

Project Management Secrets of the Caesars

Third Edition



James Lau Guan-Ho

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Preface

Project Management is the key for managers in meeting the challenges of the 1990s. The more stable and conventional office environment makes way for a more dynamic and ever changing one. Things have to be done quickly; datelines kept; new technologies continuously introduced and economy of budget practiced. Project Management is the management tool which will be used increasingly in the years ahead.

My experience in managing complex project for the past 32 years has convinced me that the main skills for project management are people skills, leadership skills, management skills, decision-making skills and technical skills. Without these fundamental the project manger cannot hope to complete his project successfully i.e in the shortest possible time and with best value for the money spent. A head-start in learning these skills is an invaluable asset for any new project manager.

Why are people skills essential? All projects are initiated and carried out by people. It is the people in the project who determine its success. The project manager has to learn quickly how to deal with people and to satisfy the human cravings for appreciation, approval, assurance and importance. He needs to establish relationship, rapport, goodwill and co-operation. He has to apply the:

Golden Rule--treat people the way *you* want to be treated;

Platinum Rule--treat people the way *they* want to be treated;

Titanium Rule--treat people *right* and treat people *important*.

Much depends on the skill of the leader and the skill of the team members. To get things done, the project manager has to exercise authority, control and discipline. He has to reward, rebuke and reassure. In applying his leadership skill, he uses the:

Golden Touch Method--influencing people by
controlling *your* behavior;

Platinum Force Method--influencing people by
controlling *their* behavior;

Titanium Bond Method--influencing people by
controlling *the environment*.

As a project manager, he must manage. To manage, he has to staff, plan, lead, communicate, motivate and control. He cannot let the project drift and run by itself. He has to actively manage the project to ensure success.

The most important skill for the project manager is to have the courage to make decisions. It is his decisions that make or break the project and in a complex project, he has to make thousands of decisions. His decisions are as good as the facts and advice he has obtained and his interpretation of these facts.

In the technical aspect of his job, the project manager needs to constantly search for alternative solutions and to ensure that the project designs provide optimum value for money. He is most successful if everyone is committed to his project's master plan and follows through with the schedules.

As long as a person is asked to handle a new assignment, head a task force, do something unusual or organize a tough job with a very tight time schedule, he will find that he needs to apply all the basic skills of project management. The new tasks could be as varied as devising new software program; coordinating a book fair; moving to a new office; researching and developing new products; organizing a concert; penetrating a new market; directing a play etc. The earlier he learns the skills of project management, the more successful he will be in managing his new task. There is no need for him to re-invent the wheel.

Major projects such as a space station, a telecommunication link, a Polio cure, Le Grand Louvre, Shanghai Yangshan Deep Water Port or major infrastructure developments always make a significant contribution to society. They constitute a great challenge to the people managing the projects. Such projects never fail to stimulate our curiosity. They enhance the understanding of our past and are signposts for our progress. They excite us to achieve more in the years ahead.

History unfolds stories of great projects under the Caesars like the Colosseum, the Pantheon, Hadrian's villa, etc. The Caesars must have had knowledge of project management as proven by the decisions they had made and the magnitude of the projects they had undertaken.

The Caesars form the story-link in this book on "Project Management Secrets of the Caesars". The book is a vehicle to express my ideas on project management, which I have gained from experience in directly managing the construction of building projects such as:

- UOB Plaza--a 66 storey office building at 280 m high
- OUB Centre--a 60 storey office cum shops at 280 m high
- OCBC Centre--a 52 storey office building at 196 m high
- Mandarin Hotel--a 40 storey hotel of 500 rooms Extension
- Specialists' Centre--a 24 storey hotel/retail complex
- Mandarin Gardens--a condominium of 1006 unit apartments
- Shanghai JC Mandarin Hotel--a 28 storey hotel situated at Nanjing Road, Shanghai.
- Marina Mandarin Hotel—Suntec City development
- News Centre Building--a Newspaper factory cum office
- Singapore Management House--a Tertiary educational building with auditorium, lecture theatres and rooms and
- the construction of civil engineering projects, such as sewerage works, roads and bridges.

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1. AUGUSTUS CAESAR ON "THE PROJECT ENVIRONMENT"

The period of 44 years of peace and prosperity (30 B C - A D 14) that Rome enjoyed under the absolute rule of Augustus Caesar was often referred to as the "Golden Age" of the Roman Empire. It was a period that included the construction of great civil engineering projects by a ruler who had the imagination and the competence to carry out his elaborate plans. Augustus built magnificent projects, some of which are the relics we appreciate today.

He constructed the "Temple of Apollo" on the Palatine with the finest Carrera white marble. He erected 82 temples. His brilliant general, Agrippa assisted him in building the first version of the "Pantheon". He also built the "Bath of Agrippa", the "Temple of Neptune", the "Theatre of Marcellus" and promenades based on Grecian art design. Other works included Nile canals in Egypt, aqueducts that brought in 60,000,000 gallons of water a day into the interior of Rome. He built bridges in Southern France, dammed the river Tiber to control its water and carried out the re-construction of the "Via Flaminia" - a road stretching north from Rome, across the Appenines to Rimini. He constructed the "Aqua Virgo", 700 basins, 500 fountains and 130 distribution points, many of which had fine engravings. He doubled the size and volume of water that could be contained in the "Aqua Marcia".

With such ambitious projects in mind, Augustus Caesar had often summoned Agrippa for discussion on their implementation. He told Agrippa thus:- I would like you to help

me in the management of my projects. These projects will enhance the grandeur of Rome. It is my dream to leave behind a legacy of great monuments, buildings and public works which will commemorate my reign. Let me share with you my experience on project management.

---The project environment is different from the normal office environment. In an office, the environment is consistent and stable. You have time to:

- know each other
- socialize
- know the normal routine work
- know what is expected of them and know the company's philosophy.

You know each other's strengths, weaknesses, idiosyncrasies and preferences.

But, in a project, the environment is rapidly changing and unpredictable as:

- people work together for only a short period;
- people are only part-time on the project; the project is temporary;
- staff and workers are constantly changing;
- people may have never worked together before;
- people may never work together again after the project is completed;
- personnel include diverse groups from different professional backgrounds with sectional interests, and from different organizations with different loyalties;
- people work under pressure to meet time and cost constraints.

In such an environment, you do not have time to know each other well.

What sort of person do you need to work in such a constantly changing environment?

You need a person who thrives on changes rather than one who prefers routine and predictable work; a person who has a more flexible management attitude and who enjoys solving problems that arise from a hectic schedule of activities and ever changing circumstances.

How is project management different from ordinary office management?

Ordinary office management is management at a normal pace, whereas project management is management at an accelerated pace with a deadline to meet. It is like driving a chariot at normal speed and driving a chariot at an accelerated speed to arrive at an appointed hour. Both are adopting the same management skills or using the same driving skills. When you are driving normally, you have time to enjoy your companions and scenery but when you are driving at a high speed you do not have that luxury. Your attitude and priority are different. There is urgency in your driving to meet the appointment as delay has costly consequences. You have to concentrate and anticipate dangers. You are very alert and attentive as any wrong move can easily land you in a ditch. Similarly when you apply project management skills, you need to develop and consistently maintain the same frame of mind as in high speed driving since there are fewer margins for error.

