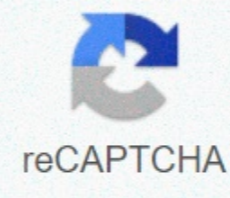




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Span of management examples

Management by Barbara Bean Mellinger More articles for product managers.Ex-Farfetch, Skyscanner. Do something new. One of the most important aspects of building a good product organization is designing a system where builders thrive. A well-organized, ambitious yet humble, smart group of people is an unstoppable force. For managers, it means hiring and empowering direct reports to build a team that can not only play to their strengths in the direction of a better product, but also discover products that change the course of a company that probably doesn't need to exist yet. So what's pulling a great manager apart? Empowerment and Inspiration Good Manager empowers your team to achieve their goals. Great managers inspire teams to exceed their constraints. Listening vs. empathy Good managers hear more than they talk about. Great managers understand, resonate, empathize and are vulnerable to their opportunities for improvement. Transparency vs. Communication Good Manager is transparent, candid and clear. Great managers change people's careers by showing them what is possible through great communication. A good manager building a system to build a product builds processes and practices that make the work run smoothly. A good manager builds a system where people feel empowered by boundaries and build products that can use them to reveal 10 times improvements to current products. A safe and meaningful manager makes people feel safe and productive. A great manager makes people feel the meaning, purpose and vitality about coming to work. Good managers who influence strength care about their direct reports on a personal level. Great managers have deep empathy for everyone around them and create long-term bonds from potential conflicts. Administrators who make strategic stories can talk comfortably about macro strategies and minute execution details. A great manager makes up a compelling story in which his direct reports are encouraged to actively participate. Their input reconfigures the conversation in a decisive way. Compound value of relationships Good managers regularly check in with teams and direct reports and have a list of obstacles and pains they are now working on. A good manager, despite our best efforts, increases the value of these sessions over time by keeping a long-term log of what went well, what went wrong and what continues to happen. Concrete and hands-on insights Good Manager helps people overcome difficulties and get better at work. Great managers are specific about how people can improve and analyze issues through the lens of personal challenges, stories and goals. Join hackers noon and create your free account to unlock your custom reading experience. In Brazil, The fildom of paternalism and family business is still thriving. I am the president of a manufacturing company that treats 800 employees like responsible adults. Most people, including factory workers, set their own working hours. Everyone has access to the company's books. The vast majority vote on the decisions of many important companies. Regardless of the job description, everyone is paid on a monthly basis, with more than 150 management members setting their own salaries and bonuses. This may sound like an unconventional way to run a business, but it seems to work. Close to the financial disaster of 1980, Semco is now one of brazil's fastest growing companies, with a profit margin of 10% in 1988 with sales of \$37 million. Our five plants produce a variety of sophisticated products, including marine pumps, digital scanners, commercial dishwashers, truck filters and mixing equipment for everything from bubble gum to rocket fuel. Our customers include Alcoa, Saab and General Motors. We have built a number of cookie factories for Nabisco, Nestlé and United Biscuits. Our multinational competitors include AMF, Worthington Industries, Mitsubishi Heavy Industries and Carrier. Management groups, labor unions and the press have repeatedly named the best company to work for in Brazil. In fact, we no longer advertise our work. Word of mouth generates up to 300 applications for all available positions. The top five managers we call counselors - including a former human resources director at Ford Brazil, a 15-year veteran Chrysler executive, and one who quit his job as president of a large company to come to Semco. When he joined in 1980, 27 years after his father was founded, Semco had about 100 employees, manufactured hydraulic pumps for ships, generates about \$4 million in revenue and was on the verge of catastrophe. From 1981 to 1982, we looked for loans from bank to bank, fighting persistent, grounded rumors that the company was in danger of going down. We often read files throughout the night, looking for desk drawers for veteran executives for clues about contracts since they were made privately and forgotten in private. Most managers and outside directors agreed on two immediate needs: specialization and diversification. In fact, these measures had been debated for years, but never progressed beyond wish-thinking. For two years, at our fingertips, we sought a license to manufacture other companies' products in Brazil. We traveled constantly. I remember one day I was in Oslo for breakfast, New York for lunch, Cincinnati for dinner and San Francisco at night. The obstacles were great. Our company lacked an international reputation and so did our country. Political malformations and Draconian business regulations in Brazil have scared off many companies. Still, good luck andA relentless program to beat the corporate bush on four