

ONE TIME
RIGHTS
10200 WORDS

WHO IS THAT SITTING IN MY CANOE
By JAMES COLLINS

ORGANIZATIONS

PREAMBLE

- INFLATABLE SPHERE
- REARRANGING THE DECK CHAIRS ON THE TITANIC
- NOBODY MOVE

PERSONALITIES

- THE TRAVELER
- THE PESSIMIST
- THE RETIREE
- BIG WHEEL, LITTLE WHEEL
- RUMPLESTILTSKIN SYNDROME
- LEANING OUT THE CARBURETOR
- THE ACCOUNTANT
- THE ACCIDENT COUNTER
- THE GOURMET
- THE GOVERNMENT
- TRIVIAL PURSUIT
- THE DOER
- THE BALKAN SPY
- THE TOY MANUFACTURER
- THE MIRROR
- THE PHANTOM
- THE WORKAHOLIC
- THE PARTY GIVER
- THE DANDY
- THE BUREAUCRAT
- THE CONSULTANT
- THE ATHLETE
- THE RELATIVE
- THE POLITICIAN
- THE MARGINAL IVY LEAGUER
- THE RINGMASTER
- THE COMPANY SPY
- THE CHAMELEON (MIMIC)
- RELIGIONS
- THE TEACHER
- THE SMOKER
- THE STALWART

PREAMBLE

The world consists of people organized into different entities to perform various tasks. These organizations are Governments Religions and Businesses. This Book focuses on the business milieu and analyzes the organizations and personalities of the people encountered in these businesses. A business as it develops and grows is a fragile craft tossed about on the economic ocean. Following through on this metaphor, the craft for most small to medium businesses is a canoe. The people who work in the business are members of the crew and the organization itself develops philosophies, and strategies in response to its rapidly changing and sometimes hostile environment. Each business develops its own tailored operating strategy, which is influenced by the members of the organization (the crew). One portion of this book examines and describes these corporate images as viewed by the members of the crew who have to survive in this environment. Each of these "canoes" is peopled with a large variety of characters and every personality has its own stereotype. An attempt is made here to point out the predominant characteristics associated with the unique crewmembers. The reader can relate these to various people within their own organization and it should be noted that these are not necessarily "stand alone" attributes. A specific person can be a meld of three or four of these characteristic types. Look around your own organization and see if you can identify the common personality types that make up your business or your associates. It is always nice to know "who is that sitting in my canoe?"

INFLATABLE SPHERE

Certain organizations demand a continuous heavy output of commitment and work, which seems to go on forever. It seems that no matter where you turn, the workload is always the same. This organization can be likened to a large inflatable sphere.

To get a visual image of this company, imagine a 30-foot diameter inflatable sphere that is filled with air. Now you leave out about a third of the air, and make your way up to the top. As you climb on top of this sphere, you settle down into the folds of the material as in the bottom of a cone. Now it makes no difference which way you turn and no matter which way you look, it is all up hill.

The interesting aspect of this mechanism is that as you walk forward the sphere's motion causes you to move backward. You learn to move in a direction opposite to the way you really want to go.

The organization, which uses this philosophy, has an additional handicap that they can impose upon you. When you look like you know where you are going, they leave more air out of the sphere causing you to drop deeper down into the cone. This cuts off your vision and makes it more difficult for you to observe your progress.

REARRANGING THE DECK CHAIRS ON THE TITANIC

Over the years, many organizations grow to extraordinary size (ocean liners) but often encounter problems. Sometimes they are in deep trouble and like a large ship wallow on the economic ocean. Many times, it appears that the captain and the senior crewmembers are unaware of this impending disaster. They are only concerned about their present status and their positions in the

organization. They are more concerned about; being up on the bridge (closer to the front office), having a larger porthole (access to an outside window), being in the first cabin (corner office), even though the ship itself is about to sink (go bankrupt). Rather than attending to business, they spend all of their time and energy trying to better their position within the organization. They are not concerned about this business. I refer to this as being involved in the task of, "Rearranging the deck chairs on the Titanic".

"NOBODY MOVE"

Many an organization stumbles into success. They have come across a product or a service that results in tremendous sales and cash flow. They are not quite sure how they got there or why they are successful so management puts in place the philosophy "Nobody move". They don't know what they are doing or why, but they know it's successful so they make the organization and everybody in the organization freeze in place and continue to do what they have been doing. The philosophy is that the success will continue if everybody continues to do whatever it is they are doing because obviously we are doing something right; unfortunately, it really only delays the inevitable. The organization gets hardening of the arteries and eventually the business fails.

The management of this defunct organization will have reunions where they talk about "the good old days" when everything turned up golden - they never figured out why they were successful but sadly, they also never figured out why they failed.

THE TRAVELER

This is a person most often found in the marketing or sales department. The traveler always has their bags packed. In fact, a primary recognition signal is that you can usually see a set of packed luggage in the corner of their office. This member of the crew typically owns every credit card that was ever issued and has every travel card or ambassadors club membership equivalent known to man. The traveler always carries their passport on their person and usually has foreign currency, paper money and change, from every country in the world, nicely separated in individual containers in his office. This is in case he has an emergency trip to make. He also knows every decent restaurant in every major city in the world - he has eaten in all of them at one time or another.

The traveler's luggage is stamped with the decals for the great capitals of the world, Paris, London, Tokyo, etc. Approximately 40% of the traveler's professional career is spent in transit. The travelers, however, serve a great need in the business world. They keep the airline fares down.