It is not necessary to have a project manager if the project is small, simple, routine or repetitive. But if the project is large, complex or custom built, having a good project manager makes a vital difference. He will ensure that there are no costly delays to the project. Finding a good and experienced project manager is essential. He must:

- Have relevant knowledge and experience in the area he is managing - be it buildings, roads, ships, underground tunnels, aqueducts, reservoirs, reconstruction of towns or others;
- Have actual experience in project management, backed by a reliable track record;
- Spend full-time on managing the project.

---Ordinary office management is *management at a normal pace*, whereas project management is *management at an accelerated pace* with a deadline to meet.

---Project management is a *unique and specialized* branch of management.

2. BASIC SKILLS IN PROJECT MANAGEMENT

Like a skilled chef who has perfected the right proportions of ingredients for his special recipe, the project manager too can master the techniques of managing a project successfully. He can acquire, through experience and reading, the skills of a good leader such as in motivating people to work as a team, setting the tone and the pace of the project, establishing the priorities and the dates for completion for each phase of work and making good decisions which will enable the project to run smoothly. In short, a good project manager should strive to cultivate the following skills:

- People Skills
- Leadership Skills
- Management Skills
- Survival Skills
- Decision-Making Skills
- Time Management Skills
- Listening Skills
- Selling Ideas Skills
- Meeting Skills; and
- Technical Skills

A competent project manager should also constantly ask himself the following fundamental questions:

- How do I get commitment?
- How do I get cooperation?
- How do I get support?
- How do I get people to work as a team?
- How do I get people to communicate?
- How do I get people to give of their best?
- What must I do to inspire people?

What must I do to motivate people?
What must I do to influence people?
What must I do to persuade people?
What must I do to develop mutual trust and confidence?
What must I do to achieve all these objectives?

Since all projects are initiated, designed and built by people, the quality of people working on the project makes a vital difference. The experienced project manager knows that he has to invest time and effort to develop his "People Skills" so that less time is wasted in resolving people-problems. It is to "People Skills" that we will turn our attention to in the following section.

**You have to *spend time to develop your people skills*
now or**

**you will have *to waste much time to resolve your
people problems* later on in your project.**

2.1 Augustus Caesar on "People Skills"

The political career of Gaius Octavian Thurinus or Augustus Caesar, as he became known in later years offers many lessons on "People Skills." Augustus was propelled to the forefront of the political scene at the tender age of 18 as a result of the assassination of his uncle, Julius Caesar. It was a time of political turmoil due to the civil war in Rome. Though confronted with a hostile environment, Augustus chose to rise to the challenge. He befriended Cicero whose support won him the recognition of the Senate. Augustus was eventually made a senator. However, when later faced with opposition from the Senate, which rejected his application for the post of consul, Augustus led three legions into Rome and the Senate was forced to give in to his demand. Augustus confronted his problem and solved it.

Again when surrounded by enemies led by Brutus and Cassius, Augustus knew he had to win allies. He formed a triumvirate with Mark Antony and Lepidus to fight against them and he defeated them in the battle of Philippi.

Augustus was adept at handling people and conflicts. He was able to establish rapport with people, yet did not allow anyone to take advantage of him. He demonstrated that it was essential to win allies for a cause. He counseled his generals, Agrippa and Maecenas thus:

To win allies, you must understand people and know what it takes to win their goodwill and co-operation. You must package your ideas to win their support. As all projects are implemented by people, you need to spend time and effort to develop skills in dealing with them. If you neglect your relationships with people, you will encounter problems getting along with your peers, bosses or subordinates. You will be unable to handle office politics, accept criticism, or make allies and associate with influential people.

The consequence is that your projects will have more problems and conflicts. As such, you either spend your time to develop your people skills or you waste your time to resolve your people problems.

2.1.1 *Work with Human Nature*

---Before you can improve your people skills, you must understand human nature. You must understand the most fundamental fact about human nature - "I and my EGO" - i.e. all human beings are interested in themselves and their ego first, last and always. You must therefore work with human nature and not against it.

If you care for a person, seek his views and adopt his ideas, i.e. feed his ego, and then he is likely to be more co-operative, understanding, supportive, friendly, and forthcoming. The reverse is also true i.e. if you show no concern for a person nor seek his opinions on matters, then he is likely to be more difficult to get along with. We are all ego-hungry and a starved ego is a nasty ego.

---Another point to remember about human nature is that people do things for their own reasons and gains. You have to see things from their perspective. What's in it for them? What do they stand to gain? What will they lose? You need to present your proposals from their angle and convince them that they stand to benefit from your proposal. Remember people will act to advance themselves.

---Be careful not to wound a person's ego. Understand that a wounded ego is a dangerous ego. Why? A wounded ego will plot to sabotage or take his revenge. So avoid:

- abusing him
- belittling him
- criticizing him
- demeaning him
- embarrassing him
- insulting him
- ridiculing him
- threatening him
- undermining him

---Be on the look-out for tell-tale signs that a person has little confidence in himself and work around this fact. If you can understand his behavior and accept his feelings you will be able to restore his confidence and gain his cooperation. Some of the signs are unnecessary grouses, friction, negative work attitudes, and conflict with colleagues, pettiness and resentment.

---Always make human nature your ally.

2.1.2 *Satisfy the Human Cravings*

Determine what human beings desire most and seek to satisfy them. The following are basic motivators. Use them sincerely to make people feel good about themselves so that they want to give of their best.

Appreciation

I appreciate the time and effort you have put in.

Thank you, you've been a great help.

I am grateful.

Approval

I support your ideas and proposals.
You did a marvelous job.
Congratulations!!

Attention

I like what you have done.
That was an eloquent speech.
I enjoyed your presentation.

Admiration

That is a wonderful idea.
It was a magnificent performance.
I compliment you on a job well done.

Acceptance

It is an honor to have you with us today.
We think highly of your proposals.
Your recommendation was well received.

Assurance

What you did was great.
You did the right thing.
You are making good progress.

Achievement

You have done well.
That's a great achievement.
Your presentation was a success.

Agreement

I agree with you.
You are absolutely right.
You reflect my views.