continents has finally paid off. By 1982, we had seven licensing agreements. Our marine sector (once company-wide) has declined to 60% of total sales. Also, all the managers and directors were professionals who had nothing to do with their families. As Semco recovered, it entered the acquisition phase with millions of dollars spent and millions of dollars lost over the next two or three years. All of this growth was funded by banks, generally at interest rates 30 percent above inflation, from 40 percent to 900 percent each year. There were no long-term funds in Brazil at the time, so the maximum term for these loans was 90 days. We didn't get a cent from the government or incentive agencies, and we never paid a penny in graft or bribes. How did you survive doing it? Hard work, of course. And good luck - the basis of success of every business. But I think the most important thing was a fundamental change in the concept of management. Without these changes, hard work and even good luck could have pulled us out. Semco has three basic values and is based on about 30 management programs. Values such as democracy, profit sharing and information work in complex circles, each of which depends on two other values. If we eliminate one, others are pointless. Our corporate structure, employee freedom, trade union relations and factory size restrictions are all products of our commitment to these principles. Porting a management program from one company to another is never easy. In South America, it is aathical that our structures and styles cannot be replicated. Semco is too small, too big, too far away, too young, too old, or too unpleasant. We may also be too professional. We do cellular manufacturing of technically sophisticated products and work at the high end of quality and price. So our critics may be right. Perhaps nothing we've done can be a blueprint for anyone else. Still, in an industrial world where the method shows obvious signs of fatigue, the benefit of sharing experience is to encourage experimentation and plant seeds of conceptual change. So what the hell is that? The first of the three values of participatory hot air Semco is democracy, or employee engagement. Obviously, workers who control working conditions will be happier than those who don't. Obviously, there is no dispute between a company that buys tight compliance in the workforce and a company that enjoys the entering participation of its employees. But about 90% of the time, participatory management is just hot air. The intention is not good. Implementing employee engagement is very complex, very difficult, and not uncommon, so it's just so frustrating that it's easy to talk to.To do. We found four major obstacles to effective participatory management: size, hierarchy, lack of motivation, and ignorance. In a huge production unit, people feel small, nameless, and inunable to influence the way they work or their ultimate benefits. This feeling of helplessness is highlighted by managers (sometimes even going to the bathroom) who refuse to let their subordinates make their own decisions. But even if scale and hierarchy can be overcome, why should workers care about productivity and the company's interests? Humans were not designed to work in large groups. Until recently, our ancestors were hunters and gatherings. For more than 5 million years, they refined their ability to work in groups of about 12 people. Then came the Industrial Revolution, and suddenly workers were about to function efficiently in factories that employ hundreds or even thousands of people. Organizing these hundreds into a team of about 10 members may help some teams, but there are still limits to how many smaller teams can work together well. At Semco, the most effective production unit consists of about 150 people. The exact number is open to discussion, but it is clear that thousands of people in one facility make individual engagement an illusion. When we made the decision to keep the unit small, we immediately focused on one facility with more than 300 people. The unit produced commercial food service equipment such as slicers, scales, meat grinders and mixers and used an MRP II system connected to an IBM mainframe with dozens of terminals throughout the plant. The paperwork took two days to head from one end of the factory to the other. Excess inventory, slow delivery and quality issues were common. We tried various worker participation programs, quality circles, kanban systems and motivation schemes, all of which got off to a great start, but lost momentum within a few months. The whole thing was too big and complicated. There were too many managers holding too many meetings in too many layers. So we split the facility into three separate factories. First, they kept all three buildings in the same building, but separated certain auxiliary functions such as entrances, ports of entrance, inventory, telephones, human resources, management information systems, and internal controls. It also scrapped the mainframe in favor of three independent PC-based systems. The first effect of the split was the duplication of efforts and rising costs due to the loss of economies of scale. Unfortunately, the balance sheet chalks up such itemsAll are attached dollar numbers, and while there is nothing to list on the asset side at first, there are airy ones like increased engagement and sense of belonging. But the long-term results exceeded our expectations. Within a year, sales doubled. Inventories declined from 136 days to 46 days. We announced eight new products that had been stagnant for two years in research and development. And overall quality has improved to the point that the rejection rate on a third