THE PESSIMIST

This member of the crew is always known for their negative response to any suggestion. They often get the pseudonym "Doctor No". For when you ask about the possibility of your innovation, they answer "no, it's been done before". "Well then, how about this strategy?" "No it's filled with risk". "How is the job coming?" - "It's too early to give up all hope". The pessimist tends to build mountains out of molehills and the landscape is always painted black. You can tell you are working with a dyed in the wool

pessimist, particularly when you are successful. A typical response might be, "we will probably regret this win in the future." The pessimist should never rise to captain of the ship. He will never take you to the land of milk and honey - it is too risky a trip. The only time he turns positive is when a project encounters the shoals (goes aground. His response at this time is a cheerful, "See, I told you so".

THE RETIREE

This member of the crew has preempted his retirement party. He is not due to retire for 2 to 3 years, but mentally he retired sometime in the past. The retiree can tell you the number of days left to go to their formal retirement day (sometimes to the hour and minute). They typically spend a good part of their day planning their future, collecting brochures on travel, and plans of condominiums in far off warmer climates. They are also very conversant on all of their pension rights and their social security benefits. They continue to talk about a business or investment that they will handle when they retire. Unfortunately, they do not handle the details of your business now, so you often wonder how successful they will be when they are on their own. Their early retirement date has nothing to do with their calendar age; it is totally determined by their mental attitude.

BIG WHEEL, LITTLE WHEEL

Many an organization has management that is erratic. The captain gives directions hard right, the crew tends to respond. Before they are half way there the captain reverses direction to hard left. This erratic operation is seen by employees of the crew as the big wheel little wheel syndrome. The captain acts as the big wheel and the members of the crew see themselves as little wheels driven by the big wheel. When the big wheel makes a turn to the right, the little wheels must rapidly spin to the left to keep up. If the big wheel suddenly stops and reverses direction, the little wheels frantically reverse and run in the opposite direction trying to keep up. This form of management is quite disruptive and because of the rapid and jerky motion of the directions given, it eventually wears out the little wheels. The only solution to this form of management is to get a large number of competent managers who act as many little wheels surrounding the big wheel. All the little wheels add friction to the big wheel and slow it down. The driving function is eventually transferred to the little wheels so they can stabilize the control of the big wheel. If this does not occur, the whole system finally wears out and collapses.

THE RUMPLESTILTSKIN SYNDROME

Many organizations are run by miserly type general managers. They continue to operate their organization using the minimal amount of assets that they can employ. Some of these take it to an advanced art form. If you perform a job with a fixed amount of assets, the next time they give you the same job they cut the asset significantly. This is referred to as the Rumpelstiltskin Syndrome. They give you straw and they ask you to turn out gold. Unfortunately, this can only work a couple of times. If the crewmember is given this task he continues to use various techniques to accomplish the job. Sometimes this means putting in excessive hours to accomplish a task because there are insufficient people or working assets available. Two possible results emanate from this operating mode. Either you burn out the manager

assigned the task, or the company eventually goes bankrupt because some critical tasks couldn't be completed on time - insufficient assets

LEANING OUT THE CARBURETOR

Some businesses can be likened to a large 8-cylinder engine. Often they are only operating on three or four cylinders. If the management is perceptive and they recognize the fact that their efficiency is low they can tune their organization and bring the unit back into a strong powerful running machine. Unfortunately, you sometimes run into a captain who is trying to eke out the greatest amount of gas mileage and to do this continues to play with the carburetor, leaning it out to optimize profits. Unfortunately, this sometimes pushes the engine back into the mode where only a few cylinders are working on a regular basis. The operation of the organization gets erratic and under sudden adverse external conditions the ship can literally stall. This can result in the demise of the ship.

THE ACCOUNTANT

Each organization must have a person who analyzes its economic health and determines how its capital assets are being employed. This is the accountant. Unfortunately, accountants are usually myopic. They only see the numbers and do not look into the future of the business. There is a brief cameo, which very aptly describes this personality. A man flying a hot air balloon finds he is lost and comes down in the middle of a pasture. A car driving by sees this apparition and comes to a stop. The man in the car comes out and walks up to the balloonist standing in his wicker basket and the balloonist says "Can you tell me where I am?" The man from the car answers "In a wicker basket sitting in the middle of a field. The balloonist says, "You must be an accountant", the other man says, "How did you know?" He said, "The information you just gave me is totally accurate and totally useless". The accountants are a necessary element in any organization, but their imagination has been excised before they enter into this profession, therefore, they should never be given captaincy of the ship.

THE ACCIDENT COUNTER

There is a personality referred to as the accident counter. They are Self-imposed function in life is to count events. If you had an intersection where and a large number of collisions occurred, this person would be more than happy to stand off to the side and count the number of accidents. They can usually get so proficient that they can predict the number of accidents that will occur in a given period of time. However, this person will never do anything to correct the problem. They will never take it upon themselves to put in a traffic light or a stop sign, or any other corrective action. They see their whole role in life as counting and reporting accidents. These members of the crew usually get themselves assigned to Quality Control Departments or Audit Departments. They are great at pointing out problems but the contribute nothing to the solution of said problems or to the well-being of the organization. They never offer a positive recommendation. They only point out problems - real or imaginary.

