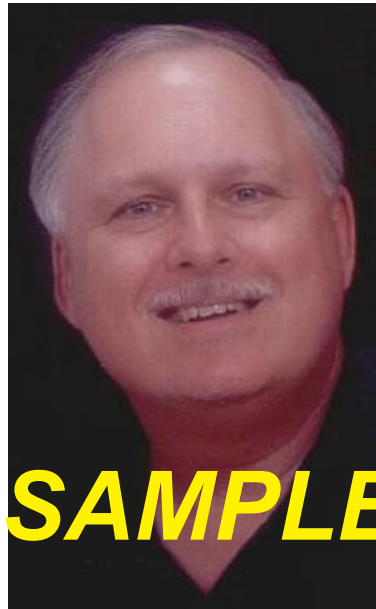


# ***THE BRYCE IS RIGHT!***

***Empowering Managers in today's Corporate Culture***



**Tim Bryce**

**M. Bryce & Associates (MBA)**  
**A division of M&JB Investment Company**  
**P.O. Box 1637**  
**Palm Harbor, FL 34682-1637**  
**United States**  
**Tel: 727/786-4567**  
**Fax: 727/786-4765**  
**timb001@phmainstreet.com**  
**<http://www.phmainstreet.com/mba/>**



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***Software for the finest computer - the Mind***

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# ***DEDICATION***

*To my wife Susan, daughter Kelly, and my son Patrick,  
for their tireless patience and support.*

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# ABOUT THE AUTHOR

## TIM BRYCE

Tim is the Managing Director of M. Bryce & Associates (MBA), an international management consulting firm located in the Tampa Bay area of Florida.

Mr. Bryce graduated from Ohio University in 1976 with a Bachelor of Science degree in Communications (BSC) from OU's College of Communications, School of Communication Studies (formerly School of Interpersonal Communications). Upon graduation, he joined MBA full time and served in a variety of capacities, including both sales and consulting. As Director, his responsibilities include product development, implementation, training and ongoing support of all MBA customers on a worldwide basis. Because of this, he has traveled extensively providing training and consulting services at various levels of computer proficiency (novice to expert) on a variety of management and computer related subjects.

Tim is the principal author of MBA's "PRIDE"-Enterprise Engineering Methodology (EEM) and the designer of the Computer Aided Planning (CAP) tool (a tool for calculating corporate priorities and performing an organization analysis) and Automated Systems Engineering (ASE), a tool used to generate system designs. He is also responsible for the development of MBA's Automated Instructional Materials which includes instructions and documentation for all of the "PRIDE" methodologies for IRM,

A prolific writer, Tim has considerable experience in writing technical documentation (paper and on-line), help text, and web design. He has authored several papers on a variety of management and computer related subjects and was the co-author of the book, *The IRM Revolution: Blueprint for the 21st Century* (ISBN 0-9621189-0-7) and authored *The PRIDE Methodologies for IRM* (ISBN 0-9786182-0-3). He regularly maintains a blog which is read by thousands of I.T. professionals worldwide. His "Management Visions" commentaries are broadcast regularly over the Internet.

Mr. Bryce has also made several presentations at computer trade related meetings and has given lectures at various universities. Tim also actively participates in various trade related associations and user groups, as well as community organizations. He

is available to give presentations on subjects related to Information Resource Management (IRM).

Tim has also served on numerous Board of Directors of industry, nonprofit, and fraternal organizations, as founder, President, and a variety of other capacities.

END



# **INTRODUCTION**

## **Who should read this book? Managers.**

The corporate landscape has changed a lot since I first entered the work force in the 1970's. Thanks to changes in government regulations and socioeconomic conditions, we have witnessed substantial changes to corporate cultures in terms of communications, fashion, socialization, morality, and how we conduct business. Despite all this, one thing has remained constant: the need to get a job done, and this is the domain of the manager.

Quite often management is taken for granted, that it comes naturally to people. It doesn't. I see companies spending millions of dollars on technology but little on improving the skills of its managers. To me, this is putting the cart before the horse. Some people are afraid to manage; probably because they don't know how to or because they live in fear of a lawsuit. And others devise harebrained schemes to manage their area (usually involving the manipulation of numbers). There is actually nothing magical to management; all it requires is a little common sense. But as I have learned over the last 30 years in business, if there is anything uncommon today, it is common sense. I wrote this book because management is not naturally intuitive to people, nor is it painless, and to remind you that "man" is the key element of "management."

This book is well suited for those aspiring to become effective managers, as well as for those who require

a refresher or change of focus. It should also be read by workers to better understand what is required of a manager, thereby lending him the support he desperately needs to fulfill his duty. Some of you may not like what I have to say, and I warn you that I am not always politically correct. Regardless, my observations are based on years of experience traveling around the world and visiting with hundreds of different types of corporations where I have seen a lot of successes, as well as a lot of snafus.

This book is actually based on a collection of papers on Information Resource Management (IRM) I wrote from 2004 - 2006. My original intent was to discuss such things as planning, systems and data base design, and project management. However, I was encouraged by my readers to expand my commentaries into other areas involving general management, hence the development of this collection of papers.

Throughout this book you will hear a lot about such things as corporate culture, empowering the workers (managing from the bottom-up), and the need for developing the socialization skills of the next generation of our workers; in other words, the human elements of management. This is one reason why our corporate slogan is "*Software for the finest computer - the Mind,*" for in the end, it is the human-being that matters most, not our technology.

- Tim Bryce  
June 2006

# CHAPTER 1

## THE DEATH OF MANAGEMENT

*"You cannot treat a patient if he doesn't know  
he is sick."  
- Bryce's Law*

### INTRODUCTION

Epitaph:

*"Here lies the body of 'Management,'  
Who at one time moved mountains but was put to  
death by government regulations, social mores,  
office politics, and general apathy.  
R.I.P."*

I have a good friend who was recently elevated to the job title of "Systems Manager" at a large Fortune 500 company in the U.S. Midwest. As someone who has been in the Information Systems field for over 30 years now, my interest was piqued and I asked her how big of a staff she was going to manage and what kind of systems she was going to be responsible for administrating. She told me she had no staff and her responsibilities primarily included going to user sites and helping them setup their laptop computers with office suites and pertinent Internet software.

This is certainly not how I have come to understand the concept of a "Systems" person or, for that matter, a "Manager." What she described was more of a technical or clerical role as opposed to one of management. But I guess the times are changing.

