengths and weaknesses in each element of managerial climate. You will be expected to give your complete diagnosis at the Climate Work-session.

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\*A summary outline of the chart entitled “The Work of a Professional Manager,” which is the subject of Book Three of the Professional Management Series, has been reprinted for ready reference on the back cover of this workbook.

*Component manager  
manager himself  
other managers*

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# MANAGERIAL CLIMATE WORKSHEET NO. P-1

## PLANNING: DETERMINING OBJECTIVES

Every manager knows that men are more effective in their jobs and develop faster if they are in a component where the objectives are high, well balanced and well under-

stood. After reading over the indicators or "guide questions" below, check your evaluation of the managerial climate of the component as affected by *determining objectives*.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action	Priority	Trend			
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im-proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri-orating <input type="checkbox"/>
<b>INDICATORS</b>								
			<i>Are the Objectives:</i>  <b>FORWARD LOOKING AND COURAGEOUS?</b> Do they look to the future with imagination and courage? Are they high enough to require managers to reach out and stretch themselves?					
✓		✓	<b>SOUND AND COMPREHENSIVE?</b> Are they based on objective and sound analysis rather than on rule of thumb or hunch? Is there balanced emphasis on the long and short range? Do they cover all important phases of the business (such as profitability, technical and market leadership, growth and development of human as well as material resources)?					
			<b>CLEAR AND SPECIFIC?</b> Are they in writing? Are goals specific and measurable enough for each manager to know how he is doing?					
✓			<b>KNOWN AND UNDERSTOOD?</b> If each manager were asked to write his understanding of the component's objectives, would you expect to find a high degree of uniformity? Is each manager expected to set his own goals? Do managers refer to these goals as guides to daily decisions?					
			<b>YOUR OTHER INDICATORS</b> <hr/> <hr/> <hr/> <hr/> <hr/>					

## STRENGTHS TO BE PRESERVED AND IMPROVED

Mall's Gul  
VA Source

## WEAKNESSES TO BE CORRECTED

Probably don't courageously set powerful long range objectives —  
Too prone to ~~accept~~ allow short range limitations to  
weaken or destroy courageous objectives

## OPPORTUNITIES TO BE GRASPED OR INITIATED

Cash in on short range opportunities

# MANAGERIAL CLIMATE WORKSHEET NO. P-2

## PLANNING: ESTABLISHING POLICIES

Consider here whether the policies, within the component and from above, are guidelines which are aids to decision-making and which give men freedom of action. Or are

policies misused or misinterpreted as restrictive devices which hamper effectiveness?

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
	✓	✓	DO YOU HAVE POLICIES WHERE NEEDED ? To help people make decisions at the lowest appropriate level? To establish and maintain high standards of performance? To avoid running into the same crisis time after time?			✓		
	✓		ARE THE POLICIES SOUND AND SENSIBLE ? Are they based on high and well-founded principles? Do they reflect broad understanding of human values? Are policies reviewed frequently, outmoded policies weeded out? Or, do you hear people say "There isn't any reason for it—it's just our policy"?					
	✓	✓	ARE POLICIES UNDERSTOOD ? Are they in writing, and readily available for reference of those who are expected to carry them out? Are too many problems referred upward for lack of real understanding on policies? Do different managers interpret policies differently? Do managers within the component participate in formulating policies? Are Company-wide policies known and understood? Are policies accepted with loyalty and understanding instead of with an undercurrent of grumbling?					
			YOUR OTHER INDICATORS _____ _____ _____ _____ _____					

## STRENGTHS TO BE PRESERVED AND IMPROVED

within Dept  
+ from above

## WEAKNESSES TO BE CORRECTED

Approval practices contrary to decentralization or delegation  
over the base - Example: bank incident

Reaction - 5th wheel - like appendage  
| deals by group action - wrong! Contrary to delegation  
Consistent only level 13 & above wrong! | Waste time partially explaining | Decision not made for all  
+ houses work efficiency - by name  
houses of satisfaction

Authority for names -  
level changes

Too slow  
Too much energy required  
to get

## OPPORTUNITIES TO BE GRASPED OR INITIATED

# MANAGERIAL CLIMATE WORKSHEET NO. P-3

## PLANNING: PLANS, BUDGETS AND SCHEDULES

High on the list of manager development needs is skill, in planning—thinking ahead, finding the right way through orderly research and resourceful analysis. If the evaluation of facts and alternatives is well done, the decision all

but “makes itself.” In developing these skills, no good substitute can be found for a work environment where such planning is practiced, expected, and specifically required.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<p>ARE ALL MANAGERS ENCOURAGED AND EXPECTED TO PLAN?</p> <p>Are plans derived from, and constantly related to, the objectives of the component and Company?</p> <p>Is planning a “way of life” in the component—are all important alternatives evaluated as a basis for making specific decisions to initiate action?</p> <p>Is each manager <i>required</i> to prepare sound, forward-looking plans, budgets, and schedules for his own component and <i>invited</i> to participate in the plans of the larger component?</p> <p>Are plans forward looking and based on advanced techniques (such as Operations Research &amp; Synthesis) or just an extension of past practices?</p>					
			<p>ARE BUDGETS AND SCHEDULES USED PROPERLY?</p> <p>Are they used to help managers think through time and cost factors?</p> <p>Or do budgets and schedules become an end in themselves?</p>					
			<p>ARE PLANS WELL BALANCED?</p> <p>For example, is the same attention given to planning manpower needs and the development of people as is given to tangible needs, such as facilities, product designs, finances?</p> <p>Do plans include time schedules, standards of performance and provisions for measuring accomplishment and growth?</p>					
			<p>YOUR OTHER INDICATORS</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

