

MANAGEMENT QUOTATIONS FROM

CHAIRMAN

JIM



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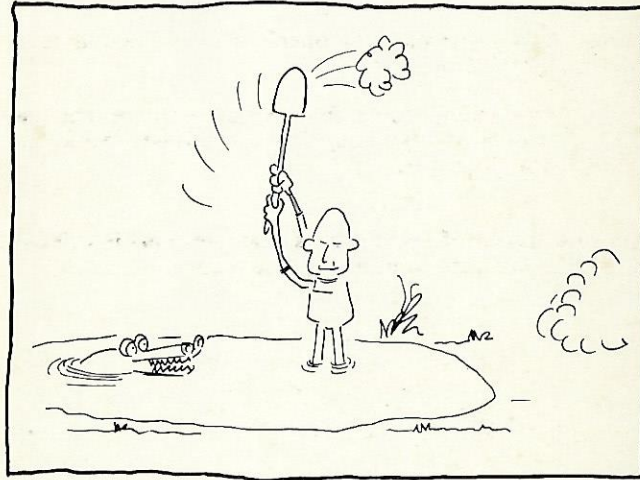
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JIM HOWLAND
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2. PEOPLE IDEAS

Integrity is the all important prerequisite to employment. The person must be honest with himself, and others or we have no foundation on which to build.

Go to the other person, particularly when you carry bad news. The person is more at ease in his own surroundings and you have better control of the length of the conversation.



The person closest to the action has the best chance of making the right decision; if he is properly informed of the firm-wide implications.

We achieve success if our projects are successful. None are more important to the firm than the project people. Each of us needs to be aware of the importance of these people and to let the world know of their importance.

A feeling of unity throughout the firm is extremely important. Yet we must give each unit (office, department, etc.) independence to innovate and fully apply their talents.

Admit your own mistakes openly and in good humor. Everybody will feel better!

We are large enough to be able to employ more than one person from a family, but, like the plague, avoid one working for the other.

A strong aspect of leadership is example. This is strikingly evident in regard to morning punctuality.

3. ABOUT THE ORGANIZATION

No matter what the organizational structure, if the people in it want it to work, it will.

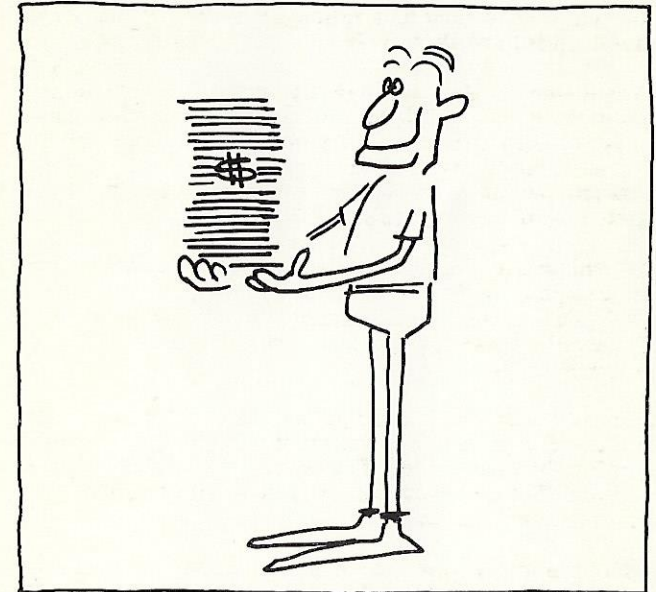
One-on-one assignments result in waste of human resources. It is much better to assign an identifiable part of your job to another to carry out. If both responsibility and authority go with the assignment, the resulting independent action will foster ingenious execution and stretching of the assignee's abilities.

Administrative help is important to both project and non-project people. However, private secretaries, as generally used, are expensive and insulate their bosses from both the people working with them and the clients. . . neither desirable ends.

Ours is a very fluid activity; one of constantly building and dispersing teams all over the world. For people to feel comfortable and to be efficient, all this activity needs to go on within a well-established and relatively unchanging organizational framework.

The organization must be communicated to all who are even remotely involved. The organization does not have to be identical for similar units as no two units can be the same. Each is made up of different people and no two people are alike.

4. BONUSES



A bonus system is appropriate in a professional service firm. For such a system to work, all involved must continually be informed on the firm's operational and financial progress. . . in good times and bad.

cartoons by Bob Wehnert