How to Manage - Lead - Command (continued)

4. Executive Ability (Characteristics)

It is not a mere recital of desirable characteristics. It is a statement of very necessary - required - positive characteristics that we must have and develop - If we have them, we must use them. We must practice - observe - improve - This particular list will only be of use to them if they build it themselves as they go along - Any such list given by others does not mean much to recipient - They are just words.

Experience - Knowledge (Digested - need for catalyst)
Understanding - Perception - (Analysis - When to or not to act - where)
Ideas - Faith - Courage - Creativeness
Observe - Analyze - Decide - Act - Convince - Lead (leadership applies to all forms of human relationships - for instance, relationship salesman to clients)
Sensing the unexpected and giving time to it
(What seems like an unexpected event requiring hurried decision by executive may not be actually so)
Good health - Emotitional stability
Ability to take it
" work hard - relax and think
Capacity to master emotions - hide nervousness - strain - fatigue
" control when to get mad - talk - be silent
" convey confidence and inspiration
Proper timing of decisions - acts - actions
Know when to order or suggest
" discuss orders or obey
" carry out orders or change them
" not to fit - by how much - how -
not to give orders that cannot be carried out
Understand that "negotiation" is the daily task of everyone
Clarity of decisions - leeway given (is it misunderstood?)
Neatness in appearance and habits
Tact - Tolerance - High standard of morality
Loyalty to colleagues and subordinates - to product and company
Eliminate waste of every type - Allow it when useful
Understand time lags in people - events - acceptance of new ideas
Understand particular problems of men and functions
Understand and develop for himself and others:
Good habits, methods, intelligent routine
Sensitiveness - Tuned to: events - ideas - emotions - happenings - future demand - problems

* Measure what to expect or not to expect from others
at all levels - understand their viewpoint -
special skills - problems, etc.
Methods - Attitude (Effect on one's self and on others)

A

Application, use of personal traits and characteristics.

patient impatient
tolerant aggressive

Proper balance between extremes

" understanding of needs for extremes at times
" use of whatever attitude and method is necessary
" shift from one to the other when needed
" fundamental use of best method

B

Methods - Attitude

Too busy - too lonely - familiarity - confidence giving
Planning - Foresight - Thinking ahead (alone or with others)
Correcting mistakes Watching the past
Dealing with people Putting fires out
Educating men in doing their jobs better
Dealing with figures through staff assistants - committees or through those responsible
4. Executive Ability (Characteristics) (continued)

Determination (codification)
of goals
methods - functions - jobs to reach them - people to fill
functions - educate - train - inspire
Does not overcodify to the point where initiative - desire for
improvement - creativity is slowed down or nullified
Understands people's characteristics - assets - liabilities
builds up cooperation within a group
and stimulates individual development
Understands and creates necessary relationships
between subordinates, keeping them from
becoming so friendly that business drive
suffers and superior individual comes down
to lowest one.
So called "proper communications" do not replace "leadership"
Surrounded by people who are there to prevent him from making a
mistake!!

Story of man who did not learn anything in military service
Did not observe
Was not interested - Did not improve nor learn

Understands that superior individual may have to leave
the organization to get away from downgrading
effect of perfect cooperation - Friendliness and
company spirit
Understands that each man should be asked to do a little
more than he thinks he can do and rewards him
when he does
Respects - encourage and guide superior individual

5. Methods - Attitude (Effect on one's self and on others)

(Proper balance between extremes)
" understanding of need for extremes at times
" use of whatever method is necessary
" shift from one to the other when needed
" fundamental use of best method

Too busy - too lonely - familiarity - confidence giving
Planning - thinking ahead
Correcting mistakes watching the past
putting fires out
Dealing with people
Educating men in doing their jobs better
Dealing with figures
through staff, assistants, committees, or through
those responsible
5. Methods - Attitude (continued)

Driving - overdriving
Under, overorganizing
Managing men vs. managing company
What does head man like, need and want?
   Men, charts, figures
   Talk - listen
   Advice
   Make decisions or have them made for him
Carries effort to completion or eases upon pressure too soon

6. Understanding of Management Prerogatives (duties) and Limitations

(Maximum understanding and use of
others will not understand if they are not used)
Management prerogatives (duties) and limitations
(Decreasing amount of freedom)
   Determination of goals - problems
   Where to go for help - advice - guidance
Selection of: capital  product
   equipment  suppliers
   materials  clients  markets
   labor

Determination and selection of Board of Directors
Determination and selection of organization
Picking executives
Picking labor
Rewarding
Discussing
Issuing orders