## STRENGTHS TO BE PRESERVED AND IMPROVED

Sept  
Sections

## WEAKNESSES TO BE CORRECTED

Too much of a feeling that the budget  
instead of being a means to provide good thinking thru planning  
& a paper is ordered effort  
is a strait jacket to limit the size of the opportunity  
grasped.

## OPPORTUNITIES TO BE GRASPED OR INITIATED

What is Bell's  
philosophy on  
men

# MANAGERIAL CLIMATE WORKSHEET NO. O-1

## ORGANIZING: ORGANIZATION STRUCTURE

General Electric managers have emphasized that men produce better and develop faster when they have clearly defined responsibilities in which they can plan their work, channel their efforts, measure their accomplishments, and know where they stand. Organization structure is important in creating a favorable development climate.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<p>IS THE ORGANIZATION STRUCTURE LOGICAL AND UNDERSTOOD?</p> <p>Is the total work to be done classified into logical, manageable components and positions?</p> <p>Is there a minimum number of levels, with broad "span of responsibility"?</p> <p>Is there an organization chart? Is it kept up to date?</p> <p>Is it simple and straightforward rather than complicated and cloudy?</p>					
			<p>IS THE ORGANIZATION PLAN COMPREHENSIVE?</p> <p>Is effective use made of all resources of the business?</p> <p>Are important bases not being covered? Or, do matters sometimes fall between the chairs because managers think the other fellow is responsible?</p>					
			<p>IS RESPONSIBILITY AND AUTHORITY CLEAN CUT?</p> <p>Does each person have only one boss? Or, are there "assistants to", "coordinators" and others who have nebulous but implied authority?</p> <p>Do Operating and Services people understand what each is supposed to do?</p>					
			<p>YOUR OTHER INDICATORS</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

**STRENGTHS TO BE PRESERVED AND IMPROVED**

*Department*

**WEAKNESSES TO BE CORRECTED**

**OPPORTUNITIES TO BE GRASPED OR INITIATED**

# MANAGERIAL CLIMATE WORKSHEET NO. O-2

## ORGANIZING: DESIGN OF INDIVIDUAL JOBS

Consider here whether the jobs of individual managers within the component are designed so as to give men the kind of opportunities they need to broaden themselves and the challenges needed to stretch their abilities.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<p><i>Are the jobs designed so as to:</i></p> <p><b>HAVE TRUE DECISION-MAKING RESPONSIBILITY?</b></p> <p>Are positions defined, responsibilities and authorities spelled out? Or, is there confusion as to who is supposed to do what?</p> <p>Are decisions made at the lowest possible level? Or, do they tend to "float up" to the top?</p>					
			<p><b>MAINTAIN ACCOUNTABILITY?</b></p> <p>Does one manager often blame another for his own poor performance?</p> <p>Has so much responsibility been left to auxiliary, staff, supply or contributing units that managers don't feel fully responsible for results?</p>					
			<p><b>PROVIDE WIDE RANGE OF GROWTH OPPORTUNITY?</b></p> <p>Is plenty of room provided for managers to grow within their present jobs?</p> <p>Is there an up-to-date salary structure with appropriate ranges for each job?</p> <p>Are all managers expected to spend part of their time on problems one level up?</p>					
			<p><b>YOUR OTHER INDICATORS</b></p> <p>Do you have the latitude to do your job &amp; to be accountable</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

STRENGTHS TO BE PRESERVED AND IMPROVED

*sections*

WEAKNESSES TO BE CORRECTED

OPPORTUNITIES TO BE GRASPED OR INITIATED

*Don't say it at all  
man feel that  
comes to an end  
hand Walter - God give*

Remen with men - no deadlines if man is  
doing leadership job - Bellmont very definite that  
some men in services for life (for example) if they do a  
leadership job (so far as P&I is concerned).