Affirmation

We affirm your honesty
You are fair and loyal
You are very good in teambuilding

Importance

You have made a wonderful contribution.
We think highly of you.
You are greatly respected

2.1.3 *Influencing Peoples*

To influence, to persuade and to convince:-

Do

(1) Give Carrot

- a) Praise him for good work done
- b) Write personal notes to congratulate and cheer him
- c) Call to say thank you for his effort and accomplishments
- d) Publicize his achievement in company newsletter
- e) Respect his calendar time. Don't make him wait for information or reply.
- f) Show respect by treating him courteously and with consideration for his feelings

(2) Be friendly

- a) Be a sincere friend not a fair-weather friend
- b) Show genuine concern for his welfare
- c) Be accessible and give a helping hand to solve his problems
- d) Have integrity so that he knows what to expect of you

- e) Create a climate that is conducive for growth and development of his potential
- f) Encourage him to give his views with the assurance they will be acted on if good

Don't

(1) Apply the Stick

- a) Scold or rebuke him publicly
- b) Ridicule his efforts
- c) Criticize his way of doing things
- d) Nitpick and find faults
- e) Disparage his views, ideas, judgment
- f) Cast doubt on his ability to perform or contribute

(2) Make an Enemy of him

- a) Wound his ego
- b) Antagonize by being unfairly critical of him
- c) Alienate him by a doubting attitude
- d) Contemptuously dismiss his views
- e) Discriminate against him by ignoring his presence
- f) Perpetually impose your way of doing things

2.1.4 Establish Rapport

The word RAPPORt summarizes, in a nutshell, the means through which we can build positive relationships:

R is for **R**elationship

Spend time cultivating and nurturing your friendships.
Establish personal contact.

A is for **A**pproval

Give him your support by appreciating his ideas and recommendations

P is for **P**raise

Compliment and show your high regard for him when due.

P is for **P**leasure

Tell him he is a joy to work with.
He makes the work fun.

O is for **O**thers

Consider the needs and feelings of others before your own

R is for **R**ecognition

Give credit for his efforts and rewards him accordingly.

T is for **T**rust

Honor your word and commitment.
Put your confidence in him.

2.1.5 Understand Group Behavior

People co-existing in a group will exhibit both the negative as well as the positive traits of group-behavior.

Negative traits include:

- conflict,
- rivalry,
- jealousy,
- resentment,
- resistance,
- bickering,
- hostility,
- friction,
- revenge.

Some of the positive traits are:

- cooperation,
- support,
- teamwork,
- goodwill,
- harmony,
- rapport,
- commitment,
- good communication.

Your job as a project manager is to prevent, reduce or eliminate the negative traits. At the same time, you should actively encourage the positive traits in order to achieve unity and better results.

2.1.6 *Adopt Cooperative Behavior*

In People Management, you often have to choose whether to adopt an autocratic or a cooperative behavior.

Autocratic behavior usually leads to either:

- (a) A win-lose situation, where one side wins and the other side loses; or
- (b) A no-win situation, where both sides lose.

On the other hand, cooperative behavior may sometimes lead to a win-win situation where both sides win.

However for a cooperative behavior to win, you must ensure that people know that you are NO WIMP i.e.

If they try to be tough

If they try to be funny

If they try to be difficult

then you must be just as tough and difficult.

You exchange blow for blow

You exchange eye-ball for eye-ball

You are no doormat

You are no walkover

Once they stop being difficult, you stop. It has been found that in the long term, a cooperative behavior plus a no-wimp attitude is more effective than an autocratic one.

---In the long term, the following is usually true:

$$\Sigma \text{win-win} + \Sigma \text{no-wimp} > \Sigma \text{win-lose} + \Sigma \text{no-win}$$

$$\Sigma \text{win-win} + \Sigma \text{a - wimp} < \Sigma \text{win-lose} + \Sigma \text{no-win}$$

$$\Sigma \text{win-win} < \Sigma \text{win-lose} + \Sigma \text{no-win}$$

2.1.7 Handle Conflicts

Anyone can do the job where there is minimum conflict, disagreement or rivalry. But, it takes a good project manager to handle the conflicts in a project. Conflicts are handled by:

Fight

(1) ***Confronting***

- You face the conflict squarely and directly.
- You work through the various arguments.

(2) ***Forcing***

- You assert your views.
- You have a win or lose situation.

Flight

(1) ***Withdrawing***

- You withdraw from the actual disagreement.
- You retreat.

(2) ***Surrendering***

- You give up temporarily.
- You yield. You concede.

Freeze

(1) ***Compromising***

- You search for compromising solutions.
- You have a 'Give and Take' attitude.

(2) ***Smoothing***

- You avoid the areas of disagreement.
- You de-emphasize the dispute.
- You reduce tension through conciliatory words.

Each of the above methods has its advantages and disadvantages. It is for you to apply the appropriate method depending on the situation and the people involved.

Above all, do not be afraid to face the conflicts that arise in your project. Be cool, calm and in command to tackle the conflicts. Be daring and bold and you will be surprised by the outcome.

As a project manager you live in a world of conflicts. You should not avoid conflicts but move in and resolve the conflicts. It is your job to reduce the conflicts in your project.

If you want to resolve conflicts, you must bring them out in the open. Why? This is because when conflicts are brought out in the open:

- (1) People feel that their views are being heard and a good many of the conflicts may disappear.
- (2) People may realize that the conflicts are trivial and they are not as serious as they think.
- (3) People may see the conflicts as honest disagreement and that there are no hidden agenda.

When you bring the conflict out in the open, it enables you:

- (1) To sweep aside the trivial conflict, the meaningless conflict and the unnecessary conflict.
- (2) To make the conflict irrelevant or secondary. How? You ask "Is the conflict relevant to this specific case? If not, fight it outside and not here."

If you don't bring the conflict out in the open, the conflict will fester and grow and nothing will be resolved.

Above all don't keep on trying to resolve the conflict at the meeting. People will harden their stand to appear strong in front of their peers. Ask the two conflicting persons to see you after the meeting. Let them have their say at **this private meeting**. Don't allow the conflict to drag on. Assert your position and control of the situation by deciding what you want to be done and who is to do what.

2.1.8 Apply the Rules

Basically, the ABC of people skills are:-

(1) The Golden Rule

"Treat people the way **YOU** want to be treated".

For example, if you want appreciation or recognition for good work done, give others due credit too.

(2) The Platinum Rule

"Treat people the way **THEY** want to be treated".

For example, experienced staff and outstanding performers would not like an autocratic style of management.

(3) The Titanium Rule

"Treat people as **IMPORTANT**".

Treat people with respect, courtesy and dignity no matter how small their role in the project may be.

---People are interested in themselves and their ego first, last and always i.e. self-interest comes first, last and always.

---People act to advance themselves.

---All human beings look for the 9AI:

Appreciation

Approval

Admiration

Assurance

Acceptance

Attention

Achievement

Agreement

Affirmation

Importance

---As a project manager you live in a world of conflict.

You must not be afraid to face the conflicts.

Be daring (e.g. ring him up) and bold (e.g. meet him) and you will be surprised by the outcome.

2.2 Augustus Caesar on "Leadership Skills"

Augustus Caesar proved to be a skilful leader in state affairs. Though he gave Rome a constitution which was democratic, he still wielded total control. He had supreme power over all administrative, legislative, religious and military matters. Augustus' wide experience in all the different areas of leadership made him an authority on the subject of "Leadership Skills". He had often advised his administrative officers thus:

As a leader you must never forget that your subordinates will look up to you for justice. You must always be firm and fair. Do not abuse your position or authority. If you do, your subordinates will not trust you, and they will not give of their best.

Being a leader you have to influence people to get things done and to achieve results within a specified period. However your subordinates, who are comfortable with the status quo, may not want to work too hard to achieve the goals which you have set. How can you as a leader resolve the conflict of interests? How do you influence him to your way?