THE GOURMET

Each organization has at least one gourmet. I think it is required by the natural law. This member of the crew can be recognized by his appetite His girth is something to see as it reflects his eating habits. The Gourmet's size usually requires wearing clothes greater than a size 50 and using industrial strength suspenders to keep up his pants. Whenever he flies, he has to travel first class because he will not fit into the airline seat. He always needs a full size car because he will not fit into any other one. This member of the crew is usually very good with customers, loves to take them out to dinner and you can be guaranteed that he knows the best places to eat within a 100-mile radius of your facility. The Gourmet is usually very outgoing and pleasant and treats customers very well - he knows how to handle them after hours - he takes them to his favorite eating haunts. His biggest problem is his predictable shortened life expectancy.

THE GOVERNMENT

Governments by their basic charter can be likened to an unsinkable raft. Their multiple position steering mechanism is on the right, in the center, and on the left. This mechanism is usually manned by a ragged potpourri of crewmembers. They are continually fighting and they are simultaneously trying to run the operation from each of the different control stations. At irregular intervals all the members of the crew rush to one side of the raft, either to the right or to the left and the unbalance invariably flips the raft over. When the raft rights the bottom is now on the surface and on this side there is an identical set of controls. The same people who caused the raft to flip over manage to scramble back on board (a few are lost) and the fighting for control starts all over again. This raft never really sinks; it just has different people in control at various points of time, and is always going in unpredictable directions. Governments are self-perpetuating and they seem to go on forever.

TRIVIAL PURSUIT

This is a very apt description of the work habits of a zero producer. There are people in each organization who spend inordinate amounts of time expending energy "working on inconsequential tasks". Unfortunately these people rarely, if ever, make significant accomplishments. The activities that they are engaged in require large outputs of energy but produce nothing of tangible value that assists the organization in meeting its need. These tasks, unless they are strongly managed, may be self-imposed. The Trivial Pursuits will spend their entire day engaged in tasks that they think have to be performed. These people always appear busy; in fact you will have to work at finding them unemployed or goofing off. Because of this camouflage, one way to identify a Trivial Pursuit personality is to give him/her a specific job to perform within specific time limits. Invariably they will be unable to meet the commitments. Their self-imposed trivial pursuits will continue to take their focus away from the assigned tasks. These people are a continuous drain on the assets of an organization.

THE DOER

The doer is the mainstay of your organization. This is the asset always in too short supply. They can be counted on to perform and complete goals or tasks on or ahead of schedule. The doer, once given a task, is like a bull with blinders. He is not distracted from his ultimate goal and will literally go through doors to make things happen. The doer can be recognized by certain key attributes. They are usually extremely well organized, tend to have detailed lists of goals and accomplishments, which are referred to on a regular basis, and often have a line of people outside their door waiting for assistance in getting problems solved. They are born leaders and are reorganized as such by their peers and their subordinates. There are never enough doers in any organization. They are responsible for the growth of a company and as the company grows, the visibility of their contribution is diluted by the number of support people added into the organization as a result of their efforts. If you have them, nurture them and grow them, and use them to train others. However, be careful they do not get unhappy and leave to form their own company. They can be devastating competition.

THE BALKAN SPY

This personality is found in creative organizations where credit is given for a new idea. The Balkan Spy is basically a paranoid person who is continually afraid that their idea, no matter how inconsequential it may be, is about to be stolen. These people use extraordinary measures to preclude anyone from finding out what they are working on. The super paranoid types attempt to keep this information secret even from their immediate supervisors. This often results in them getting in deep trouble and in some cases, being fired for insubordination. Unfortunately, their very lack of communication greatly reduces their overall value to the company. Since you cannot determine what they are working on, there is sometimes a duplication of effort and invariably the design that they are trying to protect comes up short because they do not benefit from the interaction of other competent people. The Balkan Spy personality has a self-limiting outlook on life. They always remain as loners because they cannot interact with the rest of the group. They are not team players, and their self-imposed isolation, eventually forces their demise in the organization.

THE TOY MANUFACTURER

This is a personality that is predominantly found in engineering organizations. This is the engineer who always wanted to design a working widget. It does not matter that several versions are currently available off the shelf for a nominal fee. The toy manufacturer feels that he must personally obtain the experience of designing this device - his idea is better. The toy manufacturer feels he is smarter and he has come up with a novel way to manufacture this same item. The economics associated with this attempt is never considered. The toy manufacturers overall outlook is focused on his own personal achievement in this area of work. If permitted, the toy manufacturer will attempt to reinvent the wheel and will invest time and effort in futile projects. Managers who permit this personality to operate untrammelled in an engineering environment are not meeting their obligations. The manager, responsible for directing a Toy Manufacturer must forcibly direct this personality into economic areas of investigation and his inevitable threat of leaving for another organization should be encouraged.

THE MIRROR

Every organization has at least one manager who has probably studied in poolrooms when he was a youth. He has practiced the banking shot to a high degree of proficiency and can bounce a ball off different walls to get what he wants. Now that he has entered the business world, he has taken this skill to a higher degree of proficiency. He has now become very adept at dodging responsibility by "putting on mirrors". When you come to his office to discuss a problem, he immediately points to a different department as the cause, or he will turn on the messenger and indicate that it was their responsibility to solve the problem. No matter how you approach this personality on a one to one basis, it is as if they are wearing mirrors, nothing sticks and all problems reflect off into another area. The best way to handle this personality is to take them head on. Come with the facts, and present them, preferably in a meeting or other open forum, where all the other departments are in attendance. The result of this form of confrontation is like throwing a rock at the mirrors - it is devastating. Once the mirrors are smashed, this personality stands there effectively naked and only then will the problems finally be addressed. The Mirror personality will withstand this type of attack only a fixed number of times. When they find out that they can't hide behind the mirrors forever, they will eventually either clean up their act, or leave; either way, the company benefits.