I always viewed "management" as a people oriented

function, not a mechanical function (which is why "man" is used as part of the word). I define it as, *"getting people to do what you want, when you want it, and how you want it."* But perhaps I am beginning to date myself as more and more "managers" are appearing with fewer and fewer people involved. Even though the title is flourishing, I contend true management is becoming a thing of the past.

### WHY IS MANAGEMENT DISAPPEARING?

First, we have to understand that managers are in the business of conquering objectives and solving problems in the workplace through people. If we lived in a perfect world where everyone knew what they were suppose to do and when they were suppose to do it by, there would not be a need for managers. Inevitably, this rarely occurs as people are social animals and rarely agree on anything, particularly on how to perform a given task. Hence, a manager is needed to establish direction and referee. As such, managers are the field generals for their departments.

There are three basic attributes of a manager: Leadership, Environment, and Results. Let's consider each separately and how they have evolved:

#### 1. LEADERSHIP

To properly coordinate human resources, an effective manager should always be at least one step ahead of his staff. This requires visionaries who inspire confidence in their troops and can set them marching in the right direction. The problem though

# CHAPTER 2

## HOW DO WE MANAGE?

*"Management is more of a benevolent dictatorship as opposed to a democracy."*

- Bryce's Law

### INTRODUCTION

Before we begin, let us not forget that all of our actions are based on human perceptions, whether they be real or fallacious. Consequently, the three theories of management are based on perceptions, e.g., how we perceive the character of our workers. If we believe people will act or react to certain situations in a specific way, we will use this in our management philosophy, be it brute force, carrot-and-stick, or permitting freewill. From this basis, let's consider...

### THE THREE THEORIES OF MANAGEMENT

**THEORY X** ("Dictatorial Management") - This is derived from "Scientific Management," a concept best illustrated by the time-and-motion studies of a late nineteenth century industrial engineer named Frederick W. Taylor. Taylor observed the workers under his supervision at the Midvale Steel Company in Philadelphia brought their own shovels to work regardless of what size coal lumps they would have to shovel. He suggested to management that the company furnish shovels corresponding to the size and weight of the individual load, thus increasing the total amount of coal each worker could shovel in a day. Efficiency and production, the Theory X cornerstone, led to the assembly line and industrial production.

The philosophy of Theory X management style is based on the view of human nature as:

1. People have a natural aversion to work.
2. People need to be coerced, controlled, and threatened with punishment to get them to put forth adequate effort toward the achievement of company goals.
3. The average person prefers to be directed, wishes to avoid responsibility, has little ambition, and wants security most.

Theorists now ask how much of this behavior described is inherent human nature and how much is behavior learned from bosses who manage with those assumptions. Perhaps the assumptions become self-validating: workers who are always treated by an authoritarian management as though they were lazy, tend to behave that way.

**THEORY Y** ("Participatory Management") - Most observers agree that the Theory Y management philosophy was derived from a series of experiments in the 1930's at the Western Electric Hawthorne Works in Chicago. Employees had been divided into two groups: a "test" group that worked under changing lighting conditions and a "control" group that worked under constant lighting. When the test group's light conditions improved, their productivity increased, as expected. But what mystified researchers was a similar jump in productivity when illumina



# CHAPTER 3

## UNDERSTANDING CORPORATE CULTURE

*"All companies have a culture. In order for employees to function and succeed, it is essential they understand and believe in the culture."*  
- Bryce's Law

### INTRODUCTION

The subject of "corporate culture" seems to be on everyone's mind these days; from the college graduate entering the job market, to the executive who is trying to improve management and productivity in his organization. It is the topic of interest at social and professional gatherings.

The perceptive manager understands the importance of establishing and controlling the work environment, including both logical and physical considerations. Unfortunately, many managers do not appreciate the concept of corporate culture and how to use it to their advantage.

Corporate culture pertains to the identity and personality of the company we work with, either in the private or public sectors. All companies have a culture; a way they behave and operate. They may be organized and disciplined or chaotic and unstructured. Either way, this is the culture the company has elected to adopt. In order for an employee to function and succeed, they must be able to recognize, accept and adapt to the culture.

### MEMBER VS. ALIEN

Have you ever noticed how people react to foreign

visitors; whether an exchange student or a visiting professional? The stranger may be welcomed, but may never be accepted unless that person can adapt to the norms of their new environment. If they do not, the members will shun the stranger and reject the alien from their culture. The same is true in business. If the new employee, consultant or visitor cannot adapt to the corporate culture, their chances for success are slight. The members of the culture will reject the person outright and will work against them.

The reason for this phenomenon is because people tend to prefer conformity in their culture. Conformity represents a harmonious environment where the behavior and actions are predictable. Most people have a deeply rooted desire for a sense of order and stability in their lives, which is what conformity provides. A stable environment promotes self-confidence in the members of the culture and allows them to concentrate on their work.

### HUMAN PERSPECTIVE

Corporate culture deals with how we see ourselves and others. We act on our perceptions, not necessarily what occurs in reality. The culture greatly influences our perceptions and behavior. For example, our values and beliefs may distort what happens in fact. Gossip, propaganda, and a sensational press, deals with what people want to hear, not necessarily what happens in reality.

# CHAPTER 4

## A CRASH COURSE IN MANAGEMENT

*"If we lived in perfect world, there wouldn't be a need for managers. However, the reality is, we live in an imperfect world."*  
- Bryce's Law

### INTRODUCTION

There is an old joke whereby a new manager had been hired by a company to take over an operation. As the new manager was moving into his office he happened to bump into his predecessor who was preparing to leave. The new manager asked if there was any advice the former manager could offer on assuming his duties. The former manager said he had written down advice for his successor and placed them in three envelopes in the desk marked "1," "2," and "3", and that they should only be opened in the event of an emergency. The new manager laughed, shrugged it off, and went about his business thinking nothing about the envelopes.

The manager's reign started off fine but inevitably ran into a problem for which he had no solution. Desperate, he happened to remember the three envelopes and opened Number 1 which offered the following advice: *"Blame your predecessor."* The manager thought this was a clever way to get himself off the hook and used it to good effect.

Time went by until the manager was faced with another seemingly impossible hurdle. Not knowing what to do, he turned to envelope Number 2 containing a note that read simply: *"Reorganize."* The manager thought this was a sound idea and set about reorga-

nizing his operation. Organization charts were redrawn, job descriptions modified, and new office furniture and equipment obtained.

