Ten Commandments

OF GOOD ORGANIZATION

There are two kinds of efficiency; one kind is only <u>apparent</u> and is produced in organizations through the exercise of mere discipline. This is but a simulation of the second, or true, efficiency which springs, as Woodrow Wilson said, from "the spontaneous cooperation of a free people." If you are a manager, no matter how great or small your responsibility, it is your job, in the final analysis, to create and develop this voluntary cooperation among the people whom you supervise. For, no matter how powerful a combination of money, machines and materials a company may have, this is a dead and sterile thing without a team of willing, thinking and articulate people to guide it.

1. Definite and clean-cut responsibilities should be assigned to each executive.

2. Responsibility should always be coupled with corresponding authority.

3. No change should be made in the scope or responsibilities of a position without a definite understanding to that effect on the part of all persons concerned.

4. No executive or employee, occupying a single position in the organization, should be subject to definite orders from more than one source.

5. Orders should never be given to subordinates over the head of a responsible executive. Rather than do this, management should supplant the officer in question.

6. Criticisms of subordinates should, whenever possible, be made privately, and in no case should a subordinate be criticized in the presence of executives or employees of equal or lower rank.

7. No dispute or difference between executives or employees as to authority or responsibilities should be considered too trivial for prompt and careful adjudication.

8. Promotions, wage changes, and disciplinary action should always be approved by the executive immediately superior to the one directly responsible.

9. No executive or employee should ever be required, or expected, to be at the same time an assistant to, and critic of, another.

10. Any executive whose work is subject to regular inspection should, whenever practicable, be given the assistance and facilities necessary to enable him to maintain an independent check of the quality of his work.

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