

You and I know this. We crave a sense of personal worth. So why is it when I ask what inspires our workers, we suddenly think we require a motivational psychologist and a massive study? The same thing fires up the janitor and the riveter, the lawyer and the accountant: credit, praise, and gratitude.

■ Do you know where your costs are buried?

Remember the ripple effect and think of the downstream impact resulting from all you do.

Cost has taken the absolute upper hand in our relations with our primary customer, the U.S. government, and ignorance of cost today could be a headline in tomorrow's paper.

If the cost of a product is high and the operating cost is also high, you're dead in this environment.

If the product is moderate in cost but it still costs a fortune to operate, you have failed again.

Success comes from a reasonable acquisition cost and low ownership costs.

All the good intentions and dedicated labor in the world are not enough if you don't have an understanding of where the costs are buried as your work product proceeds down the pipeline to the customer.

A funny thing is happening along the way to our high tech tomorrow. As we install the computers, the automated design and manufacturing programs, the word processors, and the automatic milling machines, we have learned that we can now proliferate bad performance at an astronomical rate.

Too often, the principal goal of management is getting something to flow from the organization. Movement is not all there is to leadership. You need to examine what is flowing.

■ Are you physically present when and where your team does its work?

Can you imagine an NFL coach using memos to his quarterbacks as the most important communication of his directions for victory? Of course not.

Be there where the game is played, where the work is done. Your eyes and your ears are the only things that will tell you if your goals are being achieved.

Managing is for programs: staying on top of all the details, meeting your schedules, staying under budget.

Leadership and coaching are for people. And that includes the delivery of discipline.

A typical corrective approach is to fire off a memo to your organization that says, "We have an excessive use of sick leave. Now I want you all to quit it."

You just offended the eight who haven't taken a sick day off in ten years. Two of your ten are damn glad you're doing it this way, because they are the two who used every day they've got coming.

The correct approach would have been to examine the data, have the two obvious abusers in and say, face to face, "Knock it off." Then go tell the other eight guys we sure do appreciate the fact that they are not abusing their sick leave privileges. Often we don't

*"Can you imagine an NFL coach using memos to his quarterbacks as the most important communications of his directions for victory? Of course not."*

*"A funny thing is happening along the way to our high tech tomorrow. As we install the computers, the automated design and manufacturing programs, the word processors, and the automatic milling machines, we have learned that we can now proliferate bad performance at an astronomical rate."*