THE PHANTOM

Certain organizations acquire a personality type that seems to be effectively invisible. When a meeting is called, he can't be found. When a job is to be done, he is apparently out of town.

His office is always empty and there is always a note on the door "will be back in an hour". When a critical program shows up, this person is on vacation. This personality seems to occur most often in large organizations where the disappearance of a single individual is rarely noticed. The phantom, recognizing this opportunity, takes it upon himself to be absent more than he is present.

When a critical unscheduled meeting is called, the phantom can be recognized by his flushed appearance as he runs down the halls, usually from the parking lot. A conscientious secretary, who is privy to his actual location, has usually managed to contact him and let him know that his lack of attendance has been noticed, and is being raised to a very senior management level. If a phantom is once recognized and an investigation is initiated, the results are often interesting. Sometimes the investigation will turn up a girlfriend in the immediate vicinity who uses up all of his available time, and sometimes the phantom can be found totally engaged in a separate business. No matter what the reason, the phantom should be excised from the organization, as he is a total noncontributory and a significant drain on corporate assets. \

THE WORKAHOLIC

The Germans have an old proverb that most people work to live, but the Germans live to work. Certain individuals take this to an advanced art form and will put in 60 to 100 hours a week, focused totally on their work. These people can be a major asset to a company as long as their personal dedication

to work does not adversely influence their subordinates or their peers. The true workaholic reverses the norm of the work/home relationship. Instead of living with his family and spending time at work, he lives at work and spends some time with his family. If not presently divorced, the workaholic in many cases may be straining their home relationship and a divorce is always a potential event. If this occurs, it usually has more impact on the workaholic's family than on the workaholic himself. The workaholic, if placed correctly in an organization, can generate significant momentum on key projects. However, the one major failing of a workaholic is that they often expect everyone in their immediate vicinity to embrace the same work ethic. A fanatical workaholic can actually drive people out of the organization, as the pressure they put on their subordinates often becomes intolerable to them and they eventually leave. The workaholic because of his own self-imposed standards does not understand or relate to a subordinate requirement to be with his family. Often they will forego part or all of their vacation because they feel they are indispensable to the organization. A flag that you are in the presence of a Workaholic is when they brag that they have not taken a vacation in five years. Unfortunately, they expect their subordinates to have the same outlook toward work, family, and vacation. This does not relate well with the normal person in the work force. The workaholic must be viewed as a potential power tool but you must be careful that he does not get out of control, and because of his preconceived unilateral work standards, chop up whole sections of the organization.

THE PARTY GIVER

In larger organizations there is always a fairly continuous call for retirement parties, anniversaries, and celebrations for distinguished work efforts. There is a personality that thrives on organizing, controlling, and directing the parties. The party giver has found out that running party functions is personally very rewarding. It is rare that you are chastised for doing something wrong. You usually have plenty of advance warning and the event gives him an excuse for not having to meet any work goals. These people spend their time going around collecting for the party, arranging for the hall, getting commitments for the food, for the gift, and setting up the event. If the organization is big enough, this person can make a major career out of controlling all of the various parties in an organization. They have learned that they are good at it, the work is easy, and as a result, they will usually volunteer for all of these events. Whether or not this is an effective use of people within an organization should be left to the personnel department.

THE DANDY

Dressing well for a position can be carried to extremes by certain people who see the cosmetics as being the only measure of advancement. This is an outgrowth of the 19th century aristocracy based businesses, which evolved primarily in Europe. It has carried over into banking and law, and examples of it can be seen in any business, which has "old money" in the organization. The Dandy in the crew dresses in full sartorial splendor in the latest expensive suits, silk shirts, and ties, highly polished shoes, boutonniere, and matching handkerchief. They are used to greet all visiting customers and spend a lot of time strutting around the office. A quick test to uncover a suspected Dandy is to have them walk by a full-length mirror. Invariably, the

dyed in the wool Dandy will stop and spend an inordinate period of time admiring himself and preening his outfit.

Management has to decide whether the Dandy contributes anything to an organization or not. It is possible that the customers for the business involved expect this level of showmanship and the Dandy acts as a shining example of professional appearance. If the Dandy at the same time is a productive member of the staff, you have found a gem.

THE BUREAUCRAT

As organizations grow, they become more dependent on the formality and the amount of paperwork required to get a particular task performed, rather than on the efficiency of getting the task completed. Witness governments that are extremely large organizations require inordinate amounts of paperwork to perform rather simple tasks. In America we have taken this to an art form. A Swiss visitor once commented that the obvious difference in Quality Inspection standards between Switzerland and America is that in Switzerland they inspect the parts, and in America they inspect the paper. The Bureaucrat is a personality that has evolved in this strange environment. This appellation describes a person who is more involved in making sure that the paperwork is correct, than in making sure that the task the paperwork monitors is correct. The Bureaucrat contributes very little to the overall productivity to the company or a government. Unfortunately as government influence expands into the business environment it tends to significantly contaminate the business environment. If government is supplying money through formal contracts with a business, it requires many times the volume of the cash in equivalent paperwork to keep track of the cash. Since the people in the organization have to interface with the government they find that the paperwork itself becomes the important element. This contaminates the work ethic in an organization and causes its efficiency to deteriorate. In many cases, the Bureaucrat can eventually force the demise of the business itself.