2.2.1 Golden Touch Method--Control your Behavior

One way by which you can influence your subordinate is to control your behavior. Your behavior can either be supportive or directive.

(a) Supportive Behavior

- Show interest by listening to him
- Involve him
- Ask for his ideas and suggestions
- Stand by him
- Assist and help him
- Lend him a hand
- Sponsor him
- Praise him, reassure him

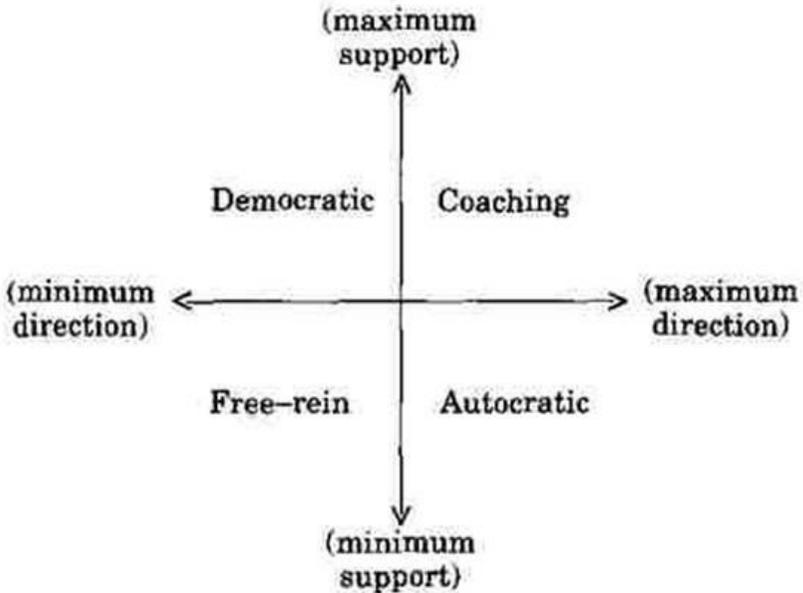
(b) Directive Behavior

- Instruct him
- Show him what to do and when to do it
- Dictate and control tightly
- Check his work strictly
- Demand that he performs
- Order and rule

Based on your behavior, you have essentially four leadership styles. They are:

- (i) Autocratic Style
- (ii) Coaching Style
- (iii) Democratic Style
- (iv) Free-rein Style

The diagram below illustrates the extent of support and direction that each style constitutes.



There is no single "best style" to adopt. Be flexible and change your style to match the people, the situation and the results you wish to achieve. Consciously switch styles to suit changing circumstances.

Each style is tailored for a specific type of person. For example you can use:

An autocratic style, which is for beginners,

A coaching style, which is for keen learners,

A democratic style, which is for experienced staff and

A free-rein style, which is for great performers.

The style you choose to use also depends on the results you wish to achieve. If you seek compliance, an autocratic style would be appropriate. A coaching style encourages learning while a free-rein style of leadership inspires creativity. If support is your aim, a democratic style is most suitable.

No two individuals and situations are alike. Therefore, different styles can be adopted for same people performing different tasks and in varying situations.

It is vitally important for you to have a flexible leadership style. A flexible style means not only different strokes for different folks but also different strokes for the same folks at different situations and time.

2.2.2 Platinum Force Method--Control his Behavior

Another way by which you can influence a person is to control his behavior. This can be done by exercising your authority. Use the carrot and stick approach by rewarding or sanctioning a person accordingly. Though formal rewards such as promotion and salary increases, and formal sanctions in the form of warning letters and termination are meted more selectively, the informal rewards and sanctions can be exercised daily and more readily. Some of the informal rewards and sanctions are tabulated below.

(a) Informal Rewards (Carrots)

- Agree
- Appreciate
- Approve
- Assure
- Be accessible
- Build relationship

Cheer
Compliment
Commend
Confirm
Encourage
Give hope
Greet first
Include
Listen
Notice
Pat
Pay attention
Praise
Reassure
Recognize
Show acceptance
Show gratitude
Show interest
Support
Thank

(b) Informal Sanctions (Sticks)

Be sarcastic
Challenge
Chide
Complain
Criticize
Don't respond
Embarrass
Exclude
Frown on
Frustrate
Ignore
Insult

Patronize
Pressurize
Question
Quiz
Rebuff
Rebuke
Reprimand
Scold
Show anger
Show annoyance
Show displeasure
Show disregard
Show indifference
Threaten

You can use praises and reprimands to achieve the goals that you have set. However, knowing what, who, how, where, when and why to praise and reprimand is important.

(a) **What?**

- Praise or reprimand the performance and the specific behavior of a person and not the person per se.
- Reprimand the negative attitudes of the person, not the person himself.
- Praise your subordinates if they have done things correctly and have carried out your orders rightly.

(b) **Who?**

- Do not reprimand beginners and learners, re-train them instead.
- Do not reprimand a person wrongly as it will make him resentful.

(c) How?

- Do not start a reprimand with praise as your reprimand will then be less effective.
- End a reprimand with praise so that the person will not take the reprimand personally.
- Be discriminate in your praises or reprimands, otherwise you may lose your credibility.
- Be generous in giving small rewards.
- Be selective in giving big rewards.

(d) Where?

- Praise in Public
- Reprimand in Private.
- Reprimand in Public only when peer pressure is needed to make a person change his behavior.

(e) When?

- Praise or reprimand as soon as the action or performance has been carried out.

(f) Why?

- Praise to improve performance.
- Reprimand to stop negative behavior.
- Praise so that desired performance will be repeated.

It is important to exercise your authority and discipline the people under your charge. If you do not, they will side-step and question your authority, they will do what they like, be un-co-operative and ignore your orders. This will make it harder for you to achieve your project goals.

You need therefore to be bold and to consciously assert yourself. You must show that you mean business. When you dare to exert your authority, compliance follows. You will notice that people respond to the greatest pressure. You need to deliberately and continuously apply your informal sanctions and rewards in order to exercise control.

2.2.3 Titanium Bond Method--Control the Environment

You can influence the performance of a group if you create an environment that is exciting and challenging, where people are encouraged to develop and grow. You need to build and maintain an environment that has *some tolerance for error*, where people are given the opportunities to exercise their skills and talents without fear of being reprimanded. People enjoy working in a conducive environment where they have the *satisfaction* of knowing that their contributions make a difference and that their commitment to perform to the best of their abilities is being *recognized* and rewarded. You can help build a conducive environment by rewarding deserving workers with thank-you notes, congratulatory letters, tokens, and mementoes. Even compliments such as: "You are fantastic", "Bravo!", "You did an excellent job", "Well done!", "Wonderful!", "Terrific!", would significantly contribute to their sense of achievement.

It is the leader's responsibility to promote teamwork, goodwill, rapport and friendliness and to reduce conflict, resentment, hostility and friction in the working place. One way of achieving this is by organizing more informal gatherings such as lunches, dinners, games, celebrations and get-togethers.

Also, as a leader, your job is to develop and maintain, within the group, confidence and mutual trust so that they are able to achieve a common goal.