# MANAGERIAL CLIMATE WORKSHEET NO. Q-3

## ORGANIZING: SELECTION OF MEN

Men put forth their best efforts in a climate in which members of the team are selected objectively and fairly, after a thorough search for the right man, and in which

each team member is respected for his ability and expected to contribute his full share.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<i>In selecting men is it the practice to:</i>  <b>SEARCH DILIGENTLY FOR THE BEST QUALIFIED MEN?</b> Are candidates considered from all sources inside and outside the component? Or, are only the most visible or readily available men likely to be considered?					
		✓	<b>BASE SELECTIONS ON OBJECTIVE JOB REQUIREMENTS?</b> Do managers make selections based on soundly conceived job requirements and man specifications? Or, are selections based on nepotism, propinquity, prejudice, or desperation? Are certain positions always filled with men of certain functional backgrounds? If so, are the reasons back of it sound or merely traditional?					
		✓	<b>REMOVE INCOMPETENT OR ILL-SUITED MEN?</b> Right at the moment are there men in the component who do not belong in their jobs? Do all managers face the unpleasant task of removing ineffective men courageously? Or, do they procrastinate, find excuses, and wait for something to happen?					
		✓	<b>PLAN MANPOWER NEEDS WELL IN ADVANCE?</b> Do managers anticipate vacancies at least a year in advance and start training or searching for replacements? Or, do they start searching frantically when vacancies occur? Do they anticipate future organization growth and changes and plan manpower development to meet such changes?					
		✓	<b>YOUR OTHER INDICATORS</b> _____ _____ _____					

STRENGTHS TO BE PRESERVED AND IMPROVED

Sept  
VA Section

WEAKNESSES TO BE CORRECTED

OPPORTUNITIES TO BE GRASPED OR INITIATED

Follow closer MTP - there who indicate v. g. interest

# MANAGERIAL CLIMATE WORKSHEET NO. O-4

## ORGANIZING: ORGANIZATION OF MANAGER'S OWN TIME

General Electric managers have pointed out striking contrasts in the climate of different components in which they have worked. Those components in which there is a

spirit of "getting things done" and a sense of urgency in moving toward objectives provide the most favorable climate for self-development.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action	Priority	Trend			
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteriorating <input type="checkbox"/>
<b>INDICATORS</b>								
<i>Only know about himself</i> ✓ ✓ ?			Do managers in the component: SET A GOOD EXAMPLE BY MAKING EFFECTIVE USE OF THEIR TIME? Do they spend enough time planning, setting objectives, finding improvement opportunities? Do they budget time on a priority of importance basis? Or, are they loaded up with today's problems with the day's activities determined by the morning mail? Do managers down the line complain of bottlenecks at the top?					
			DO THEY CONSERVE TIME BY: Delegating work which should be delegated? Organizing their own work efficiently? Avoiding long-winded discussions of trivia?					
			SHOW CONSIDERATION FOR TIME OF OTHER MANAGERS? Do managers frequently call men reporting to them into meetings or discussions with no notice? When managers want to talk to a man in their component, do they say, "Come on up now," or "When will you be free?" Do managers frequently sit around and "bull" with other managers who'd rather get on with the job? Are meetings and conferences held: —only when necessary? —with advance notification? —with carefully planned agenda? —with chairmen who stick to them?					
			YOUR OTHER INDICATORS _____ _____ _____					

STRENGTHS TO BE PRESERVED AND IMPROVED

11 A section

WEAKNESSES TO BE CORRECTED

OPPORTUNITIES TO BE GRASPED OR INITIATED

Just follow me in my  
each

# MANAGERIAL CLIMATE WORKSHEET NO. O-5

## ORGANIZING: SELECTING WORK METHODS

Managers obviously develop faster in a component where advanced methods are used and the general attitude is one of searching for and being willing to try new and better methods.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im- proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri- orating <input type="checkbox"/>
<b>INDICATORS</b>								
		✓	<i>Considering all functional areas:</i> <b>ARE THE METHODS ADVANCED?</b> Do men from other components or visitors from outside regard the methods as ahead of or at least equal to others in similar work? How often do managers visit other plants, offices or components to compare methods and get ideas?					
	✓	✓	<b>ARE IMPROVEMENTS INVITED?</b> Are all managers continually seeking better ways? Is there a spirit of willingness to try new ways? Or, is there stubborn resistance to the unfamiliar?					
<i>Interest</i> <i>1 hr/week</i> <i>1 hr/week</i>			<b>WHAT ABOUT MANAGING METHODS?</b> Does the component have modern plant and equipment but outmoded managing methods? Do managers have a tendency to keep abreast of changes in their original technical fields but to manage men in the same old way? As a comparison how much time would you say is spent: —On literature and societies in technical specialties. —On literature and societies concerned with management. Is there a recognition, interest and application of such advanced approaches as Operations Research & Synthesis?					
			<b>YOUR OTHER INDICATORS</b> _____ _____ _____ _____ _____ _____					