The Bureaucrat may have to be tolerated so that the communication and cash flow can be maintained with a government organization.

However, the influence of the bureaucrat in the organization must be kept at a very low level and management must always be alert to the emergence of a formalized internal Bureaucracy. The Bureaucrat, unchecked, will eventually smother creativity and sink the business.

THE CONSULTANT

The consultant is the bane of existence for all managers in any organization. When he is called in it implies that the managers have failed in some area of their responsibility. He comes in purportedly as an expert with the necessary credentials to solve a major problem.

To some people the consultant is likened to a pigeon "he craps all around and then flies off". Invariably, the consultant starts his investigation by talking to each and every member of the management staff that he can corner. He asks them what is going on, he asks them their opinion of the problem, and he asks them what their solution is. Now the smart consultant really does not have to know anything, all he has to do is be a good listener, a good recorder, and have a voting system. In other words, if four managers tell him there is a particular problem, he records it as a definite problem. If only one tells him, it is a maybe. The definition of the problem and its solutions are always presented to him by the various managers. One of his

smarter approaches is to ask them if this solution has been tried and what the results were. He, therefore, can offer a presentation to upper management indicating the problems of the company, the potential solutions, and he will even predict the failures that they have already encountered if they try a particular solution. In this way he appears to be totally omniscient.

However, the consultant always comes with a codicil. He is never responsible. He is not responsible for the solution he presents, and he is not responsible for the results. The consultant is listened to because he is the expert and theoretically he is totally impartial. However, he asks to have a retainer or maintenance fee, preferably until four years after he retires. For this exorbitant fee, management invariably receives the advice of their own line managers who have probably been utterly frustrated in trying to get the same logical workable solution through their own system. Their proposals have been ignored because, as the logic goes since it was done by somebody within the organization, the plan cannot be any good, we have to get ourselves a consultant.

When good managers get totally frustrated they often write up a card and list themselves as "consultant". They have been doing the job anyway as ghostwriters; they have seen a good thing and know how to latch onto it.

THE ATHLETE

In our glory driven society the athlete is a pampered individual who is coddled and praised from youth. Every effort is made to grow professional athletes from the children in any school, be it grammar school, high school, or college. Very few of them manage to make it through all these trials and get to the semipro or professional ranks. Those that do because of the competition from future waves of talent invariably have a rather limited career.

Once this glory part of their life is finished, they are forced to take a real job. Unfortunately, they usually are not trained for the professions or for the hard realities of the business world.

They have spent most of their college career on the playing fields or in the hospitals recovering from injuries. When they do get into the business world, it is through a number of related avenues, such as sales or personnel. If they have any professional following they can use their recognition factor in business. They are great as front men in sales positions. You will also see them in personnel, in security, and often in marketing, having come in through the sporting world entry arenas.

Once in the business environment, the athlete finds it hard to redirect his energies. He can typically be seen running through the halls or sometimes standing in a doorway chinning himself. At coffee break, he will be standing in front of a table full of young women flexing his muscles. Depending on the sports he has been associated with you can get a violent reaction to a bell, a whistle, or a loud door slam. Under any of these conditions, particular athletes will erupt out of their seat or make a quick motion right or left invariably knocking down whoever is standing next to them. These are preconditioned reflexes from the playing field. Athletes usually keep these reflexes with them until their hearing goes. The athlete spends an inordinate amount of time after hours, preferably at a local bar or disco regaling all who are willing to listen about his past glories, and accepting purchased drinks from one and all. Lunchtimes are always spent in the company of sales clerks who are willing to buy a drink and listen to the athlete's prowess. Marketing or sales departments often use these people as front men to get

entry into new firms. The athlete is usually a heavy user of the medical benefits being the recipient of many healed fractures, torn ligaments, and various and sundry injuries acquired on the playing fields. Once in a while you get the down home country boy type who likes to spit chewing tobacco on the floor, and under stressful conditions, might get violent. He likes to show off his acquired skills like crushing beer cans on his forehead--a no credit course at college. They usually do not survive more than a year or two in the business arena before they invariably cause their own demise. The athlete also has instinctive tendencies to spawn himself. If he is given any opportunity to hire a new member of the firm, he will invariably go back to find those professional or semiprofessional people who have just left the game, who he knows the business world is just waiting to acquire.

THE RELATIVE

Privately held businesses are the companies that incorporate large numbers of relatives into their working force. This is because some of these relatives have no other chance of earning a living, as they have no skills. One member of the family has some business acumen and starts a business, which tends to thrive. If they have over three or four people and have to hire someone, additionally the family brings subtle pressures that Uncle Elmer should be hired for the next open position. He has not worked since the depression because things have not been going well, but this is his opportunity to show what he can do for the business. Usually, Uncle Elmer will act as the fly in the ointment. He will contribute nothing, use the phone incessantly, anger and alienate the customers, and try and throw his weight around in the office to all members of the firm who are not relatives. As the company grows, a second and possibly a third member of the family will be brought on board. These other legacies will further aggravate the climate. Fortunately, relatives have a tendency of trying to devour their young. They recognize incompetence when they see it.

As a result, each of the relatives will invariably turn upon the other relatives, and if the owner of the business is lucky, they will maim each other rather than maiming the business. Getting to a position where you can eventually discard all of these or put them together in a small office in the boondocks where they can destroy each other and not wipe out your business, is an art. If the relatives get fed up with one another and individually quit, the owner ends up as the hero. After all, he offered them the job, they tried it out, they quit because of difficulties with other members of the family, and he ends up as the family's white knight. Otherwise, he may get to join them on the unemployment line.