of the scale inspected by the federal government drops to less than 1%. Increased productivity allows you to reduce your workforce by 32% through attrition and retirement incentives. I'm claiming to have achieved all of this with just a reduction in size, but reducing the size is essential to keeping in touch with employees so they can coordinate their work. The distance we want to eliminate comes from having too many people in one place, but it also comes from having a pyramidal hierarchy. Pyramids and circles The pyramids of organizations are the cause of evil in many companies because the tip is too far from the base. Pyramids emphasize power, promote anxiety, distort communication, hinder interaction, and make it very difficult for those who plan and those who perform to move in the same direction. So Semco designed a circle of organizations. The biggest advantage is that the manufacturing unit reduces the management level to three (one enterprise level and two operational levels). It consists of three gon-to circles. One small central circle contains five people who integrate the company's movements. These are the counselors I mentioned before. I'm one of them, and except for a couple of legal documents that call me president, counselors are the only titles I use. The second large circle contains the heads of eight departments. Finally, the third huge circle holds all the other employees. Most of them are people we call associates. No one conducts research, design, sales, manufacturing work and reports regularly. But some of them are permanent and temporary teams and task leaders that we call coordinators. You have counselors, partners, coordinators, and stakeholders. This is four titles and three management layers. The key to the system is the coordinator, a group that includes everyone formerly called fore, supervisor, manager, head, or chief. Only associates report to coordinators. Coordinator does not report to another coordinator. Its functioning of the system ensures a reduction in the management layer. Like everyone else, we value leadership, but that's not all we value. For example, in marine pumps, there are application engineers who can look at the layout of a ship and focus on a particular pump and say, If you take this thing north of the Arctic Circle, that pump will fail. He makes more money than the person who manages his unit. We can change managers, but this guy knows what pumps work in the Arctic, and it's worth more. Associates often earn higher salaries than coordinators and partners, so they can increase their status and compensation without having to be in the manage line. Managers and the status and money they enjoy are, in a word, the single biggest obstacle to participatory management. Hierarchically. We've had to get managers in the way of democratic decision-making and our circular system is doing it pretty well. But we go further. We don't hire or promote people until we are interviewed and accepted by all future subordinates. Twice a year, subordinates evaluate managers. Also, twice a year, everyone in the company anonymously fills out questionnaires about the company's reliability and top management capabilities. Among other things, ask what it takes to leave an employee or go on strike. We will make important decisions together and certain decisions will be made by a company-wide vote. A few years ago, for example, the marine sector, which makes pumps, compressors and ship propellers, needed a larger plant. Real estate agents searched for months and found nothing. So we asked the employees themselves for help, and on the first weekend there are three factories nearby for sale. We closed the shop all day, piled everyone on the bus and drove the car to inspect the three buildings. The workers then voted and chose plants that the counselors didn't really want. It was an interesting situation that tested our efforts in participatory management. The building stands opposite the Caterpillar plant, one of brazil's most frequently struck factories. With our own two tough trade unions, we weren't looking forward to a front row seat for all the labor disputes that came together. However, we accepted the employee's decision because we believe that in the long run, giving people participation in decisions that affect their lives will

have a positive impact on employee motivation and morale. We bought the building and moved in. Workers designed the layout of the flexible manufacturing system and hired one of Brazil's most important artists to paint the whole thing inside and out, including the machine. The factory is really an employee thing. I feel like a guest every time I walk. It's ok. Annual productivity per employee jumped from \$14,200 in 1984 to \$37,500 in 1988, with a target of \$50,000 in 1989. Over the same period, market share increased from 54% to 62%. The employees also outperformed me on acquisitions of companies that I'm sure we should have bought. But they felt we weren't ready to digest it and I lost the vote. AndThat's how the reliability of our management system is at stake. Even when management feels anxious, employee engagement must be real. Anyway, if the people who have to manipulate it don't believe it's viable, what's the future of acquisitions? Most of our programs are based on the notion that employees control their lives. In short, we hire adults and treat them like adults. Think about it. Outside the factory, workers are men and women who elect governments, serve in the military, lead community projects, raise families, educate them, and make daily decisions about the future. Friends seek their advice. The salesperson brought them to justice. Children and grandchildren seek