**STRENGTHS TO BE PRESERVED AND IMPROVED**

*11 A section*

**WEAKNESSES TO BE CORRECTED**

**OPPORTUNITIES TO BE GRASPED OR INITIATED**

# MANAGERIAL CLIMATE WORKSHEET NO. I-1

## INTEGRATING: DOWNWARD COMMUNICATIONS

### INTERPRETING AND MAKING UNDERSTOOD

Up to this point consideration has been focused on the effect on climate of clearly defined objectives, policies, and plans and the importance of sound organization structure, well selected men, effective work habits, and methods. In the integrating process all of these factors

are brought together and considered from the standpoint of their effect on the work of people, as individuals, and in their relationships with each other. Consider first the effect on climate of communication from managers to the men in their component.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<p><i>Do managers get across to the men :</i></p> <p><b>BROAD UNDERSTANDING OF THE WORK OF THE COMPONENT AND COMPANY?</b></p> <p>Do managers get across to the men the common purpose which integrates the activities of the component, the Company and the individual?</p> <p>Do they interpret and keep men informed on objectives, policies, and plans? (Instead of waiting for such understanding to seep in by osmosis, accident, or the grapevine.)</p>					
	✓	<del>✗</del>	<p><b>HOW WORK FITS IN WITH OTHERS?</b></p> <p>Do managers report progress of work in other areas—help men see the importance of their work and how it fits in with the work of others?</p>					
		✓ ✓ ✓	<p><b>INFORMATION WHICH AFFECTS INDIVIDUALS?</b></p> <p>Is there consideration for human values?</p> <p>Do managers let men know "where they stand"?</p> <p>Are men told of plans or changes that will affect their work or personal lives? Or, do you frequently hear the expression, "Why doesn't somebody tell me these things?"</p>					
			<p><b>YOUR OTHER INDICATORS</b></p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

**STRENGTHS TO BE PRESERVED AND IMPROVED**

*Left  
VA section*

**WEAKNESSES TO BE CORRECTED**

**OPPORTUNITIES TO BE GRASPED OR INITIATED**

*Keep corp informed  
on what VA is doing  
so he can have other depts  
know what VA is doing*

# MANAGERIAL CLIMATE WORKSHEET NO. I-2

## INTEGRATING: COMMUNICATION UPWARD TO THE MANAGER

Some managers claim that it is much more difficult, and perhaps more important, for the manager to maintain good upward communication than downward communication. They point out that it requires more effort for

some managers to listen than to talk. Consider here whether the actions and attitudes of managers generally within the component stimulate a free flow of communication upward.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component:	Inside component:	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	<input type="checkbox"/> Certain managers <input type="checkbox"/> All managers		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
			<i>Do managers generally:</i> <b>INVITE FREE EXPRESSION?</b> In meetings and discussions do managers listen at least as much as they talk? Do they clearly invite questions to clarify an assignment? Are men granted the right and opportunity to be heard?					
			<b>ENCOURAGE PARTICIPATION?</b> Do managers get the attitudes and ideas of the men by inviting participation on proposed moves? Is contact between managers and men in the component close enough and frequent enough to gain understanding of the individual's desires, objectives and feelings?					
			<b>MAKE THEMSELVES ACCESSIBLE?</b> Throughout the component do men feel free to approach their managers for further information or advice? Or, do managers say "My door is always open," but maintain an invisible "no trespassing sign"?					
			<b>INVITE SUGGESTED IMPROVEMENTS?</b> Do managers make optimum use of ideas suggested to them? Do men feel free to suggest improvements which may be beyond the scope of their own jobs?					
			<b>YOUR OTHER INDICATORS</b> _____ _____ _____ _____					

STRENGTHS TO BE PRESERVED AND IMPROVED

Dept  
V A Section

WEAKNESSES TO BE CORRECTED

Give Regis example 5/1 3 hrs in 55

Don't feel sure of upward support.

OPPORTUNITIES TO BE GRASPED OR INITIATED

in 1st  
in 2nd

Any time  
feel free to go  
see CWTB

# MANAGERIAL CLIMATE WORKSHEET NO. I-3

## INTEGRATING: OBTAINING VOLUNTARY ACCEPTANCE OF RESPONSIBILITY

Essential to a dynamic working climate is the freely expressed, voluntary acceptance by the individual of his responsibilities and of his accountabilities. Managers who

have inspired in men the willingness to seek and accept responsibility, exercise initiative, make decisions on their own are invariably the most successful developers of men.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteriorating <input type="checkbox"/>
<b>INDICATORS</b>								
<div style="position: relative; height: 100px;"> <span style="position: absolute; left: -40px; top: 50px; transform: rotate(-90deg); font-size: 20px;">1</span> <span style="position: absolute; left: -40px; top: 100px; transform: rotate(-90deg); font-size: 20px;">2</span> </div>			<b>GAINING UNDERSTANDING OF RESPONSIBILITIES</b> Do men know specifically what is expected of them in performance and results? Are work assignments accepted voluntarily, based on knowledge and understanding rather than command?					
			<b>DELEGATING FULLY AND CONTINUOUSLY</b> Is it the practice for each manager to make clear to each man what decisions he should make for himself. Are decisions which need to be reviewed by, or are reserved for, the higher manager kept to a minimum? Is the emphasis on producing sound results rather than on detailed, daily accountability? Do managers frequently refuse to decide matters brought to them by men of their component, insisting that the men make their own decisions? Are managers willing to take risks on men?					
			<b>PRESENTING A CHALLENGE</b> Have managers in the component developed the skill of "wrapping an assignment in a challenge"?					
			<b>CLIMATE OF CONFIDENCE</b> In conveying a difficult assignment do they create a feeling of confidence in the individual?					
			<b>YOUR OTHER INDICATORS</b> _____ _____ _____					