THE POLITICIAN

Every organization is a mixture of people, and the ability to interface with these people and react positively, is an art. The politician is a member of the firm who has practiced this art and developed it to a fine point. In many cases, the politician has a top named school in his set of credentials. He will have this university listed even if he only attended there for a single course, which he might not have passed. The politician is invariably a namedropper. Besides the name school, he will know congressional representatives, senators, representatives, and selectmen, presidents of companies, heads of companies, controllers, chief engineers, and vice presidents. His whole stock in trade is his purported affiliation with

people in all walks of life. The politician usually uses this mode of getting ahead within the business world. He will use his alleged contacts as representative of qualifications. The fact that he knows this contact is supposed to transfer part of the contacts illustrious capabilities to him by means of osmosis. The politician will always volunteer to use his contacts to make something happen within the organization. It is rare that the politician himself will contribute anything to the situation. The politician definitely serves a necessary niche in any growing organization because of these very same contacts. However, as a wise man once said, it is not the number of vice presidents or generals that you know; it is how many of them know you. This is the acid test for the politician. He may know them, but they may not know him. However, if you have a politician who has contacts and these contacts do indeed know him and will permit contact with him through his affiliation, you have found gold. An alternate low-level politician type that is to be nurtured is the hardworking contributing member who has a few political connections that he is willing to employ in behalf of the firm. These people who use their productivity as their primary credential are hybrids and can be extremely useful in developing new areas of work and new opportunities for business.

THE MARGINAL IVY LEAGUER

This is a firm member that is most often found on the east coast of the United States. This is the member of the firm who went to a very fancy prep school, and eventually an Ivy League university. He was accepted into an Ivy League school through family contacts or because members of the family have given large donations for three or four generations to the school in question.

He may have majored in Political Science, English, and Physical Education, Theater Arts, or Asiatic History with a heavy weighting of D's in his transcripts. However, he has somehow managed to obtain a set of credentials. The marginal Ivy Leaguer when he is introduced starts off the conversation with - I received my undergraduate and graduate degrees from Harvard. Which Ivy did you attend? This is a not too subtle, multi-pronged attack on a newcomer by Ivy who considers himself the Alpha dog of the company. It is a challenge. God forbid if you are not Ivy no matter what the other credentials. He assumes you only attended and did not manage to graduate. Credentials for Stamford, MIT or Cal Tech do not count unless you also have taught at Harvard (a nice trump card). The other trump cards are; graduate degrees from Oxford or Cambridge (each a few hundred years older and more prestigious than Harvard internationally) a Rhodes Scholar; a MacArthur "genius" award or a Nobel Prize. Any of these will advance you over him and leave a nasty, ego-deflated enemy in back of you.

He is further identified by his characteristic dress and mannerisms. He tends to like to walk around with dock siders, crew neck sweaters, and he will invariably have several beer mugs with Ivy League school emblems literally sprinkled around his office. His office will also have pennants and photographs of many of his college day escapades and he will have been associated with a fraternity. He really never left the campus. He feels he is on a sabbatical. The marginal Ivy Leaguer again uses contacts as his primary justification for his existence within the firm. He has nothing else to offer. He has probably been pampered from high school on through college and has never worked a single day in his life. The marginal Ivy Leaguer can have three or four different tie-ins that justify his belonging to the

organization. He may have a relative who is a major stockholder, the owner of the firm may be a relative, or his father may have extensive political connections within one of the states where the business operates. As a result, the marginal Ivy Leaguer is brought on board and given "experience in the business world" to help him develop. He will be expected eventually to take over the family business, which he will probably run into the ground in less than a decade, or he may be planning for a prestigious debutant type wedding to an "old money" family. The marginal Ivy Leaguer will find working 9 to 5 very difficult, and will invariably take 2 1/2 to 3 hour lunches. He will have lunches with many of his college classmates or his prep school friends. His vacation will invariably entail European travel or yachting, with stop offs at various marinas, or yacht clubs where a tennis match is scheduled that he must play in. The true preppy Ivy Leaguer makes a very good front man for the organization but cannot be expected to contribute anything viable to a working business.

THE RINGMASTER

The small portion of the business population consists of those skilled people who can manage to handle three or four separate and distinct tasks at the same time. These people tend to gyrate into the operations side of the business, where the day-to-day tussle with tough working problems is a real challenge. The ringmaster can simultaneously handle problems in different domains and seems to thrive on the pressures and the firefighting requirements of this position. The ringmaster is often a major workhorse in the organization and can be counted on to meet tight schedules and tough production quotas. In fact, the time that he enjoys best in the organization are those conditions when he has a challenge that requires him to have all the various rings operating simultaneously. This optimum operation of his skill gives him a large sense of personal satisfaction in his work. The owner of the business must be very careful that the ringmaster is not put to excessive stresses on a continuous basis, for like a well-oiled machine, if he is continuously overloaded, he will eventually burn out, and you will find that your entire organization will suffer dramatically once this event occurs. Therefore, the ringmaster must be maintained and nurtured in the organization to keep it operating in a positive manner

THE COMPANY SPY

The captain of any ship wants to keep his finger on the pulse of the organization. They all encourage a free flow of information to the bridge so that they can assess the emotional stability of the overall organization. Unfortunately, this need of the organization causes the rise of an entity that is distasteful at best, the company spy. Some organizations carefully select people to fulfill this task. The company sets up a formal organization of personnel who collect information from the various strata of the system, and forward the information up to the top or to the captain's cabin. There it is analyzed, digested, and results in corrective action flowing back down the line.