wisdom and experience from them. But the moment they enter the factory, the company turns them into adolescents. They must wear badges and name tags, arrive at a certain time, punch their watches, line up to eat lunch, get permission to go to the bathroom, give a long explanation every time they are five minutes late, and follow the instructions without asking many questions. One of the first moves when I ruled Semco was to abolish norms, manuals, rules and regulations. Everyone knows you can't run a large organization without regulation, but everyone knows that most regulations are poppycock. They rarely solve problems. On the contrary, there are usually some obscure corners of the rulebook that legitimate the worst stupidity people can think of. Common sense is a risky tactic because it requires personal responsibility. It is also true that common sense requires a touch of civil disobedience every time someone alerts them to something that is not working. We had to liberate Thoreau and Tom Paynes in the factory and recognize that civil disobedience was not an early sign of revolution, but a clear sign of common sense in the workplace. So we replace all knit picking regulations with common sense rules and put our employees in a tough position to make their own judgments. For example, there is no dress code. The idea that personal appearance is important in work, in any job, is absurd. I've heard that sales representatives, receptionists, and service personnel are company calling cards, and that's actually how ridiculous it is. A company that needs a business suit to prove its seriousness probably lacks more meaningful evidence. And since the receptionist was wearing jeans instead of dresses, what customers canceled their orders? IBM is not a great company because its sales staff are dressed to special standards set by Thomas Watson. It is also a great company that has this eccentricity. It also scrapped complex company rules on travel expenses.Whether we pay for theatre tickets or a free call home for five or 10 minutes, people got the rights. We used to spend a lot of time discussing things like that. Now we do everything based on common sense. Some stay in four-star hotels, while others live like Sparta. Some spend \$200 a day, while others can get by for \$125. Or maybe I think. No one checks expenses, so there's no way to know. In short, we don't care. If we can't trust people with our money and their judgment, we're sure hell shouldn't be sent abroad to do business in our name. We have abolished audits of security searches, int maylocks, and petty cash accounts of veteran employees. It's not that we don't really prosecute criminal violations of our trust. We only refuse to shame 97% of the workforce to reach out to the occasional thief or two-bit embezzler. We recommend insisting on job rotation every two to five years to prevent boredom. We work hard to provide job security and for people over 50 and those who have been with the company for more than three years, the dismissal process is extra complicated. On the more experimental side, there is a program for entry-level management trainees called Lost in Space, where every year we hire two people who have no job description at all. The Godfather takes care of them and for a year they can do whatever they want as long as they try at least a few different areas and units. With the same logic that manages other employee programs, we also eliminated the time clock. Even on the factory floor, I come and go according to my schedule. I admit this idea is hard to swallow. Most manufacturers are not ready for factory floor flextime. But our reasoning was simple. First, use a cellular manufacturing system. For example, in a food processing equipment factory, one cell makes only a slicer, another cell makes a scale, and another cell makes a mixer. Because each cell is self-contained, the product and its problems are separated from each other. Second, we assumed that all employees were trusted adults. I couldn't believe they would come to work every day and sit on their hands because there was no one else. Soon, they thought they would start coordinating work hours with their colleagues. And that's exactly what happened. For example, one man wanted to start at 7..m, but the forklift operator didn't come until 8 o'time, so he couldn't get his parts. So the general debate happened, and the upshot is that now everyone knows how to operate a forklift. In fact, most people can do some work now. The initiative came from the workers themselves, so the union has never objected. That was their idea. In addition, if people on the factory floor set a schedule and they say this month, theyForty-eight commercial dishwashers, 48 are what they build, so we can go play tennis. In one case, a group set out to make 220 meat slicers. By the end of the month, the slicer was finishing on schedule, but repeated calls had not yet produced the motor for the supplier. So two employees drove the car to talk to the supplier and were 31 days away from receiving delivery at the end of the day. They then stayed in the entire workforce overnight and finished the lot at 4.45am the next morning. When we introduced Flex Hour, we decided to hold regular follow-up meetings to track down issues and determine how to deal with abuse and production disruptions. That was many years ago, but we haven't had our first meeting yet. Hunt woolly mammoths What do our people behave like this? At Semco, we try to honor the hunters who dominated the first 99.9% of the history of our species. If you had to kill a mammoth or do it without dinner, you didn't have time to create an organization chart, assign tasks, or delegate