## STRENGTHS TO BE PRESERVED AND IMPROVED

Sept  
VA

## WEAKNESSES TO BE CORRECTED

⑦ Not presented to me in Challenge  
"keep it down" - eat it down - do less"

## OPPORTUNITIES TO BE GRASPED OR INITIATED

③ Example of  
football team  
"players" but  
don't want coach - Mrs. Faculty  
& student body on field too"

# MANAGERIAL CLIMATE WORKSHEET NO. I-4

## INTEGRATING: CREATING AND MAINTAINING A COOPERATIVE, PRODUCTIVE SPIRIT

General Electric managers have pointed out that their own development was faster when they worked in components that had a high degree of "spirit." This important, intangible asset is also one of the most perishable assets. If

the component has long been noted for high spirit, emphasis should be placed on preserving the spirit against degenerative forces.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im- proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri- orating <input type="checkbox"/>
<b>INDICATORS</b>								
			<p><i>Do the attitudes and spirit of managers in the component reflect:</i></p> <p>CONFIDENCE AND PRIDE IN THE JOB DONE BY THE COMPONENT?</p> <p>Is there a spirit among managers of work towards a common goal? Do managers speak of "We" or "I", of "mine" or of "the Company's"?</p> <p>Do managers have confidence in and respect for managers in higher positions?</p>					
<p><i>extram Dept</i></p>			<p>GOOD MANAGER TEAMWORK?</p> <p>Do managers represent and support men well?</p> <p>Is there an absence of politics and backbiting?</p> <p>Do managers frequently and willingly put the immediate interests of their own jobs behind the interests of the component and Company as a whole?</p> <p>Are differences settled by finding a better way rather than by domination or compromise?</p>					
<p><i>Dept 2A 2B 2C 2D 2E 2F 2G 2H 2I 2J 2K 2L 2M 2N 2O 2P 2Q 2R 2S 2T 2U 2V 2W 2X 2Y 2Z</i></p>			<p>REWARDING GOOD PERFORMANCE PROMPTLY?</p> <p>Are they alert to spotting outstanding performance? Do they make sure that it pays off quickly and adequately in dollars and cents?</p> <p>Do they recognize the importance of nonfinancial "status symbols" in rewarding performance?</p> <p>Are promotable men pushed for promotion even if it means losing them to another component? Or, have there been cases of men passed up for promotion because they "couldn't be spared"?</p>					
			<p>SPIRIT OF "CAN DO"?</p> <p>Would the motto "The difficult we do immediately, the impossible takes a little longer" be appropriate for the component? Or, do managers say "The only way to get something done around here is to put a drive on"?</p>					

STRENGTHS TO BE PRESERVED AND IMPROVED

Dept  
Sections  
VA

WEAKNESSES TO BE CORRECTED

OPPORTUNITIES TO BE GRASPED OR INITIATED

Provide to Capt  
info on outstanding  
VA achievements &  
different areas  
so he can sometimes  
recognize & reward  
men properly

# MANAGERIAL CLIMATE WORKSHEET NO. I-5

## INTEGRATING: PLANNING AND ENCOURAGING SELF-DEVELOPMENT

While some men will move ahead entirely on their own steam, the growth will be faster and the general climate of

the component better if managers are willing to make plans for and take a real interest in the development of men.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteriorating <input type="checkbox"/>
			<b>INDICATORS</b>					
	✓	⊙	<p>DO MANAGERS PLAN FOR THE DEVELOPMENT OF INDIVIDUALS?</p> <p>By regular and thorough appraisals to find out each man's strengths and weaknesses?</p> <p>By planning specific development challenges and opportunities to meet each individual's needs?</p>					
	✓	✓	<p>DO MANAGERS TEACH, COACH, AND COUNSEL?</p> <p>Do managers spend a considerable proportion of their time <u>teaching and coaching their men</u>—with emphasis on building individual responsibility?</p> <p>Do they know and apply sound principles? Or, do they concentrate more on supervising, driving, checking, reviewing—with major emphasis on getting the immediate piece of work done on any expedient basis?</p> <p>Do they express confidence in the individual, offer friendly advice, but insist on his doing the complete job?</p> <p>Do they hold regular performance reviews in which they discuss frankly a man's strengths, weaknesses, and direction of progress?</p>					
	✓	✓	<p>DO THEY HOLD MEN TO HIGH STANDARDS?</p> <p>Do managers recognize the development value in holding to high standards? Or, have component managers gotten into the habit of letting poor work slip by?</p> <p>Do they "send it back" again and again if the work fails to meet high standards?</p>					
			<p>YOUR OTHER INDICATORS</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

*clean cut such as good planning, making sessions, plans, take established rules*

## STRENGTHS TO BE PRESERVED AND IMPROVED

V A

## WEAKNESSES TO BE CORRECTED

## OPPORTUNITIES TO BE GRASPED OR INITIATED

To remove possible  
shortage of facilities  
in services work - perhaps  
narrowness (limited) - perhaps  
other courses should be  
given much emphasis