This can be done by:

- committing the group to a common goal;
- ensuring that the group knows how to achieve the goal and that they communicate freely;
- encouraging each member to know what is expected of him and seeing to it that he contributes his part; and
- taking steps to reach the goal such as actively anticipating and resolving problems and conflicts along the way.

2.2.4 Leaders must give **DIRECTIONS**

As a leader you must lead and give directions of where you want to go and what you want to achieve. A useful way to remember is:

D is for **Demand**

Demand the best from you staff. Train and set high standard.

I is for **Inspection**

Understand that what gets inspected gets done. If you don't check, you will be surprised a few weeks later that nothing has been done.

R is for **Rewards** or **Rebukes**

People need feedback to perform well.

E is for **E**njoy Together

A fast way to get things done is to enjoy together whenever something is accomplished.

C is for **C**ommitment and **C**are

You must be committed and show care for your staff before they will put in the midnight hours for you, when the need arises

T is for **T**hankfulness

All of us want at least a thank you when we complete something well.

I is for **I**nnovation

Always think of innovative ways of doing things to make it faster, cheaper and better.

O is for **O**thers First

If the leader is only interested in himself first, he will not go far.

He needs to concentrate on others as people are always thinking of themselves first, last and always.

N is for **N**ew Ideas

Encourage diversity of views whenever you want new ideas.

S is for **S**ee

It is vitally important to go and see to make sure that whatever you have delegated are done and done correctly.

2.2.5 Summary of How to Influence People

- (a) *The Golden Touch Method*
Influence people by controlling *YOUR* behaviour
 - Supportive
 - Directive
- (b) *The Platinum Force Method*
Influence people by controlling *THEIR* behaviour
 - Rewards
 - Sanctions
- (c) *The Titanium Bond Method*
Influence people by controlling the *ENVIRONMENT*
 - Positive Traits
 - Negative Traits

To get consistently good results, you must develop the ability and skill to use, adapt, and modify the three methods to achieve equilibrium of individual and corporate goals.

As a leader, you have to know:

when to do what

why you do it

where to use it

how to use it

who it can be used on

and under *what* circumstance you exercise, balance, intermix and modify *which* methods.

As a leader, you must **LEAD** and give **DIRECTIONS**

- You influence a person by controlling your behavior, his behavior and the environment in which both of you work.**
- Nothing great can be accomplished unless you are prepared to exercise your authority and discipline.**
- As a leader, you have to consciously exercise and balance your control with rewards, rebukes and reassurances (i.e. apply the 3R).**

2.3 Augustus Caesar on "Management Skills"

After the battle of Actium, Augustus Caesar faced the difficult task of re-construction. He had to manage the demobilization of 300,000 soldiers. He allotted them land or made cash payments for military service rendered. It was an administrative task which demonstrated his managerial competence.

He also established a Civil Service and staffed it with members of the equestrian order, who had a talent for business and state affairs. He employed freedmen to assist him in the running of the vast estates owned by himself and the imperial family.

There were a lot of plans to implement now that he was in charge of Rome and its provinces. It was a tremendous managerial feat and Augustus took up the challenge with zeal. He summoned Tiberius, Statilius Taurus and some of his Civil Service staff. He told them about his plans and delegated projects to them.

Statilius helped with the project of re-settlement in colonies or in their own municipalities the troops that had been disbanded. Land was re-distributed and those who were re-settled were encouraged to take up farming. This was to ensure that as farmers they can be productive and contribute to the economy.

Tiberius' project was to set up a publicity department. Augustus recognized the importance of publicizing the nation's victories and achievements. He realized that before they can influence the people, they have to convince them that things are well-managed.

He instructed thus:-

We must also give rewards or incentives to motivate our citizens to excel in their work. Rome needs dedicated men to pave the way to success. Let us discuss Management Skills.

To manage your projects, your basic functions are to staff, to plan, to lead, to communicate, to motivate and to control.

2.3.1 Staffing

Outlined below are some principles of staffing:

- (a) Employ experienced staff to help you run the project. They are worth their weight in gold. An experienced staff will be more able to deal with the emergencies that are bound to arise in your project.
- (b) Keep your staff strength small so that unnecessary paperwork and conflicts are kept to a minimum.
- (c) Select staff who are sensitive to organizational politics so as to minimize inter-departmental conflicts.
- (d) Keep a list of back-up staff whom you can call on in times of emergencies or when extra manpower is required to meet your project deadlines.
- (e) Ensure that you have the support of top management by building up your credibility, showing sound judgment, making good decisions and providing excellent professional service.

2.3.2 Planning

You can virtually forecast the outcome of a project by looking at the amount of planning that goes into the project.

With **Careful planning**, there is a **greater chance of success**.

With **Careless planning**, there is **likelihood of chaos**.

With **No planning**, there is **certainty of failure**.

Therefore, a major skill of the project manager is the ability to plan.

A project manager must set the main goals and then work backwards to ensure that the sub-goals are carried out.

For example, if you want to call a substructure tender by a certain date, you have to ensure that the soil investigation has been carried out and that the designs for the piling, sheet piling and basement work have been completed long before the tender date. It is vital to develop a master plan and many sub-programs to monitor and control your project.

A plan is a management tool that helps you to plot the direction and pace of your project. A plan decides who is to do what, when, how and why. Without a plan it is difficult, to see at a glance, the effect changes may have on present and future actions. However, with a plan you can re-evaluate the situation and take corrective action immediately to minimize the disruptive effect of such changes.

Success in any project requires ACTIVE planning. This means that your plans need constant and continuous reviews and re-adjustments.

2.3.3 Do and Don't of Planning your Work

You need to anticipate events and look ahead constantly and systematically.

Do:

(1) Plan your work

- a) Establish key milestone dates to keep everyone focused on same track.
- b) Establish the basic bid packages.
- c) Develop master program to cut out mass of details.
- d) Match level of planning to suit project size and complexity.
- e) Keep plan simple and appropriate to the job.
- f) Remember your planning forecasts the outcome:-

Careful planning--success better

Careless planning--failure of project

Dreadful planning--chaos in project.

(2) Work your plan

- a) Understand work isn't done by having lovely plan.
- b) Decide who is to do what and when.
- c) Give him information and tools to do job.
- d) Go and see that work is done correctly. This is vitally important.
- e) Chase up and thank often (or rebuke if necessary).
- f) Understand that work is done:
 - by people
 - by people who are trained
 - by people with a deadline
 - by people who are monitored
 - by people who hold themselves accountable.

Don't:

(1) Be inflexible in planning

- a) Ever look at plans as cast in concrete.
- b) Have rigid and fixed rules about planning.
- c) Ignore preliminary planning because not enough information is available initially.
- d) Ignore back-up plans.
- e) Neglect input from contractors, subcontractors, supervisors and suppliers.

(2) Forget planning guidelines

- a) Forget most delays are due to off-site delays.
- b) Forget nothing works exactly to plan.
- c) Forget a plan is just a tool.
- d) Forget to allow some contingency time.
- e) Forget to determine:
 - What plans are needed?
 - What details are required?
 - How plans are to be used?
 - When to prepare plans?
 - Who requires what plans?