authority. Basically, the person who saw the mammoth from a distance was the official site, the one who ran the fastest was the headrunner, and the one who threw the most accurate spear was the Grand Marksman, and it was the chief that everyone else respected and listened to the most. That's all it was. Distributing a small chart to create the look of an order would have been a waste of time. It still is. There are two things that all managers have in common. Without sleep, 24 hours may be enough. So there's no way to get it all done. After years of trying to cancel out the devil's sleep and the temptation to relax, I tried the approach proposed by the doctor. Impressed by this image, I learned to manage my time and reduce my work load to less than 24 hours. The first step is to overcome five myths: 1. The result is proportional to the effort. The Brazilian flag expresses this myth in a slightly different way. Say order and progress. Of course, the two never go together, so you should say, Order or progress? 2. Work volume is more important than quality. Psychologically, this myth may hold water. Executives who put in hours always say, Well, they didn't promote me, but you can see how unfair it is. Everyone knows that I .m here at 8am and my own children can't see me without an appointment. The current restructuring requires temporarily longer working hours. We think of it as a mountain stream cork heading to Lake Placid. However, the lake ahead is Loch Ness. The current temporary emergency is actually permanent. Stop being corked. 4. No one else can do it correctly. TruthYou are interchangeable because everyone will discover within a week of your funeral. 5. This problem is urgent. Come on. The real difference between important and urgent is the difference between thoughtfulness and panic. These are myths. The second step is to master my eight treatments: 1. Leave the office and blindly set the time to follow it. If you usually get home at 7:00, leave at 6:00. If you take home a job on the weekend, give yourself a month or two to stop by this vicious practice. 2. Take half a day, maybe an entire Saturday, churn out piles of paper in your office and put them in three piles. Pile A: A priority item that requires your personal attention and represents a matter of unmistakable importance. Put four or five or more documents in this category and start over if you are not currently president of your country. Pile B: Items that require your personal attention but not immediately. This mountain is very attractive. Everything goes well. But don't fall into the trap: load your men with something like this, using 70% testing to do it. Ask yourself: Is there any person on my staff who can do this task at least 70% as much as I can? Then farm it. Whether your subordinates are overworked or not should not be weighed down to your decision. Keep in mind that your control of time is an exercise in selfishness. Pile C: A good idea to look at items that fall under shady rubrics. One of the most serious executive errors is that you have to read everything a little bit to get enough information. Limiting the number of newspapers, magazines, and internal communications you read regularly means you have more time to do important things, such as thinking. And don't forget to keep your reading timely. Information is a commodity that is prone to corruption. 3. Always start with the most difficult or time-consuming when dealing with Pile A. It also has a folder for what you have to do before you get home on the day and helps you make a list of things that you can't undo for more than a few days or a week. Everything else is everything else. 4. Buy another used paper basket. I know you already have one. But if you invite me to go through a pile of paperwork on your desk, I can fill both with tricks. To help you decide what to throw and what to save, ask yourself the question asked by the legendary Alfred P. Sloan Jr.: What's the worst thing that could happen if I throw this out? This second waste basket is an important investment, even though you can't fill both on a regularly. Keep it up anyway. It has symbolic values. It will do your entrance basket child and act like a ruler every time you wonder why you bought it. 5. Ask Sloan questions about all lunches and meetingsDon't be timid. And practice these three RSVs: Thanks, I can't fit in. I can't go, but I think I can do X. (If you think someone should.) I'm sorry, I can't make it, but let me know what happened. Turn a meeting into a quick conversation on the phone or in the hall. When you have a meeting in the office, when you're sitting on the edge of a desk or you want to finish a talk, you get up from behind the desk and say, Okay, that's what we're going to solve. These tricks are rude, but almost stupid. 6. Give them time to think. Spend half a day each week away from the office. Take your work home or try working elsewhere, such as in a conference room in another office, in a public library, or in an airport waiting room, where you can concentrate or far from the office. In short, a fresh environment can do wonders for productivity. Just make sure you bring a healthy dose of discipline, especially if you are working from home. 7. About the phone, my practical but destructive advice is: Do not return the call. Rather, it returns the call only to those you want to talk to. Others call back. Better thing, they will write, and you can spend 10 seconds in their letter and give it to the ruler. Two auxiliary bits of phone advice: ask your assistant to take detailed messages. I always ask you to say that I can't call you at the moment. (Depending on who it is, your assistant can always take on to see if you can't interrupt.) 