The reorganization overcame the manager's problem but he eventually ran into a crisis taxing his abilities as a manager. At a total loss as to what to do, the manager turned in desperation to envelope Number 3 which included a note that read, *"Prepare three envelopes."*

Laugh as we might to this anecdote, there is a bit of truth in it. Too often people rise above their level of competency to take on the job of manager. Let me give you an example; in the Information Technology field, the first job a college graduate typically assumes in this area is that of a programmer. As time progresses and the programmer excels in his duties, he is promoted to senior programmer, to analyst, to supervisor, then to manager. In this particular scenario, the manager is still a programmer in sheep's clothing. The point is, people are too often given the title of manager without any knowledge or skills in how to do their job. Companies are quick to spend a lot on the latest technological gizmo, but little on management.

Consequently, this is a guide for those of you aspiring to become a manager or have recently been promoted to a management position and are at a loss as to how to implement your duties. This is not necessarily a guide for someone with a fast-track mentality and only see your job as nothing more than a mere steppingstone on your career path. Then again,

# CHAPTER 5

## PARENTING MANAGEMENT

*"Most children are raised by amateurs,  
not professionals."  
- Bryce's Law*

### INTRODUCTION

Want to know what to expect of the work force in the years ahead? Look no farther than our schools or homes. Let me preface my remarks by saying that in addition to all of my other responsibilities, I was very active in my local Little League for a number of years where I served as coach, umpire, and on the local board of directors. Further, I have been very active locally in offering Masonic scholarships to High School students. In addition, my wife has been active in the local school system for the last ten years at the elementary, middle, and high school levels (this also included PTA and SAC). Although we probably won't win an award as the world's best parents, we made a point of becoming an important and influential part of our children's lives. We didn't take any special courses in parenting, we just got involved. But we are the exceptions as opposed to the rule.

Prior to World War II, the country was immersed in an economic depression which put a strain on families and disrupted our society. Everyone in a family was expected to pitch in and do their part in order to survive, this included going to school and their place of worship. Some families suffered severe hardships during this period causing children to drop out of school and go to work. They didn't drop out as some form of rebellion or protest, but to simply earn money to help support the family. Consequently, many

earned nothing higher than a Junior High diploma which was prized by many families. The point is, there was a sense of family back then and the people's hunger built character. They understood the value of a dollar, worked hard and squandered nothing. It was this generation that got us through the war and propelled the country towards economic success in the latter part of the 20th century.

In the 1950's and 1960's, as the country was experiencing an economic boom, a parent normally stayed at home to manage the family, usually the wife. If a child had a problem, a parent was always home to tend to their needs. Children no longer had to drop out of school to support the family and our High Schools and Colleges swelled with students. The "baby boomers" were considered well adjusted and readily adapted to the work force. This generation saw us through the space race and the technology revolution which changed the face of corporate America.

But in the last three decades, we began to lose faith in our economy and our standard of living. As a result, both parents began to work inordinate hours and a generation gap began to emerge. Exhausted by their work, the parents would return home where the last thing they wanted to hear was their child's problems. Consequently, children became social outcasts in their own homes and often had to fend for themselves; they simply couldn't relate with their parents. Sure, the parents would sign their kids up for Summer Camp, Little League and Soccer, but this was viewed more as baby-sitting services as opposed to

# CHAPTER 6

## INDIVIDUALISM VS. TEAMWORK

*"There is more to building a team than buying new uniforms."*  
- Bryce's Law

### INTRODUCTION

As you travel around corporate America these days, you hear a lot about "teams"; that groups, departments or whole divisions are trying to behave more as a team as opposed to a group of individuals. Its the latest catch phrase du jour. I guess someone finally figured out the power of teamwork. But just how much of this represents sincere efforts? My corporate contacts tell me its mostly facade. They contend they get some nifty new corporate shirts and some great pep talks, but aside from this, little else. As much as corporations tout the need for teamwork, most still encourage rugged individualism.

There is more to creating a team than simply saying you are one. New shirts and axioms are nice, but in order for this to work, people have to think and act as a team. In other words, success hinges on it becoming a natural part of the corporate culture.

### CORPORATE CULTURE

Teachers, coaches, and drill instructors have long understood the value of teamwork. The intent is to turn a heterogeneous working environment into a homogeneous environment whereby everyone is working in a concerted effort towards common goals. But do corporate managers truly understand teamwork? Not necessarily. Many still create competi-

tive environments in the hope that the strongest will rise to the surface. Teamwork is more about cooperation than it is about competition.

This brings up an important point: Teamwork is taught. It means developing a disciplined work environment where the participants must conform to a specific set of rules. Inevitably, it means breaking some work habits and creating new ones. This can be painful, yet necessary if you want to achieve the desired results. Basically, you are teaching people how to live and work together as opposed to apart.

In the United States there is more of a natural inclination to teach individualism as opposed to teamwork; perhaps this is because we are a nation based on freedoms. For example, our public school systems have minimal dress and hair codes; each student is allowed to look and dress as they personally see fit, many with some very questionable taste. This is permitted as it is believed the individual must be allowed to freely express him/herself. This may be fine, but it certainly does not promote a spirit of teamwork. Compare it to other countries, such as Japan, where students are required to wear school uniforms and are given group assignments, such as the preparation and cleanup of their daily lunch. In Japan, students are taught the value of cooperation at an early age which has the added benefit of improving their socialization skills.

As mentioned, teamwork requires the establishment of a working environment conducive to teamwork. It doesn't happen simply by making some platitudinous

# CHAPTER 7

## WHY WE RESIST CHANGE

*"If anything in life is constant, it is change."*  
- Bryce's Law

### INTRODUCTION

Like so many of you, I am often mystified as to why there is so much trouble in the middle East. We could easily blame it on religious fanaticism, be it Christian, Jewish, or Muslim. Perhaps. But I tend to believe it can primarily be attributed to change (or the fear of it). In this part of the world, there is great suspicion over the cultural differences between religious groups. Each side fears if they make peace and accept the other parties, it will have an adverse affect on their culture which is something they simply will not accept. In their minds, each believes they follow the "true calling" and will not tolerate any discussion to the contrary. Frankly, I do not think anyone is trying to change the moral conviction of the other; nonetheless, the fear remains.