2.3.4 Teambuilding Skills

To achieve better performance and to obtain better results, people must work as a team.

One way to build up a good and successful team is to remember the word **HUDDLE**. This is what a good teacher, good coach, good play director and a good sport team normally does.

Head of team

There must always be a leader to head the team; to gel the team together and to concentrate on winning.

United

They get everyone united. They set everyone in the same direction and in the same mission. They get everyone to focus on the same goal, to pull together and to row in unison.

Different views

They know that no one does anything well without commitment or dedication. So, they always ask "What's your suggestion?" When you give your views, you become involved and will be more interested. They encourage divergent views but they curb confrontational attitude.

Demand excellence

They demand that you strive for excellence and that you benchmark yourself with the best. This means that you discipline yourself to spend hours going over and over to improve what you do. When you do an excellent job, you feel good and proud of yourself. You develop self-

confidence and you grow. You set an example for others to follow.

They know that if one member in a team does a significantly better job, others will automatically challenge themselves to do better. In this way they build up a winning team.

Look for strength

They look for what you are good at doing and place you in that assignment. They match your strength to the assignment.

Enjoy together

When you win, they reward you with "Bravo", "Great", "Congratulations", "Keep it up". When a milestone is achieved they celebrate together. They enjoy together with all the team members. **This is absolutely essential for bonding.**

2.3.5 Leadership

Leadership is the art of influencing people to do their best to achieve the goals that you have set. It entails motivating people to realize their potential. As a leader, you set the standard of excellence that all your subordinates should aspire to. You ask for distinction. You ask for excellent work.

However, before you can motivate people to give of their best you have first to convince them of your capability in directing them towards the goal. For this, you will need to have an overall helicopter view and to know:

(a) **Where** you are going.

You must be very clear about your goals and sub-goals.

(b) **How** to get there.

You have to constantly monitor the progress of your project through a system of controls. You have to anticipate problems and influence their outcome.

(c) **What** to do to get there

You motivate your subordinates by displaying your own commitment to the goals and by rewarding outstanding contributors. Inspire confidence by praising them each time they handle an increasingly difficult task or assignment well. Develop team spirit within the group by setting the tone and creating a conducive environment for people to support and co-operate with each other.

(d) **When** to carry out your plans.

Correct timing is essential in carrying out your plans successfully. Schedule your work according to the critical path network for the project. Prioritize your sub-goals. But always remember to involve your staff in setting up the priorities so that they will work enthusiastically towards achieving them.

To lead, you must keep yourself well-informed and up-to-date; walking around and seeing what is happening:

Do:

(1) Set Vision and Direction

a) Create common VISION for a brighter tomorrow

b) Have helicopter view--panoramic and long term

c) Know where to head and how to get there

- d) Marshall support to work towards fulfilling the vision
- e) Concentrate on key tasks and achieving results
- f) Persist in accomplishing your goals in spite of any set-back

(2) Exercise your Authority by

- a) Managing **HIS** Behavior with Carrot and/or Stick
- b) Managing **YOUR** Behavior with being Supportive and/or Directive
- c) Managing the **ENVIRONMENT** with one that is Conducive or Insecure

Don't:

(1) Abuse your authority

- a) Demoralize--pass snide remarks
- b) Be difficult--nothing is right
- c) Be fastidious--fuss over everything
- d) Nitpick--pick on minor faults
- e) Be an ogre--shout and scold
- f) Be vindictive--victimize him for questioning or doing it his own way

(2) Neglect your responsibilities

- a) Stunt his development
- b) Fail to support him
- c) Make him less effective and less productive
- d) Mismanage by sticking blindly to procedures and red tape
- e) Misrule through terror, informers and toadies
- f) Misdirect by constantly asking "Who is right?"
Instead ask "What is right?" and do it first.

A good leader should demonstrate the following traits:

---Commitment

You are not afraid to work overtime, work under pressure and make personal sacrifices. You show discipline and you stick it out. You care and you wrestle with problems. You wake up in the middle of the night to find solutions. You actively seek ways to reduce the cost and time of your projects.

---Caring

There is no substitute for a leader who cares for his people, one who looks after their interests and shields them from internal politics so that they can concentrate on the job without being distracted. As a leader, you have the authority to ensure that they do not have to waste their time making unproductive studies or writing unnecessary reports. You are vigilant in seeing that they can concentrate on their job and get the work done. You do not tolerate in-fighting, bickering and complaining as they are time-consuming and negative. You are concerned about their working conditions and are willing to listen to their problems. You recognize and help them attain their aspirations. You praise them for good work. You provide ample opportunities for them to grow and to advance.

---Coaching

You impart your knowledge, skills and experience. You give your valuable time and energy to guide and show. You are not afraid that the people you teach may become better than you. On the contrary, you realize

that you are also being taught in the process by having to think, read and train yourself continuously.

---Competence

Besides being technically competent, you have to acquaint yourself with the day-to-day operations. As a leader you need to anticipate major problems and draw up solutions and alternatives.

---Composure

To lead, you have to be unperturbed and unruffled by any event. You need to maintain your poise and equilibrium to be able to give sensible directions.

---Command

To be in command, means you make the decisions and assume responsibility for the final outcome. You call the tune and you decide. You do not abdicate your responsibility.

---Control

You know exactly what is going on. You monitor the actual results against the planned. You are in control of the project and you take swift action to correct the trend if necessary. You do not let the project drift and run by itself. You constantly follow up and follow through.

---Courage

It is so easy to go along but you must stand up for what you think is the right course of action and act accordingly. You are bold in making decisions and following them through even in the face of insurmountable odds and possible failure.

---Conviction

You always double-check your assumptions and parameters and be certain of your interpretations. You need to be clear in your own mind before you can convince others of your position. In order to win others to your view or way of doing things, you yourself must believe in what you are doing.

---Confidence

Hiccups will always occur in any project. As a leader, you need to show and inspire confidence in the face of problems, even if you may not be sure of the solution. In such circumstances, you would do best to rely on your abilities, skills and past experiences.

---Drive

Show enthusiasm in your work. Be energetic and set the pace of your project. If necessary cajole, goad, prod, stimulate and exhort the passive members in the group. A leader acts as the catalyst.

---Fair-play

A leader should be impartial, open-minded and even-handed in dealing with members of the group. You should not practice favoritism and discrimination nor should you abuse your authority and position.

---Humor

You need to have a good sense of humor to enable you to tolerate human foibles in your working life. The best of plans can sometimes go awry due to human error or through no fault of anyone. It is important for your well-being to be able to laugh at your mistakes or the mistakes of others. Laugh and you will see things in a

better perspective. Laughter is a good therapeutic medicine. Humor provides you with a sense of equanimity when the going is rough or when others are exceptionally difficult. Laugh to remove tension. Laugh and you will find that you are calmer and more able to tackle any mishap or unexpected trouble. Laugh so that your work is not a matter of life and death. Laugh so that your greatest fun is work.