# MANAGERIAL CLIMATE WORKSHEET NO. I-6

## INTEGRATING: COMPANY-WIDE INTEGRATION

### INTEGRATING INDIVIDUAL INTERESTS WITH COMPONENT, COMPANY AND SOCIETY

In addition to spirit within the component, a good development climate requires that managers integrate their work with that of other components, the Company as a whole, and the entire economic and social system. Failure

to do so breeds isolationism or provincialism that robs the individual of growth opportunities and the Company of the broad-gauge managers it needs.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great	Considerable	Little or None	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Improving	About the Same	Deteriorating
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INDICATORS</b>								
		2	<p><i>Do managers maintain the proper balance between the interests of the component and:</i></p> <p><b>OTHER COMPONENTS?</b></p> <p>Do managers frequently give aid to other components?</p> <p>Does the component ever try to transfer an incompetent man to another component?</p> <p>Does the component attempt to "hide" or refuse to give up good men needed by other components?</p>					
		✓	<p><b>THE COMPANY AS A WHOLE?</b></p> <p>When there is a conflict of interests, do the managers decide on the basis of what's best for the Company as a whole?</p>					
	✓	✓	<p><b>SHARE OWNERS, CUSTOMERS, EMPLOYEES AND THE PUBLIC?</b></p> <p>Have steps been taken in the component to help managers understand the total social and economic system and its relationship to the enterprise?</p> <p>Are managers and other professional employees encouraged to broaden themselves by:</p> <p>—exchanging ideas and methods with other components and companies?</p> <p>—participating in professional and community activities?</p>					
			<p><b>YOUR OTHER INDICATORS</b></p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>					

STRENGTHS TO BE PRESERVED AND IMPROVED

VA

WEAKNESSES TO BE CORRECTED

OPPORTUNITIES TO BE GRASPED OR INITIATED

Teach out with  
LP men 1 & 2  
① even seminars  
they let it sit unless  
we carry on  
② 6 little more than  
competition  
③ Can we measure  
benefits

# MANAGERIAL CLIMATE WORKSHEET NO. M-1

## MEASURING: PROVIDING ADEQUATE MEASURES OF PERFORMANCE AND RESULTS

Developing and using measuring systems becomes more feasible and more necessary under a decentralized plan of organization. In transitions some important bases may

have been left uncovered. It is therefore essential to proper climate to make sure that effective measuring systems are provided for all important functions and activities.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im- proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri- orating <input type="checkbox"/>
<b>INDICATORS</b>								
			<b>PLANNING</b> Are there measures for determining whether: —Goals and standards are being met? —Policies are observed? —Plans are carried out on schedule? —Budgets are realized?					
Dept. 1 Dept. 2 Dept. 3 Dept. 4 Dept. 5 Dept. 6 Dept. 7 Dept. 8 Dept. 9 Dept. 10 Dept. 11 Dept. 12 Dept. 13 Dept. 14 Dept. 15 Dept. 16 Dept. 17 Dept. 18 Dept. 19 Dept. 20 Dept. 21 Dept. 22 Dept. 23 Dept. 24 Dept. 25 Dept. 26 Dept. 27 Dept. 28 Dept. 29 Dept. 30 Dept. 31 Dept. 32 Dept. 33 Dept. 34 Dept. 35 Dept. 36 Dept. 37 Dept. 38 Dept. 39 Dept. 40 Dept. 41 Dept. 42 Dept. 43 Dept. 44 Dept. 45 Dept. 46 Dept. 47 Dept. 48 Dept. 49 Dept. 50 Dept. 51 Dept. 52 Dept. 53 Dept. 54 Dept. 55 Dept. 56 Dept. 57 Dept. 58 Dept. 59 Dept. 60 Dept. 61 Dept. 62 Dept. 63 Dept. 64 Dept. 65 Dept. 66 Dept. 67 Dept. 68 Dept. 69 Dept. 70 Dept. 71 Dept. 72 Dept. 73 Dept. 74 Dept. 75 Dept. 76 Dept. 77 Dept. 78 Dept. 79 Dept. 80 Dept. 81 Dept. 82 Dept. 83 Dept. 84 Dept. 85 Dept. 86 Dept. 87 Dept. 88 Dept. 89 Dept. 90 Dept. 91 Dept. 92 Dept. 93 Dept. 94 Dept. 95 Dept. 96 Dept. 97 Dept. 98 Dept. 99 Dept. 100			<b>ORGANIZING</b> Is the position guide used as a standard against which performance is measured? Do managers measure how effective a job they do in selecting personnel, how well they utilize their time, or the effectiveness of different methods?					
			<b>INTEGRATING</b> Is it the practice to systematically observe, record, analyze, and review how well the component is carrying out: —Communications up and down —The development of people —Maintaining group spirit Does superior performance sometimes go unnoticed or unrewarded for lack of systematic observation and review? Does slipshod or lackadaisical performance get by?					
			<b>MEASURING</b> Are the measurement systems themselves subject to continuous review to discover reasons for variance and opportunities for improvement? Or do managers take the attitude that because certain functions cannot be measured precisely (for example, advertising effectiveness), there is no use trying to measure them at all?					
			<b>YOUR OTHER INDICATORS</b>					

**STRENGTHS TO BE PRESERVED AND IMPROVED**

Sept 8  
V A

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**WEAKNESSES TO BE CORRECTED**

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**OPPORTUNITIES TO BE GRASPED OR INITIATED**

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# MANAGERIAL CLIMATE WORKSHEET NO. M-2

## MEASURING: PROPER USE OF MEASURING SYSTEMS

Inadequate or improperly used measuring systems can be much burdensome paper work or restrictive devices that equally as bad as no measurements at all. They become so hamper initiative and decision-making.