8. Close the door. Oh, I know you have an open door policy, but it shouldn't be that literal. What I'm saying is, combine 10 people, don't appoint a leader, you can be sure that one will emerge. So it will be witnesses, runners and anything else the group needs. We form groups, but they find their own leaders. It is not a lack of structure, but only a lack of structure imposed from above. But back to that mammoth, why were all the members of the group eager to do their share of work such as sightings, running, spearing and standing aside when someone else could do it better? What mattered was the result, not the status. Corporate profits are today's mammoth meat. And while there is a widespread view that profit sharing is some kind of socialist infection, it seems to me that the tools of motivation are hardly capitalists. Everyone agrees that profits should belong to those who risk their capital, that entrepreneurial behavior deserves rewards, and that wealth creation should enrich the Creator. Well, depending on how you define capital and risk, all these traumas can be applied to workers as much as shareholders. Still, many profit-sharing programs are failures, and I think we know why. Profit sharing won't motivate employees.It just as another management gimmick if it becomes difficult for the company to see how their work relates to profits and understand how those profits are divided. In the case of Semco, each division has a separate profit-sharing program. Twice a year, it calculates 23% of the profit after tax on each department's profit and loss statement and checks on three employees elected by the department's workers. These three invest money until the unit meets and, with a simple majority, they can decide what they want to do with it. In most units, it turned out to be an equal distribution. If the unit contains 150 workers, the total is distributed by 150. It's easy. A guy who cleans the floor gets as much as a partner in the department. One department chose to use the money as a fund to rent out for housebuilding. It's a pretty close vote and workers may change their minds next year. In the mean time, some of them have already received loans and started building homes. In any case, employees do what they want with money. The counselor stays away from it. Semco's experience crowns an extensive program of employee participation when the profit sharing criteria are so clear and simple that the least talented employees can understand them, and perhaps most importantly, when employees have monthly access to important company statistics such as costs, overheads, sales, salaries, taxes and profits. I am confident that profit sharing is likely to work. Transparency There are many opportunities to question low employee turnover, competitive pay, lack of paternalism, refusal to give comfort prizes when profits decline, frequent (quarterly or semi-annual) profit sharing, and management decisions that affect employees' future profits. But nothing is more important than these important statistics (short, candid, frequent reports on the management of the company). Complete transparency. No hockaspoons, no hanky panky, no simplification. On the contrary, all Semco employees attend classes to learn how to read and understand numbers, and it is one of their unions that teaches courses. Each month, each employee retrieves his or her department's balance sheet, profit and loss analysis, and cash flow statements. The report contains about 70 items (by the way, I don't want anyone to think that I'm withholding information more than I use to run a company). Many of our executives were surprised by the decision to share their monthly financial results with all their employees. They feared that workers would want to know everything, including how much we would pay officers. When we held the first large-scale meeting to discuss these financial reports with factory committees and metals trade union leaders,We were like, How much do department managers earn? We told them. They took their breaths out. Since then, factory workers have called them maharajas. But what? If executives are embarrassed by their salaries, it probably means they're not earning them. Confidential salaries, unable to see themselves in the mirror. I live in a capitalist system that is rewarded on a geometric scale. I have spent many years at school, have many years of experience and an am competent, dedicated and intelligent. I deserve what I get. We believe that the courage to show real numbers always has positive consequences in the long run. On the other hand, you can only show the numbers that you go out of your way to assemble, and not as many as before. In my view, only large numbers matter. However, Semco's treasurers keep saying to me that creating a budget or report with all the small details doesn't require extra effort, because the only way to get a big number is to add up a small number. This is an expensive error and one that is difficult to eradicate. A few years ago, U.S. President Alice Chalmers visited Semco. At the end of the factory tour, he leaped through our monthly reports and budget. At the time, we prepared our numbers five business days each month in a super-organized folder, and those numbers were comprehensive! The man said he was surprised to find such efficiency in a Brazilian company. In fact, he was so impressed that he asked an organization many times our size, a subsidiary in Brazil, to install a similar system. For months, we walked around like peacocks and told those who cared to hear that our budget system was cutting edge and that the president of the Big American Company had ordered his people to copy it. But soon