---Vision

You have a strong belief and trust that you will realize your vision. You excite, you challenge and you attract people to your vision. You pin-point your important milestones and you set your priorities. You know where you are heading and how to accomplish your goals. You paint the Big Picture together with your group and you constantly monitor and update it as you proceed. This Big Picture is your overall strategy to gain commitment and to celebrate the successes as the milestones are achieved along the way.

2.3.6 *Communication*

Managing a project requires the constant selling of concept, ideas and plans, both to the management and to the rank and file. Communication is hence a vital tool of the project leader.

An open and effective communication channel is one where everyone, from the top man to the masses, is kept updated on the latest development and where information can be disseminated openly, promptly and accurately. It enables the leader to respond quickly to problems and take corrective action immediately.

A project leader has to devise a system to facilitate the flow of communication between all levels of personnel. Communication channels within the same level must also be maintained. For example, consultants on the project should be encouraged to meet regularly to discuss the progress of the works.

Outlined below are some points which will help establish open communication channels in the workplace:

- (a) State your message simply and clearly.
- (b) Be sensitive and thoughtful in conveying your opinions or beliefs. Do not force them on others.
- (c) Avoid using negative trigger-words such as "big mistake", "useless opinion" or "stupid idea."
- (d) Read the body language of a person.
- (e) Listen and weigh the feedback of a person carefully.
- (f) Paraphrase what you have heard so that the other party can verify it.
- (g) Encourage more personal contacts so that people can meet to talk and keep in touch with one another. It is only through frequent personal contacts that you learn to trust and have confidence in a person.

2.3.7 Motivation

Some of the things you can do to motivate yourself and others are:

---Hope

You sell hopes, opportunity and dreams. People who can look forward to better pay, prospect of promotion, etc. are more willing to put in the extra effort.

Hope is the **secret ingredient** that motivates one to extend himself.

---Reward

Reward yourself and others for every accomplishment. Reward motivates one to do better and to forge ahead. The desire for rewards is a **great motivator**.

---Enthusiasm

Love whatever you are doing at the moment. Enthusiasm is the **key to motivation**.

---Success

Success generates success and nothing succeeds so well as success.

When you feel and experience the joy of your success, you will be motivated to achieve more.

Success is the **highest form of motivation**.

---Trust

Trust is the **magic potion** that inspires and motivates you to give of your best.

When you trust yourself, you bring out the very best in yourself.

---Praise

Compliment and give recognition.
Praise is a powerful source of motivation.
Recognition is a useful motivator.

---Feedback

Provide positive feedback.
Unless you tell a person he is doing good work, he often does not feel motivated to improve himself.

---Model

Select role model of success and encourage your staff to emulate them.
Motivate yourself by saying; "If he can do it, so can I".

2.3.8 *Delegating Skills*

To delegate effectively and efficiently:-

Do:

(1) Look for strengths

- a) Place him in area where he can contribute and produce the most
- b) Allot him work that he has the aptitude and interest
- c) Ensure that he has time to do what he is paid to do
- d) Make him accountable for his area of work
- e) Listen to his views, judgment and analysis
- f) Trust his expertise otherwise don't delegate the work to him

(2) Supervise

- a) Keep updated with key reports, progress of critical works and status of completion
- b) Call to check progress, critical activities and milestone dates
- c) Get an intimate feel of what is going on by walking around
- d) Counter-check with people who know
- e) Ensure that information and resources are available
- f) Apply different degrees of supervision for different folks

Don't:

(1) Meddle

- a) Breathe down his neck by scrutinizing every detail and decision
- b) Tie his hand and foot until he cannot take any initiative
- c) Interfere by asking for volumes of meaningless paperwork
- d) Obstruct by being too stringent and too fastidious
- e) Hinder his progress by throwing a spanner every now and then
- f) Allow outsiders to interfere in the guise of help

(2) Abdicate

- a) Relinquish your responsibility by not having controls
- b) Lose touch by not questioning, challenging and probing
- c) Handover decision making to a standing committee
- d) Abandon him entirely to his own devices
- e) Deny him the tools to do his job well
- f) Leave him to fend for himself

What must be done to ensure that the delegated task is carried out?

Everyone believes in delegation. But for the delegation to be effective, you need clear rules. The rules are that the delegator and the delegatee understand clearly:

- (a) **What** tasks are delegated?
The delegated tasks are clearly defined.
- (b) **Who** is responsible for what tasks?
The delegator and the delegatee understand what are expected of each other and what they have committed themselves to.
- (c) **What** are the goals to be achieved?
The goals are clearly understood.
- (d) **When** must the deadlines be met?
The various milestone dates are clearly agreed.
- (e) **How** often and what to report?
They agree on the reporting procedure.
- (f) When something unexpected happens, what is to be done?
If anything **unexpected happens** or if there is a crisis, **the delegatee must inform the delegator** and not keep it in the dark or say "I will take care of it".
- (g) What usually goes wrong with the delegation?
Every delegator knows **who** is to do **what** and **when**. Yet the tasks are often not completed as delegated.

Why? It is because the delegator did not follow up; he depended on reports. He did not go to the site and see for himself or send a trusted representative to go and see and report back to him. He has to make sure that the delegated tasks get done and done right. Otherwise he will find that nothing much has been done a few months later.

This most important step, that is, go and see is commonly overlooked. It is so often not followed through because he cannot find the time.

2.3.9 Control

A plan is useless unless there is control in its implementation. *To achieve good control* and for your control system to be *really effective*, you need to spend time to:

- (a) Plan what you intend to achieve.
- (b) Analyze what critical information is needed. Ensure that the information needed is not too much. Avoid information overkill.
- (c) Design ***simple tables*** that clearly permit easy and quick comparison between the planned and the actual performance. In the hospital they take your temperature and blood pressure to give the doctors a quick guide on your health and recovery. Similarly, you spend time to design simple tables to report on the health of your project.

- (d) Take swift action to correct deviations from the plans. Do not wait too long and be too late.
- (e) Manage by exception. Focus on the exceptions rather than on the ordinary events.

To **regularly maintain control**, you need to:

- (a) Constantly monitor the major tasks and vital facts.
- (b) Continuously check against the planned performance.
- (c) Rely on frequent reports and feedback.
- (d) Consistently follow up and follow through.
- (e) Understand that what gets inspected gets done.
- (f) Develop simple methods to measure the health of your project.
- (g) Hold regular top-management meetings to review the progress of the project. In this way, top management's involvement and interest in the project is guaranteed.
- (h) Spot the trend early to be able to do something about it.
- (i) Ensure no surprises.

As a project manager, you have to manage your project.

You cannot let the project run by itself.

**And to manage,
you have to staff, plan, lead, communicate,
motivate and control.**

2.4 Julius Caesar on "Decision-Making Skills"

In the battlefield, a wrong decision is often a fatal one. Julius Caesar learned the skill of making good decisions the hard way--on the battlefield itself! He mastered this skill well as demonstrated by all his conquests and victories.