### OVERALL EVALUATION

Improvement opportunity			Direction of Action	Priority	Trend			
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im- proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri- orating <input type="checkbox"/>
<b>INDICATORS</b>								
<div style="position: relative; height: 100px;"> <span style="position: absolute; left: -40px; top: 50px; transform: rotate(-90deg); font-family: cursive;">Sept</span> <div style="position: absolute; left: 100px; top: 30px;"> <span style="font-size: 2em;">{</span> </div> <div style="position: absolute; left: 200px; top: 40px;"> <span style="font-size: 2em;">{</span> </div> </div>			WHO ARE THE MEASURES DESIGNED TO SERVE? To help those responsible for doing the job gauge their own performance? Or are they generally regarded as a "needling" device which invites interference in details of operation? Or are they a way to get data someone else wants to "control" the component from the outside?					
			DO THE REPORTS FURNISH PROMPT, RELIABLE, USABLE INFORMATION? Are they issued in time to take corrective action rather than merely historical reminders to "do better next time"? Is the information really needed and used? Are the reports restricted to critical items? Or, are they cluttered with details which are useless to the recipient? Are there any outmoded data which, for no good reason, continue to be compiled and distributed? Do managers have confidence in the reliability of the data? Or, do they say "It doesn't really mean anything"?					
			DO THE MEASURES CONTRIBUTE TO A BALANCED JOB? Does a report on one phase of an activity cause managers to lose sight of the over-all picture? For example, will emphasis on higher inventory turnover cause managers to lose sight of the effect of reduced stocks on production costs and sales?					
			YOUR OTHER INDICATORS <hr/> <hr/> <hr/> <hr/>					

**STRENGTHS TO BE PRESERVED AND IMPROVED**

*Sept*

**WEAKNESSES TO BE CORRECTED**

**OPPORTUNITIES TO BE GRASPED OR INITIATED**

# OVER-ALL MANAGERIAL LEADERSHIP

After looking at the important elements that contribute to a healthy climate for development, consider here your evaluation of over-all managerial leadership.

## OVERALL EVALUATION

Improvement opportunity			Direction of Action		Priority	Trend		
Great <input type="checkbox"/>	Considerable <input type="checkbox"/>	Little or None <input type="checkbox"/>	Outside component: <input type="checkbox"/> Higher managers <input type="checkbox"/> Other components	Inside component: <input type="checkbox"/> Certain managers <input type="checkbox"/> All managers	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low	Im- proving <input type="checkbox"/>	About the Same <input type="checkbox"/>	Deteri- orating <input type="checkbox"/>
<b>INDICATORS</b>								
<i>Dept arm VA</i> <input checked="" type="checkbox"/> Great <input checked="" type="checkbox"/> Considerable <input type="checkbox"/> Little or None			<b>MANAGING BY PERSUASION RATHER THAN COMMAND</b> Is the over-all atmosphere of the component one in which the work of managing is carried out by persuasion rather than command? By good blending of thought and action in leadership? Do managers ask penetrating, thought-provoking questions rather than give their own ideas, solutions or orders?					
			<b>DECISION-MAKING</b> Are decisions made confidently and courageously on the basis of exercising balanced judgment on the best available facts? Or, is there an atmosphere of fear and hesitation in taking reasonable calculated risks? Are decisions based on principle, facts and the authority of knowledge rather than on position, rank or expediency? Is balanced "exercise of judgment" a usual prelude to "decision making"?					
<i>Dept</i> <input type="checkbox"/> Great <input checked="" type="checkbox"/> Considerable <input type="checkbox"/> Little or None			<b>BALANCED MANAGING</b> Is managing done through a balanced job of planning, organizing, integrating, and measuring rather than by "the feel in the seat-of-the-pants"? (1) Is proper emphasis given to balanced results through all important functions? Or, is there over-emphasis in some functional areas while others are on a starvation diet? Is the over-all pace, flow, timing, and turnover of the operation good?					
			<b>EMPHASIS ON INDIVIDUAL INITIATIVE</b> Is the emphasis on individual initiative, responsibility, and risk-taking with rewards and advancement based strictly on demonstrated performance?					
<i>Dept</i> <input type="checkbox"/> Great <input checked="" type="checkbox"/> Considerable <input type="checkbox"/> Little or None			<b>PERFORMANCE AND RESULTS</b> Is attention focused on successful, profitable performance to achieve challenging objectives? Are results achieved in the balanced best interests of customers, share owners, employees, suppliers and public?					
			<i>Dept arm VA</i> <input checked="" type="checkbox"/> Great <input checked="" type="checkbox"/> Considerable <input type="checkbox"/> Little or None					