Unfortunately, in some organizations there are people who become self-anointed spies. They have determined that the collection of information and the presentation of this data to the chief officer will better their chances for advancement within the organization.

These people are obviously self-serving, and in many cases can be quite destructive to the organization. If they find that this self-appointed role

is acceptable to the commander in chief, they often use it to their own ends to present information in such a manner that they can destroy anyone whom they view as a potential threat or competitor. At the same time they can use this entree to better their own position for those in the organization who are favorable to their point of view. The company spy once unmasked is usually a hated and feared individual. If it is tolerated by the chief executive officer, the person can acquire a certain amount of power whether it is real or imaginary. Most people are unwilling to try to displace the irritant from the organization for fear of retribution at their hand. The organization that sets up a formal company spy mechanism is always distrusted as the people expect their phones to be tapped, their mail to be read, and as a result, the entire organization acquires a patina of paranoia. Once paranoia runs rampant in an organization it is only a matter of time before the organization self-destructs. People cannot operate to any type of efficiency when they are always looking over their shoulder for "big brother". They are concerned about what other members of the staff will say or report about their activities.

Witness the operation of personnel in totalitarian countries where this process is a way of life. Their overall ability to function and exist as a country is significantly hampered by the overall intimidating mood of the organization. In like manner the company that employs or permits the existence of a company spy reduces its overall effectiveness and ultimately its very existence.

THE CHAMELEON (MIMIC)

Every organization that is successful ends up with a group of imitators. These secondary companies will try to imitate everything the successful company does hoping that they will stumble upon the key to success of the original organization. These organizations take on the coloring, the structure, indeed the very products of the ideal corporation. Like their counterpart in the animal world, the chameleon, they will change their coloration to suit the mood of the environment or of the business genre. The Asian community has a large number of chameleon type organizations particularly as it comes to imitating products. Any successful product can expect to have its imitators within the year flooding in from overseas markets. In fact they will imitate the item down to the copyright marks on the tag itself. The interior of the device may be of substandard quality with substandard parts or materials, however, on a cosmetic basis the unit will appear to be identical to the successful product that has shown in the market place. The chameleon company will charge a lower price and try to skim profits off because they are using substandard elements in their production.

Another aspect of chameleon behavior can be seen with those organizations that detect a successful organization and feel that the reason for the success is predicated on the structure. As a result they will attempt to replicate the same interior organization or structure hoping that they will acquire the patina of the primary organization, and thus share in its success. They usually forget that the key ingredient in any organization is people. Everybody can buy the same machinery, and the same products, they can build the same factory. The difference is in the people, in the unique parts of the organization. These you can attempt to duplicate but you can never truly structure one organization in total replication of another.

RELIGIONS

The world is full of religions, different ideas coming from each of the continents with different points of view and different points of focus. The major common element between each religion is that each one thinks it is totally correct, believes that all others are wrong: and that only its philosophies are correct. Each of the various religions influences people in a particular area of the world and invariably attempts to influence people from other denominations or sects. The Christian religions have missionary outposts for African missions, Asian missions, Japanese missions, etc., the Hari Krishnas have the airports. The one point of interest with all religions is that each one has a uniform. If the members of the sects do not get into some special type of clothing, then the headmen do. Each of the religions has a unique and sometimes apparently gaudy outfit. If the religion frowns on bright clothes, then they go in for funny hats. Apparently if everybody in a religion was totally camouflaged among the general population, the religion does not attract any attention and no adherence and eventually dies out. When a religion dies out, the people in charge cannot get any money. Therefore they heighten their visibility and get a uniform for the members or get a uniform for the leaders. Either way, the religious group is visibly kept in the forefront by means of various techniques. Certain religions, particularly in advanced nations like the United States, have latched on to the media. Television is the greatest pulpit that certain preachers can operate from. However this medium always addresses people in their home and the people are not impressed by leaders wearing funny hats on TV. It is not an acceptable operating mode. Therefore these men have changed their tactics slightly. The uniform now becomes three-piece suits, or for special effects, an all-white uniform. The symbol of office now becomes stretch white limousines and Rolls Royce, returning to and from big, expensive estates. These estates are identified as the seat of the religion. In most of these religions, the best way you can be a blessed adherent is to send money, preferably on a weekly basis, in the mails, to the home office. Now the religions themselves preach everything. Some preach love, some preach hatred, and some preach war. Even the witches have their own organization. They claim to be persecuted and not really understood. They have a great uniform, very old black pointed hat, and lots of cats. They even have special areas (covens) where they can practice (carefully). The near-Eastern and far-Eastern religions have one thing in common -- poverty. This means large masses of people who are desperately poor and are kept in a constant state of ferment. Whenever two religions, which are in majority positions border one another there is always, conflict. Religions, which are supposed to generate peace and tranquility, have an inordinate ability to generate warfare. The more successful religious organizations always have a single leader. When they try to operate from a committee or several points of control, it is like a government with everybody trying to take and maintain control. This never lasts. Religions, once they reach a certain size, seem to be self-sustaining. The average life can range from a hundred to several thousand years. There is one invariable rule: if you have selected a unique uniform and you are around for a period of time, nobody else can use that uniform. It is an unwritten law, but everybody follows it quite well. If you are going to start your own religion, you have got to come up with your own uniform. All the existing uniforms are copyrighted.