We see similar examples of the fear of change, on a much smaller scale, in business, the volunteer non-profit organizations we participate in, and in society in general. Change is a fact of life. Change happens every day before our eyes in the most subtle ways. Change is constant. And instead of resisting change, we should learn to understand it and learn to cope with it. Refusal to deal with change is simply denying reality. For example, I see substantial changes in the schools my children attend, not just the difference between my generation and theirs, but the changes in their own schools in the short time since they have been going to school. I have also

witnessed substantial changes in the workplace since I entered it in the 1970's.

In the systems world, Information Technology departments should readily understand the nature of change for they typically devote 80% of their work effort on modifying and improving corporate systems. As an aside, I find it rather amusing that systems people, who are supposed to be the merchants of change, are often the most resistant to it themselves.

It would be nice to believe change always represents progress. Not necessarily. Change can also be counterproductive if a new convention is introduced that doesn't improve the status quo. This is probably the biggest cause for the fear of change; that it will not improve our livelihood but, instead, cause a decline in our way of life.

Change is not a technical problem as much as it is a people problem. Implementing changes to our mechanical devices is nothing compared to how the human being must deal with the device.

### WHAT CAUSES CHANGE?

There are fundamentally three reasons for change:

- Political/Government influences - representing new or modified laws, rules and regulations to be implemented either dictated to us or by majority rule. This is closely related to...
- Cultural influences - society, fashion, religion,

# CHAPTER 8

## INCREASING BRAIN POWER

*"If the mind really is the finest computer, then there are a lot of people out there who need to be rebooted."*  
- Bryce's Law

### INTRODUCTION

In the world of writing there is something called "Writer's Block" where the author procrastinates on his work and is easily distracted. Hopefully, he overcomes the problem and tackles his assignment. To do so, he needs to eliminate distractions and engage his brain to the subject at hand. The same is true in any endeavor, be it a carpenter, an engineer, or a programmer. The more we can engage the brain, the more we can produce. The challenge therefore becomes how to maximize the use of our brain. By brain power I am not referring to a measurement of IQ, but rather to simply engage what God has given us.

### LEVELS

I may not be a psychologist, but it has been my observation as a management consultant that there is essentially three levels by which our brains operate:

#### LEVEL 1 - PRIMAL

This represents our basic instincts and reflex actions as we blunder through life (I call this the "autopilot" mode). For example, we devise a morning regimen where we awaken and prepare for work. At this level, we are not at our most alert. Instead, we want to

simply catch up on the news, brush our teeth, dress, and travel to work. Similarly, at the end of the day, we decelerate our activity as we prepare for sleep. In other words, we develop predictable routines to go through day after day without much thought. The brain is engaged, but far from our maximum output. In fact, we take in more than we put out. This is where we want to be entertained or informed.

#### LEVEL 2 - MODERATE

This level represents an equal level of input and output. The brain is either accelerating (at the beginning of the work day) or decelerating (at the end of the work day). At this level we have no trouble taking instructions and produce an average amount of work, quite often mundane or routine assignments simply to pass the time of day. We are also easily distracted. In the normal business day, Level 2 typically occurs between 9:00am - 10:00am (as the work day begins), 12:00pm - 1:00pm (following lunch), and 4:00pm to 5:00pm (as we prepare to conclude the work day).

#### LEVEL 3 - ACCELERATED

This level represents high achievement where we are able to concentrate and put forth our best work effort. Here, the brain is fully engaged and our output surpasses our input as we concentrate on the job at hand. In the normal business day, Level 3 typically occurs between 10:00am - 12:00pm, and 1:00pm - 4:00pm.

# CHAPTER 9

## THE NEED FOR CRITICAL THINKING

*"I have never encountered a technical problem that couldn't be conquered with a little imagination, some concentrated effort, and a lot of good old-fashioned management."*

- Bryce's Law

### INTRODUCTION

A few years ago I was managing a "crunch time" project involving a staff of eight programmers. The system design was well documented and very thorough. Nonetheless, I found it important to start the day with a brief meeting where each person reviewed their progress and what kind of technical problems and interferences they were facing. From this, I developed a punchlist of action items to be resolved, and took the necessary steps to solve them. The meetings started at 8:00am and took no more than 30 minutes. It was brief, to the point and a good way to wake the staff up and put them to work for the day. It also allowed the staff to speak their minds, brainstorm, and share ideas. From this, they developed an esprit de corps and conquered a mammoth project on time. As the manager, I also saw it as a convenient vehicle to release stress and put the programmers in the proper frame of mind.

This story runs contrary to today's Theory X world of management where the opinions and ideas of subordinates are considered inconsequential. As for me, I saw it as a vital means to get everyone on the same wave length and solicit their support. What I learned from this experience was that if you are going to empower people, you must let them speak.

As an aside, even though this was a "state of the art" project involving new technology, we found there was no technical problem we could not overcome simply by putting the problem on the table and discussing it in a rational manner. Please keep in mind that I hardly consider myself a technical guru and, instead, allowed the staff to think aloud and explore alternatives. But such openness in today's corporate world is the exception as opposed to the rule. Many managers feel threatened by allowing their subordinates to think and, as such, suppress such discourse. Inevitably, this results in considerable frustration by employees who feel restrained by management.

### PURPOSE

Aside from a means to release pressure, open critical thinking in the workplace provides several benefits:

- 1. Fertility of Mind** - Due to the repetition of the workplace, workers often fall victim to complacency. By forcing them to perform mental gymnastics, they must stay sharp and on top of their game. Open discourse actually becomes challenging and results in friendly competitive debate.
- 2. Commitment** - By creating a think tank environment, the employee realizes their voice is heard by management and, consequently, enhances their commitment to the company and the project. It also helps to thwart apathy and promotes participation. As an employee is allowed to speak more, they develop a sense of ownership of a project and a greater

# CHAPTER 10

## THE ART OF PERSUASION

Man-1: *I came here for a good argument!*

Man-2: *Ah, no you didn't, you came here for an argument!*

Man-1: *An argument isn't just contradiction.*

Man-2: *Well, it CAN be!*

Man-1: *No it can't! An argument is a connected series of statements intended to establish a proposition.*

Man-2: *No it isn't!*

- Monty Python

### INTRODUCTION

This is a subject near and dear to my heart. As a graduate of the College of Communications at Ohio University, I studied interpersonal communications which I found fascinating and has served me well in my business career. Currently, I see very little emphasis on sharpening the speaking skills of students. High Schools typically spend little time in this area, as do the colleges (aside from Communications schools such as OU's). Consequently, we are developing a generation of dysfunctional people in the work place who do not know how to work with other people.