## STRENGTHS TO BE PRESERVED AND IMPROVED

Dept +  
VA

## WEAKNESSES TO BE CORRECTED

Feel some fear to take essential courageous  
calculated risks

Some fear risks that fail will be concentrated  
on rather than the balanced picture which  
totalizes successes & failures

Feeling ~~of~~ that a tendency exists to ~~look~~  
be on lookout for something that looks  
wrong to emphasize & dig into

① perhaps VA suffers in comparison with PC

## OPPORTUNITIES TO BE GRASPED OR INITIATED

Broader feeling of confidence in day to day  
appraisal desirable

# Summary

ELEMENTS OF CLIMATE	IMPROVEMENT OPPORTUNITY			TREND		
	Great	Considerable	Little Or No	Improving	About the Same	Deteriorating
<i>Planning</i>						
1. Determining Objectives						
2. Establishing Policies						
3. Plans, Budgets, Schedules						
<i>Organizing</i>						
4. Organization Structure						
5. Design of Individual Jobs						
6. Selection of Men						
7. Organization of Manager's Own Time						
8. Selecting Work Methods						
<i>Integrating</i>						
9. Downward Communications						
10. Communication Upward to the Manager						
11. Obtaining Voluntary Acceptance of Responsibility						
12. Creating & Maintaining a Cooperative, Productive Spirit						
13. Planning and Encouraging Self-Development						
14. Company-wide Integration						
<i>Measuring</i>						
15. Providing Adequate Measures of Performance Results						
16. Proper Use of Measuring Systems						
<i>Over-all Managerial Leadership</i>						

## OF MANAGERIAL CLIMATE EXAMINATION

[illegible]

## SUMMARY OUTLINE OF THE WORK OF A PROFESSIONAL MANAGER

**MANAGING**, as a distinct and a professional kind of work; namely, **LEADING** by *Persuasion rather than by Command\** and by *blending thought and action in decision-making through Planning, Organizing, Integrating and Measuring*—as the *Elements* of the dynamic *Work of a Professional Manager* to secure *Balanced Results* through the *Work of Other People*, who themselves are also acting with *initiative and competence* in their *personal work and team-work*, each seeing the *Individual Job* and its *Relationships* to the whole in *true perspective, consistent with the economic, social and political "climate"* of the component or enterprise being managed.

### PLANNING

- Determining Objectives
- Establishing Policies
- Formulating Plans (Including Schedules); and Standards of Performance
- Making Known the Objectives, Policies, Plans and Standards
- Using Results of Measuring to Readjust Continually the Work of Planning
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Planning Work and Progress

### ORGANIZING

- Determining and Classifying Work Required and Dividing It Into Manageable Components and Jobs
- Grouping Components and Jobs Into an Orderly Organization Structure
- Selecting Individuals for Designated Positions and Jobs
- Formulating and Defining Methods & Procedures for Performing Work to be Done
- Organizing Manager's Own Work and Time
- Making Known the Organization Pattern, Staffing and Methods and Procedures
- Using Results of Measuring to Readjust Continually the Work of Organizing
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Organizing Work and Progress

### INTEGRATING

- Interpreting and Making Understood the Planning, Organizing, Integrating and Measuring Elements of the Dynamic Work of a Professional Manager
- Listening; Facilitating Full Frank Communication to the Manager
- Obtaining Sincere, Voluntary Acceptance of Work Assignments, Responsibility Relationships and Accountability from Individuals
- Creating and Maintaining a Friendly, Cooperative, Dynamic and Productive Working Climate
- Encouraging Individual Self-Development
- Relating the Interests of the Individual, His Component and the Company to the Interests of the Industry, the Community, the Nation and the World
- Achieving Successful, Economical, Profitable, Integrated Performance by All Individuals and Components
- Making Known the Integrating Concept and Work
- Using Results of Measuring to Readjust Continually the Work of Integrating
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Integrating Work and Progress

### MEASURING

- Devising and Establishing Measuring Systems and Media
- Recording and Reporting Performance of People and of Components
- Analyzing, Appraising, and Interpreting Measured Results
- Making Known the Measuring Systems, Media and Results
- Using Results of Measuring to Readjust Continually the Work of Measuring
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Measuring Work and Progress

### To Accomplish Desired Performance and Results

In the balanced best interests of Customers, Share Owners, Employees, Suppliers and the Public, including the Public's Representatives, Government

\*It is recognized that there may be emergency conditions, where Persuasion has failed, and results of continued effort at Persuasion—in the judgment of the Manager—would be worse than temporary use of "Command" to get on with the job. In so doing,

the Manager is acknowledging temporary failure as a "Professional Manager"; and hence resorts to such course as an expedient only and takes requisite steps to identify and correct the root causes of the failure in order to prevent subsequent similar failures.