we started to realize two things. First, our expenses were always too high and the accounting department was full of over-paid clerks who did nothing but compile them, so they never came down. Secondly, there were so many numbers in the folder that almost no one in our manager was reading them. In fact, we knew less about a company with all that information than we do now without it. Today we have a simple accounting system that provides limited but relevant information that we can grasp and act quickly. It lowered 400 cost centers to 50. We beheaded hundreds of classifications and dozens of accounting lines. Finally, we can see the company through Hayes. (As for Alice Chalmers, I don't know if it adopted our old system with all the terrible integrity, but I hope not. A few years later, we were in serious financial difficulties and eventually lost so much market sharemoney it broke up and sold. I hate to think it's our fault. We believe that the flexibility to continuously change budgets is far more important than detailed consistency of initial numbers when preparing budgets. We also consider the importance of comparing expectations with results. Naturally, compare the monthly report with the budget. But we go a step further. At the end of the month, the coordinator in each area guesses receipts, profit margins, and expenses for each unit. When official figures come out in a few days, top managers compare them to guesses to determine how well the coordinator understands their area. What matters in budgets and reports is that the numbers are low and important, and people treat them with something that approaches their passion. Three monthly reports with 70 items tell you how to run your company, tell managers how well you know your unit, and tell your employees if they have a profit. Everyone is working on the same information and everyone is looking forward to that look at what I call an impassioned curiosity. Employers began hiring workers by the hour during the Industrial Revolution. Their reasons were simple and ferocious. You run out of cotton yarn at 11:30 in the morning. If you pay people by the hour, you could stop the loom, send everyone home and pay only for the time they actually worked. You couldn't do that today. The law probably won't allow you. Unions certainly won't forgive you. Your own selfishness will strongly refute that. But the system lives on. The distinction between wage earners and salaried workers is alive, almost universal, but completely stupid. New clerks who live at home and don't know how to boil eggs start with a monthly salary, but the chief swivel operator, who has been with the company for 38 years and is a master sergeant in the Army Reserve, is still paid by the hour. At Semco, we eliminated Frederick Winslow Taylor's segmentation and professionalization of his work. We ended 100 years of solitude for wage analysts. We abolished hourly wages and now gave everyone a monthly salary. We set salaries this way: many of our people belong to unions, and they collectively negotiate salaries. Other people's salaries include an element of self-decision. Once or twice a year, we order salary market research and pass it on. We told people, Understand where you stand on this thing. You know what to do. You know what everyone else in the company makes. You know what your friends make in other companies. You know what you need. You know what's fair. Come back on Monday and tell me what to pay. When people ask for too little, we give it to them. By, they understand it and ask for more. When they ask for too much, well's for them too— at least for the first year. And if they don't feel worth the money, we'll sit down with them and say, Look, you make an amount of x and we don't think you're making an x contribution. So, we find something else for you or we don't have a job for you anymore. But with half a dozen exceptions, our people have always named salaries that we can live with. We do something similar with the title. Counselors are counselors and partners are partners. These titles are always the same. But with the coordinator, it's not very easy. Job titles still mean too much to many people. So we tell the coordinator to make his own title. They know the signals they need to send internally and externally. If they want a procurement manager, that's fine. And if they want a Grand Panjandrum of Imperial Supplies, that's fine too. And that's it. Participation gives people control over their work, profit sharing gives them a reason to make it better, and information tells them what's working and what's not. We don't have systems or staff features or analysts or anything like that because we let them do whatever hell they want. What we have is a person who sells or makes, and nothing in between. Is there a marketing department? Marketing is everyone's problem. Everyone knows the price of the product. Everyone knows the cost. Everyone has a monthly statement that says exactly what each of them makes, how much bronze costs us, how much overtime we paid, all of that. And employees know that 23% of their after-tax profits are in their own interests. We are very, very strict about the numbers. I want you to put it in on the fourth day of the month, so you can get it back to the 5th. And we are very strict with financial management, so we can be very lazy about everything else. Employees can paint walls of their favorite colors. They can come to work whenever they decide. They can wear whatever clothes make them comfortable. They can do whatever hell they want. It's up to them to look at the relationship between productivity and profit and act on it. That.

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