Key to speech is the art of persuasion which is needed in order to lead people, sell ideas or products, conduct negotiations, and to simply argue a point. Instead of calm rhetorical discourse though, I've observed heated arguments in the board room, in the office, and life in general, with personal relationships becoming casualties of such debate. This was very obvious in the last presidential election, as

well as in Congress today.

A substantial part of the problem is that people do not grasp the fundamentals of persuasion. To some it comes easily, to others it is difficult to assimilate. First, we have to understand that formulating a persuasive speech is hard work. For example, Winston Churchill was well known for his eloquence as a speaker. But few understood the amount of effort Churchill put into his speeches. He would work late into the night writing and rewriting his talks. It was common for him to carry slips of paper in his coat pocket to jot down notes of key phrases he wanted to use. Further, he would rehearse his speeches time and again until he got the tone and inflection he thought would have the most dramatic effect. To outsiders, Churchill appeared to be a great extemporaneous speaker with flippant quotes and catch phrases; In reality, everything was well rehearsed in advance.

### THE THREE CANONS OF SPEECH

Preparations and rehearsals are important, but so is content. To formulate a persuasive speech, the speaker should be cognizant of the three basic modes of speech: Ethos, Pathos, and Logos.

### ETHOS

Ethos is simply an appeal based on the character of the speaker. An ethos-driven speech relies on the credibility and reputation of the speaker. Basically, an ethos-based speech says, *"If you trust me, then*



# CHAPTER 11

## IMPLEMENTING BUSINESS ETHICS

*"The ethics of a business are whatever the top-dog says they are."*  
- Bryce's Law

### INTRODUCTION

We hear a lot these days about the deterioration of ethics in business, e.g., graft, corruption, cheating, favoritism, skimming money, etc. This has resulted in a public relations nightmare for business. If consumers do not trust a company, its a matter of time before it goes out of business. This is supported by recent studies that give evidence there is a correlation between business performance and ethical practices (see the Institute of Business Ethics). Basically, the Institute's study suggests there are long-term benefits associated with enacting an ethics programs. Such studies and recent corporate snafus (e.g., Enron) are impetus for companies coming to grips with ethics in the workplace.

There are essentially two considerations for devising an ethics program in business; first, knowing what your ethics are, and, second; implementing them in a consistent manner.

### INTERPRETING ETHICS

There is little point in my telling you what is ethically right or wrong. You already have an interpretation of this. But let us understand what influences our interpretation of ethics; our interpersonal relations with others, such as our family, friends, neighbors, fellow workers, as well as the media. Ethics is learned more

than it is taught. It is based on observations of the conduct of others, people we like and respect as opposed to those we do not. It is then up to each of us to interpret these perceptions from which we will base our conduct and behavior. The point is, we act on our perceptions, however accurate or inaccurate they may be. Another influential factor are our own human frailties of competitiveness, love, greed and ambition. But then again, this goes back to interpersonal relations.

Let us recognize that ethical behavior is interpreted differently from person to person. What one person may consider right or wrong may be different for the next person. The objective in business is to implement a uniform form of behavior thereby instilling consumer confidence in a company overall.

### IMPLEMENTATION

Writing a corporate code of conduct is in vogue today as a means of articulating the ethics of a business. Such codes are proudly displayed on web sites and in corporate brochures more for public relations than anything else. True, they are useful for disciplining an employee for an infraction of the rules, but I do not see them as an effective way of implementing an ethics program. Understand this, regardless of what the code of conduct states, the ethics of a business are whatever the top-dog says they are. Too often I have seen companies say one thing, then act another, e.g., Enron.

# CHAPTER 12

## MANAGING FROM THE BOTTOM-UP

*"Surround yourself with the best people you can find, delegate authority, and don't interfere."*  
- Ronald Reagan (1986)

When the American colonies were forming a government in the 18th century, there was a fleeting notion that George Washington should become King with absolute power. Instead, our founding fathers opted for a democratic society where officials were elected by the people. The intent was to give the individual citizen a means to participate in the running of the government. This was a wise decision and has served America well for over 225 years. By being included in the process, people align their loyalties to the government and country, and are quick to come to its defense in times of national emergency. Involving the individual is a simple gesture that has had long range positive effects on our country.

It is an interesting dichotomy that whereas our country involves the individual, most of our other institutions do not. I have been fortunate to have traveled the world and have seen many different types of companies, from large to small, and in just about every field of endeavor imaginable. Most are run top-down with a benevolent (or maybe not so benevolent) dictator at the helm. Assignments, estimates and schedules are pushed down the corporate chain with little regard for the individual employee.

Over the years there has been a lot of discussion about Theories X, Y, and Z in management; whereas "X" is autocratic, "Y" is more of a "carrot and stick" mentality and "Z" promotes individual participation.

Remarkably, despite the many years of promoting the rights of the worker, today we primarily live in a Theory X world. Employees are told what to do and when to do it, without any interest in their input. Today, this is commonly referred to as "micromanagement." Under this approach, although the work will eventually get done, there is no loyalty to the company by the employee, mistakes are made and quality suffers, and productivity declines since there is no personal sense of urgency by the employee. In other words, the company works, but not like a well-oiled machine.

More recently, I have noticed this same phenomenon occurring in nonprofit volunteer organizations, such as homeowner associations, clubs, school organizations, sports associations, even church groups. The people that run these groups may have the best intentions, but rarely do they know how to actually manage. Sadly, some people get involved with such organizations to satisfy a petty power trip they are on. Consequently, they have little regard for organization and adherence to policies and rules. Instead, they try to micromanage everything. People, particularly volunteers, have a natural aversion to micromanagement and quickly lose interest in their work.

Let us always remember that the word "management" begins with "man" for a purpose: it refers to how we interact with people and, as such, it is not a clerical or administrative function, but, rather, a people function; how to work with the human being, a very challenging task considering you are dealing with human

## CHAPTER 13

# FIRING EMPLOYEES ISN'T FOR SISSIES

### INTRODUCTION

I recently had a good friend experience a troubling termination of an employee. This was for a national retail distribution company where my friend serves as Sales Manager for one of the company's regional outlets. The problem centered on a young (thirty-ish) salesman who was well trained but acted like a loose cannon, e.g., policies and procedures weren't always followed, and he was caustic and abrasive with customers and suppliers alike. This inevitably resulted in some serious customer relations problems for the company. On more than one occasion, my friend was called in to bail out the salesman. His conduct and attitudes were well documented in his performance reviews and my friend went beyond the call of duty to counsel the salesman. Regardless, the salesman recently insulted a young female supplier by using the legendary "f\*\*\*" word on the telephone (along with several other choice expletives). Not surprising, this traveled up and down the management chain of command until it finally landed on the desk of the Sales Manager who was told to fire the salesman. Dutifully, my friend called him into his office, explained the situation, and gave the salesman the option of allowing him to either resign or be terminated. The salesman flew into a rage and called the Sales Manager every name in the book and came close to exchanging blows with him. It was very ugly.