THE TEACHER

Every successful organization has within its cadre a certain number of teachers. These are people who may or may not have official teaching credentials, however their mental attitude is that of a teacher. Basically, they like people, they enjoy learning, and they get a personal satisfaction from transmitting knowledge to other people and helping them to develop skills. The teachers in an organization are, by far, some of the most creative and helpful people in making an organization grow. They invariably have a positive outlook and are very cooperative. Their basic nature is such that they want to help develop people. They want to improve the process, and they want to maintain and explain what has gone on. They can act as historians; they work great as librarians. In the technical genre they are ideal in bringing the new technology to the people and presenting it in a practical manner so that people can employ this technology in their daily environment.

Teachers, furthermore, are continuously driven to learn. They are at one time, both teacher and student and they have a thirst for continuous knowledge. The only thing you must be careful of in an organization is that you do not end up with the professional student in your organization. The professional student will spend a great part of his time learning and, unless controlled, will be too busy to teach well. Make sure you maintain a good balance between the two requirements so that you continue to expand and develop your teacher but at the same time you continue to get a significant return from your investment in the organization.

Teachers can also be well trained in administrative roles. These are those teachers who have a natural bent towards business. Those can be real gems. They will have acquired all the new theories, they will continue to learn, they will be very sensitive to new philosophies which effect the business world and they will be more than happy to pass this information on to other members of your staff. By correctly placing teachers in key positions in an organization you can continue to strengthen the organization, develop it and cause it to grow. Like any natural environment, you cannot people your organization with a single class or discipline.

If you do, you will fly for a short period of time, but without the great variation of personalities in an organization you become too specialized in one discipline and you will eventually cause the demise of the organization.

THE SMOKER

As our sensitivity to good health and the dangers of cancer are increased in the media, we see more and more people turning from smokers to non-smokers. However, there are those died-in-the-wool smokers who will always remain within the organization. They fall into three basic categories: cigarette smoker, cigar smoker, and pipe smoker. Each of these is reflected in a different personality, which can be seen in almost any organization. The cigarette smoker is a nervous, high-strung type who is forever reaching to light another butt. Their need for cigarettes increases as they rush from place to place, wreathed in smoke while the pressure increases. If you are in a high-pressure organization, they can be seen puffing like chimneys in a corner in a total cloud of bluish haze. More and more, the cigarette smoker is being pressured by expanding society to stop their noxious habit, but like any distinct species, which is approaching extinction, they are fighting to survive. They are beginning to resort to various but easily distinguished subterfuges. In no-smoking areas, they can be seen grasping the cigarette

cupped in the center of their hand. You see smoke emanating from about their wrists, which makes you know that there is a lit cigarette there, someplace or their underwear is on fire. For some reason, there seems to be a natural affinity between smokers and coffee. Like ham and eggs is considered a universal mix, so it would appear to be for cigarettes and coffee. The cigarette smoker has recently selected white as the basic color of their flag. They can now be seen surrounded in white . . .white cigarettes, white polystyrene coffee cup and eventually a white-dressed nurse in the intensive care room. A very different personality smokes cigars. Usually a large, beefy, middle-aged man who huffs and puffs on a cigar and, because of his weight, is usually huffing and puffing on the stairs. This person waves the cigar around like a small weapon and is typically chewing on it like a toddler with a pacifier. The cigar smoker only has one redeeming feature. When he is smoking and the office is full of thick cigar smoke, you know there will be no mosquitoes or flies in the area. The smoke will have killed them and will be working on all of his associates. Their lives will be reduced directly proportionate to the number of cigars that he manages to smoke before his demise.

The final of our triumvirate is the pipe smoker. This is typically a man who tends to a casual, tweedy-type coat and hat posture. The pipe smoker is usually cautious, slow spoken and uses the pipe as a means of slowing down response to a question. Upon encountering a difficult question from a superior, the pipe smoker will invariably jam the pipe into his mouth, thus giving him time to think. This is an accepted way of not having to respond until you have managed to light it or to draw a few puffs through the pipe. This stratagem works quite well in delaying a required response. Unfortunately the pipe smoker is never considered for a high-pressure job as they are considered too laid back. A typical pipe smoker will have a little array on his desk with five or six pipes, one of which he smokes all the time. Two of the pipe, which were gifts have never been used. The *piece de resistance* is a meerschaum which is too expensive to use more than once or twice. In addition, the collection has two or three other castaways his wife will not let him keep at home. Pipe smokers seem to live an inordinate period of time and they are found among those in their eighties and nineties. If you have a pipe smoker he will probably outlive the majority of your staff. He is basically a low-keyed individual and he goes even slower when he has a pipe in his mouth. Sometimes, as he leaves this realm, his family members lovingly place a pipe alongside him in the coffin. This fulfills the old saying; as you sow so shall you reap.

THE STALWART

This is the twenty fifth-anniversary employee who can always be counted on to do a great job. He is willing to help every new employee and guides him or her through the apparatus of the organization. He knows how to get everything done and the right people to approach to get anything he needs. Customers love him, as his word is better than that of the managers in other departments. When he promises he delivers. He is essentially the company historian as he can recite the events of yesteryear as if it happened last week. Any unique problem brings Mr. Stalwart's name to the fore, as he will make it happen. When he retires the company loses a critical element and will be less effective.

THE END

*****to here clean up 11/08/11