I talked with my friend at length about the incident and told him if he was guilty of anything, it was that he was too kind and too often gave his people the benefit of a doubt. Whereas he always hopes for the

best from an employee, I generally expect the worst and am pleasantly surprised when things work out. In other words, they have to earn my respect; they cannot take it for granted. This got me thinking about how we terminate employees these days. In the old days, if you screwed up, you were fired on the spot and shown the door. No questions asked; it was a done deal. But in today's litigious society, managers have to be more careful or face a costly lawsuit.

I remember firing my first employee several years ago. Even though I hadn't hired the person, it was my duty to terminate him. The night before the termination, I agonized over how I would do it and what I would say. My stomach flipped-flopped and I definitely did not look forward to doing it. Nonetheless, the next day I called the employee into my office, explained his services were no longer needed, and let him go. In hindsight, I'm sure it was less than perfect, but I somehow got through it (and had a stiff drink afterwards). Since then I have had to terminate a fair share of people over the years. I no longer get upset over it and have learned a few things along the way. Perhaps the biggest lesson is that firing employees isn't for sissies. There are not many things worse a manager can do than botching a firing. We laugh at Donald Trump saying, "You're fired," on television, but that is a rigged situation where contestants already understand there is going to be only one survivor. In the real-world, a termination affects a lot of people other than the employee and yourself; it affects the employee's coworkers, family and, in the situation described above, customers and vendors. Firing an individual requires great skill and, as

# CHAPTER 14

## HOW PRODUCTIVE ARE YOUR MEETINGS?

*"Unless someone is looking for an excuse to duck a work assignment, nobody wants to attend an inconsequential meeting."*  
- Bryce's Law

### INTRODUCTION

As a businessman, one of my favorite movies is *"Planes, Trains and Automobiles"* featuring Steve Martin as an advertising executive trying to return to Chicago during the Thanksgiving holidays. The movie opens with Martin attending a meeting in New York City where he is pitching an ad campaign to the President of a large corporation, played by William Windom. The meeting is rather long and boring as Windom quietly agonizes over the layout of Martin's proposed ads. All of the meeting attendees sit quietly and patiently as they wait for Windom to make a decision (which he never makes). As it is the holiday season, they all have other things they want to do (in Martin's case, it is to return home to Chicago). Ultimately, the meeting is a colossal waste of time for all of the attendees.

We've all been involved with such meetings where the person running it is either insensitive to the needs of the attendees or the subject matter is painfully boring. It should come as no surprise that excessive or pointless meetings are probably the number one cause for decreased productivity in organizations, be it corporate or nonprofit (as Dilbert has pointed out to us time and again). Understand this, unless someone is looking for an excuse to duck a work assignment, nobody wants to attend an inconsequential

meeting.

Remarkably, there are a lot of people who don't understand the basics of running a productive meeting, hence the problem as exemplified by Martin's movie. There is nothing magical about conducting a good meeting. It just requires a little preparation, along with some leadership and structure during its execution. Here are some simple guidelines to follow:

### PREPARATION

First, determine the necessity of the meeting itself. Do you really have something important to discuss or do you just want to simply "chew the fat." Meetings are nice but we should never forget they distract people from their work assignments. Therefore, we should only hold a meeting if it is going to benefit the attendees and assist them in their work effort. Let us not forget there are many other communication vehicles at our disposal: memos, e-mails, web pages (including blogs and discussion groups), posted notices, general broadcasts over a PA system, etc.

If you are convinced of the necessity of the meeting, you will need to know three things:

- **Your objective** - Is the purpose of the meeting to communicate a particular message, develop a dialogue and reach consensus, educate/train people, or to offer a simple diversion for the attendees? People do not want to hear the boss

# CHAPTER 15

## MANAGING CRUNCH TIME

*"All of your hard work, regardless of how well it is intended, is for naught if it results in a pile of rubble."*  
- Bryce's Law

### INTRODUCTION

Okay, you are under the gun to produce something by a given date; you do not have a lot of time for a robust methodology, nor are you interested in being encumbered with a lot of bureaucracy; you want to get the job done quickly and you want few problems; its "Crunch Time."

This dilemma is faced by departmental managers every day. You are required to move heaven and earth in a short period of time with minimal resources. How you found yourself in this predicament is irrelevant. You can point fingers later, but right now you have a deadline to meet. Now is not the time to lose your cool but, rather, work your way through the problem with a little creativity and a lot of resourcefulness.

What to do? What are the bare essentials for survival? There are seven points to be considered:

### 1. GET ORGANIZED

First, develop a project scope specifying EXACTLY what is to be accomplished. Determine the minimum to succeed, yet be ambitious enough to aim a little higher. Articulate and document the project scope as accurately as possible. This will be invaluable for

conveying the project objectives to the project team.

Next, take stock of your strengths and weaknesses, particularly in terms of available human resources. Now is the time to recruit suitable personnel, either internally or outside contractors, to work on the project. If available, reference the company's skills inventory to locate suitable personnel to perform the work. If special equipment is required, order it now.

Since you may need to offer incentives to employees to motivate them, check with management to see what will be allowed, be it money, time-off, or some other perk.

Determine the working hours during the tenure of the project; for example:

- Will it be necessary to work overtime and on weekends?
- Will it be necessary to cancel vacations?

It is also not uncommon for managers to rent out hotel rooms close to the office to minimize distractions and keep the staff close to their project work.

Get this straight now so there is no confusion later on.

### 2. PLANNING

Now, more than ever, you have to do some planning. Whether you do it on your feet or on paper (the latter,

# CHAPTER 16

## WHY WE NEED POLICY MANUALS

*"A policy is written to protect a company from those who break the rules, not from those who follow them."*

- Bryce's Law

### INTRODUCTION

In today's litigious society, a Policy Manual (sometimes referred to as an Employee Handbook) is a wise investment for any company, large or small. Let me give you an example, back when we were developing products for the mainframe, our staff blossomed to 25 employees, a small company no matter how you look at it. Like any startup company, our interests in the early days were on product development, marketing, and servicing our customers. As our company grew, we began to take on additional consultants, developers and clerical personnel. We then began to notice people taking advantage of our work environment, e.g., sick days, excessive doctor visits, people began to dress sloppily, they were spending too much time attending to personal affairs at the office, etc. It finally became obvious to us that we needed a well written policy manual to bring conformity to our operations and protect the company from abuse. We thereby devised a formal Policy Manual, and had all of our employees read it and sign a statement they understood its contents.

Policy Manuals may be common practice in large corporations but it is also a shrewd investment for small companies. I am still amazed that a small business such as ours needed to develop a Policy Manual but I am certainly glad we implemented it for it has

saved us on more than one occasion from frivolous lawsuits brought on by former employees.

From the outset, understand this, a policy is written to protect a company from those who break the rules, not from those who follow them. In our early days, when there were just a handful of employees, it was easy to monitor what everyone was doing and communicate our corporate position to them. But as the company grew, it added a new level of complexity to our communications making it harder to assure consistency in the conformance of our rules. An employer would like to believe its employees will maintain the best interests of the company. Regrettably, this is a naive concept as employees normally put their own personal interests before the company's. If it was true, there would not be a need for a Policy Manual. A Policy Manual, therefore, is needed for those people who break the rules; for those who do not, it is a trivial concern.

### WHAT SHOULD A POLICY MANUAL CONTAIN?

The manual should provide tightly worded descriptions of corporate positions. The following is a sampling of sections that should be included. Additional sections may be required due to the nature of your business.

Introduction:

- Introductory comments from a senior officer (e.g., President) specifying the purpose and organization of the manual.

# CHAPTER 17

## CREATING A SKILLS INVENTORY

Abbot: *"Let's see, we have Who on first, What's on second, I Don't Know is on third."*

Costello: *"That's what I'm trying to find out."*

### INTRODUCTION

As I visit corporate clients, I am always amazed to see how out of touch managers are in terms of knowing the talents and abilities of their staff. Such ignorance makes it difficult to properly assign staff to project assignments. Consequently, there is a tendency for companies to hire too many outside consultants or purchase training programs unnecessarily. Why? Because most organization refuse to take the time to develop and maintain a simple "Skills Inventory" which catalogs and rates the skills of their human resources. You cannot capitalize on the talents of your staff if you do not know what they are.

### WHAT IS A SKILL?

A skill is a developed aptitude or ability for performing a certain task. It represents specific knowledge or talents as developed by education and/or experience. Skills relate to the type of work we do and the tools and techniques we use. We can define skills as vaguely or as precisely as we so desire, but the real value of a Skills Inventory lies in precision. The following are categories of skills we have developed for Information Technology organizations:

Basic Business Skills: e.g., Conducting a meeting, Interviewing, Speaking/presentations, Writing, E-Mail,

Word Processing, etc.

Business Functions: knowledge of a specific corporate function, e.g., Marketing, Sales, Manufacturing, Inventory, etc.

Degrees & Certifications: e.g., Associates Degree, Bachelors, Masters, Doctoral, and trade certifications.

Languages: foreign - e.g., French, German, Italian, Japanese, Spanish, etc. Programming - e.g., Basic, C, COBOL, Java, Pascal, etc.

Methodology: Listing the Phases and Activities of in-house methodologies, such as the "PRIDE" Methodologies for IRM.

Standards: corporate policies, writing standards, design and development, etc.

Tools & techniques: programming techniques (e.g., OOP), data base design, DBMS, CASE tools, program generators, workbenches, Office Suites, Graphics Packages, etc.

Some companies also use a Skills Inventory to track the talents of machine resources. Some have found it of value to inventory such things on a computer as languages supported, memory, program utilities, compilers, backup programs, and various other attributes about the operating system. This is useful for tracking hardware resources and determining when it is necessary to upgrade equipment.

# CHAPTER 18

## 10 TIPS FOR IMPROVING SOCIAL INTERCOURSE

*"Social intercourse is a two way street. Make sure you are driving on the right side."*  
- Bryce's Law

### INTRODUCTION

In past articles I have described the problems our younger workers are having with interpersonal relations/communications. Many find it easier to plug into an iPod as opposed to working with others. This is resulting in a socially dysfunctional workplace where people work at odds with each other. To overcome this problem, I offer the following suggestions for improving a person's social intercourse. There is nothing magical here, just ten commonsense tips to help you develop better relationships with your co-workers, your vendors, and your customers.

### 1. GREET SOMEONE

Nobody wants to feel unwelcome or unappreciated. If they do, they will feel like outcasts and less likely to help you with something. The objective is to make people feel at home. This can be accomplished with a simple greeting or a firm handshake while looking at the person directly in the eyes.

It is easy to detect when a greeting is sincere or routine. Your goal is to appear genuinely concerned about the person. This can be achieved by:

- Complimenting on some personal attribute of the person (e.g., clothes, hair, car).

- Inquiring about a person's family (e.g., birthday observed, anniversary, graduation, pets, health, etc.)

- Asking about an event the person recently experienced (e.g., attendance at an event, participation in a volunteer organization/charity, a new job or project assignment, etc.).

- Commenting on something newsworthy - community, sports, weather ("*What did you think about...?*")

Such greetings are an expression of your interest in the person. Too often greetings become routine and, as such, less credible. Try to break it up.

A good, basic greeting can work wonders in building cooperation between people.

### 2. ENGAGE IN A CONVERSATION

People have a natural curiosity as to what you are all about. The best way to communicate this is to engage in simple conversation. Some people are naturally shy and tend to withdraw from such discourse. If one person is not willing to start a conversation, another should take the initiative simply by asking the other, "*How are you?*" or "*What do you think?*"

A good icebreaker is to tell a joke. But in this day and age of "political correctness," exercise good judgment and taste in your humor. Avoid slang and of



## CHAPTER 19

# CRAFTSMANSHIP: THE MEANING OF LIFE

*"Manage more, supervise less."*  
- Bryce's Law

When I got into the work force back in the mid-1970's it seemed everyone dressed in a suit and tie, drank black coffee, smoked their brains out, and worked their butts off. Today, golf shirts have replaced suits, herbal tea and bottled water have replaced coffee, nobody is allowed to smoke, and rarely does anyone work beyond 5:00pm. More importantly, we used to care about the work we produced; there was a sense of craftsmanship, regardless of the job.

My Brother-in-law in Cincinnati conducted me on a tour of his company's machine-tool shop years ago and showed me how he could take a block of aluminum and convert it into a high-precision machine tool. It was a pleasure to watch him work, as it is to watch anyone who knows what they are doing, be it a waitress, a programmer, a laborer or a clerk.

Quality and service used to be considered paramount in this country. If it wasn't just right, you were expected to do it over again until you got it right. We cared about what we produced because it was a reflection of our personal character and integrity. But somewhere along the line we lost our way and craftsmanship has fallen by the wayside. Why? Probably because we no longer care.

In today's litigious society, employees are acutely aware that it is difficult to be fired due to poor performance. They know they will still get paid and receive benefits, regardless of the amount of effort they

put forth. Consequently, there is little to encourage people to perform better. Money isn't a motivating factor anymore. People now expect bonuses, raises and other perks to be paid out regardless of how well they perform during the year.

We've also become a nation content with doing small things. America used to be known as a powerhouse that could tackle large projects, such as building skyscrapers, designing innovative bridges and tunnels spanning substantial bodies of water, engineering transcontinental railroads and highway systems, conquering air and space travel, and defending freedom not just once but in two world wars. If you really wanted something done, you talked to the Americans and no one else. Now we get excited over iPods, cell phones, and other electronic trinkets.

Many believe Craftsmanship is in decline due to the general apathy found in today's society. Maybe. I tend to believe it is due to an erosion of our moral values. Let me give you an example. Having a child in college, my interest was piqued recently by an article describing the pervasiveness of cheating and plagiarism in our schools. It is not my intent to make a political statement here but many of the students mentioned in the article rationalized their cheating on the fact that one of our past Presidents cheated and lied under oath, and got away with it. They figured if it is okay for the Commander-in-Chief to act this way, it was an acceptable form of behavior.

Arnold Toynbee, the famed English historian, observed, *"Civilizations die from suicide, not by mur*

## **EPILOGUE**

Thanks to government regulation, political correctness, and a short-term "bean counter" mentality, it is becoming ever more challenging to be a manager these days. People want to manage, but feel restrained by corporate and social mores, possible litigation, and a general lack of knowledge. There is actually nothing magical to managing, it just requires a little common sense. If you have read this book carefully, I don't believe you will find anything earth shattering in terms of revelations, just some pragmatic advice for achieving results. And as I mentioned in the Introduction, if there is anything uncommon today, it is common sense.

In the end, the manager must be in tune with his superiors, his workers, his peers, his work environment, and his mission. Perform your duties with a little class, dignity, humor, and ambition. If you haven't guessed by now, people are quick to tell you what you cannot do in life. Nine times out of ten they are dead wrong. If you can think it through, you can do it. Mind power is where its at.

Let me leave you with this final thought, never be afraid to simply TRY. Undoubtedly, you will have a fair share of successes as well as failures. Accept your successes graciously and your defeats gracefully. Learn from your mistakes.

*"It is not the critic who counts, not the man who points out how the strong man stumbled, or where the doer of deeds could have done them better.*

*The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes up short again and again; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best, knows in the end the triumph of high achievement, and who, at the worst, if he fails, at least fails Daring Greatly so that his place shall never be with those timid souls who know neither victory or defeat."*

- Theodore Roosevelt

**END**

# QUOTATIONS

In addition to the various quotations laced throughout this book, here is a compilation of my favorite quotes I have collected over the years which I have found useful for making a point. Perhaps it will help you as well.

*"If you tried to do something and failed, you are vastly better off than if you tried to do nothing and succeeded."*  
- Anonymous

*"An optimist is someone who tells you to cheer up when things are going their way."*  
- Anonymous

*"If you do not make the decision, the decision will be made for you."*  
- Anonymous

*"Experience is a wonderful thing. It enables you to recognize a mistake when you make it."*  
- Anonymous

*"Learn from the mistakes of others - you can never live long enough to make them all yourself."*  
- Anonymous

*"A memorandum is written not to inform the reader but to protect the writer."*  
- Dean Acheson

*"It's got to be done and done quickly, so let's get it done."*  
- General Henry "Hap" Arnold

*"Genius, that power which dazzles mortal eyes, is oft but perseverance in disguise."*  
- Henry Austin, "Perseverance Conquers All"

*"A learned fool is one who has read everything and simply remembered it."*  
- Josh Billings

*"The work an unknown man has done is like a vein of water flowing hidden underground, secretly making the ground green."*  
- Thomas Carlyle

*"I do not believe in a fate that falls on men however they act; but I do believe in a fate that falls on them unless they act."*  
- G.K. Chesterton

# **BRYCE'S LAWS**

Bryce's Laws have been a favorite of systems development professionals and management for many years. Below is a partial list for your perusal. I hope you will enjoy them. For the complete list of Bryce's Laws see our corporate web site or specifically:

<http://www.phmainstreet.com/mba/pride/laws.htm>

Productivity = Effectiveness X Efficiency

There is nothing more unproductive than to build something efficiently that should not have been built at all.

Organizations progress when the impact of good actions and decisions outweighs the impact of poor actions and decisions.

Technology alone will not solve our problems, only effective management will.

No amount of elegant programming or technology will solve a problem if it is improperly specified or understood to begin with.

If anything in life is constant, it is change.

Quality must be built into the product during design, not inspected in afterwards.

Never embark on a journey without knowing your destination.

An elegant solution to the wrong problem solves nothing.

No one has ever built a perfect system the first time, and no one ever will.

How a system is implemented is of little importance if it solves the problem effectively.

Beware of your "firefighters," they are probably your chief arsonists.

If we built bridges the same way we build systems in this country, this would be a nation run by ferryboats.

The first on-line, real-time, interactive, data base system was double-entry bookkeeping which was developed by the merchants of Venice in 1200 A.D.

You must first plant the seeds in order to harvest the crop. Unfortunately, most companies tend to eat the seed and then there is no crop to harvest.

There is only one problem with common sense; it's not very common.

Without a road map, you might be driving in circles.

It is one thing to enact legislation, quite another to enforce it.

Most estimating errors are errors of omission, not commission. It is what we forget to estimate that gets us into trouble.

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