"To cross the Rubicon" was a proverb made famous by Caesar's decision to cross the Rubicon river in 48 BC and make war on Rome, the Senate and Pompey. Pompey with the support of the Senate had tried to prevent Caesar's reelection to the consulship. Caesar's major decision to try a bold coup against Rome helped him to win supremacy in Italy. Pompey was defeated and the Senate subdued.

Caesar had to decide, in the course of his career, which country he wanted to wage war against, whether his army was ready for battle and whether his army was adequately equipped for the battle. Sometimes, Caesar decided he did not want to fight and contented himself with exacting tribute. In 55--54 BC, he landed in Britain, but he only asked for a tribute from the king of the Celts. He crossed the Rhine twice in 55 BC and 53 BC but he did not try to conquer any country in Germany, east of the Rhine. Julius Caesar's decisions were sound because he knew when to stop after he had achieved the limit of his objectives. He never over-extended the capability of his troops.

Julius Caesar knew there were some over-zealous lieutenants who tended to take more risks than necessary. He cautioned these lieutenants thus:

When you make a right decision, success follows. When you make a wrong decision, you must expect failure and all its consequences. As lieutenants, you are responsible for your group of men. You decide what they do and how they do it. It has come to my notice that some of you are foolhardy. You are too impetuous and too naive. You accept hearsay and facts

without discrimination. Your decisions become awry because they are based on wrong or inaccurate facts! You must remember that a person's decision, opinion or *view is always based on certain criteria and assumptions*. It is best that you counter check these criteria and assumptions to find out whether they are still valid or applicable under the current circumstances.

The most important skill of a leader is to have the *courage* to make decisions. A decision is a choice between various alternatives. Your decision-making skills depend mainly on the information obtained or the facts collected. How good your decision is depends on how good your sources of information are and your interpretation of this information. Your success in the project is often the cumulative effect of many small and good decisions made throughout the duration of the project.

2.4.1 Good Decision-Making

The process of decision-making begins with the accumulation of facts. Cultivate good and reliable sources of facts, seek the opinions of experts and specialists on the subject and read up on the subject whenever possible. Having gathered a lot of facts, begin the elimination of those which have no bearing on your decision. You can do this by verifying and questioning the facts that you have gathered; cross-examining the person who had given you the facts and counterchecking your facts with others.

Good decision-making lies in identifying the problem, listing the various solutions and their consequences, and finally deciding on the solution.

A project manager will be judged on his courage to make choices and the tenacity to follow them through. A

conservative manager who shies away from making choices, especially radical ones, will not develop his potential to the fullest.

2.4.2 *Suspect all Facts*

What is surprising about facts is that not all facts are reliable. Since your decision finally depends on facts, suspect all facts.

The words FACT is often *qualified* in its use, e.g.

- (a) Accepted Facts
- (b) Apparent Facts
- (c) Assumed Facts
- (d) Biased Facts
- (e) Concocted Facts
- (f) False Facts
- (g) Hoped for Facts
- (h) Irrelevant Facts
- (i) Misleading Facts
- (j) Out-of-context Facts
- (k) Relevant Facts
- (l) Reliable Facts
- (m) Solid Facts
- (n) Slanted Facts
- (o) Unreliable Facts
- (p) Unshakeable Facts

Your decisions are as good as your facts, so always remember to:

- (a) Suspect all facts.
- (b) Suspect verbal facts more than written facts.
- (c) Suspect off-the-cuff facts most of all.
- (d) Countercheck all the facts.

2.4.3 Wrong Decisions

Wrong decisions are the result of inadequate or misleading facts and feedback. Half-truths, biases and a prejudiced mind also contribute to a wrong interpretation of facts and ultimately lead to a wrong decision.

2.4.4 Check List for Decision Making

- Good management depends on good decision making.
- Good decisions mean making the right choices.
- Every choice is a matter of JUDGEMENT.
- Every choice has its consequences.
- Every decision has its risk.

Do:

(1) Concentrate on IMPORTANT decisions

- a) Spend time to understand "what the decision is all about"
- b) Find creative solutions to the true problems not the symptoms
- c) Deliberately organize and create disagreement or dissent
- d) Colliding views are known method for stimulating and challenging the imagination
- e) Encourage non-conformists to change status-quo
- f) Understand that important and strategic decisions are risky and should therefore be controversial

(2) Convert decisions into ACTIONS

- a) Remember that you want people to pull in the same direction once the decision is made
- b) Decide who has to do what and when
- c) Have back-up plan to bail out if decision fails
- d) Start with a pilot scheme before going full scale
- e) Remind yourself that all decisions are mere intention unless they become someone's specific work and responsibility

Don't:

(1) Forget the facts

- a) Forget to signal that you want the facts to be fast, accurate and honest
- b) Forget that facts are often qualified in their usage
- c) Forget to suspect all facts
- d) Forget to suspect verbal facts more than written facts
- e) Forget to suspect off-the-cuff facts most of all
- f) Forget to counter-check all the facts

(2) Make wrong decisions

- a) Assume that you are right and he is wrong
- b) Have a closed mindset, be biased or prejudiced
- c) Forget that people always present the picture from their angle
- d) Interpret the facts wrongly
- e) Be trapped by inadequate feedback or half-truth
- f) Waste your limited time making easy decision, unnecessary decision, trivial decision, routine decision or irrelevant decision

Your decisions are as good as your facts. But not all facts are reliable.

So:

--suspect all facts

--suspect verbal facts more than written facts

--suspect off-the-cuff facts most of all.

2.5 Julius Caesar on "Survival Skills"

Plutarch asserted that Julius Caesar (100 BC--44 BC), as a strategist, surpassed all the Roman Generals before him. Caesar conquered immense territories, fought the most wars, killed the greatest number of enemies and gave Rome the most bountiful booty. During his reign, he took 800 towns by storm, subjugated 300 different tribes, and defeated 3,000,000 people in different states.

Caesar studied the campaigns of Alexander the Great and other famous generals he wished to emulate. He was a very ambitious conqueror who extended the boundaries of the Roman Empire. In his book "*De Bello Gallico*", Caesar described his campaigns against Ariovistus whom he defeated in 58 BC. He annexed Gaul and subdued Belgium. He fought Pompey, his Roman rival, at Pharsalus on August 9, 48 BC and consolidated his power in Rome. In 47 BC, Caesar defeated Mithridates' son, Pharnaces, at Zela, south of the Black Sea and annexed Syria. In 46 BC, he defeated the African King Juba, who supported all his Republican enemies, at the battle of Thapsus. Whatever obstacles Julius Caesar met, he overcame them. He had tremendous courage and military prowess. He survived no matter what type of intrigue or impediments were placed in his way. Caesar, the great hero, had been able to win all his wars because he took the time and effort to coach his soldiers in the art of war and survival skills.

He exhorted his lieutenants thus:

You have to adapt to circumstances to survive. You must build your defenses and arm yourselves adequately. If your enemy attacks you in guerilla style, you must fight using guerilla tactics. It is important to be alert always to your enemy's strategies lest you be destroyed.

Similarly, in any organization, no one bothers about you if you are a nobody. If you do not have potential, no one will create trouble for you as no one kicks a dead dog. People will probe and test you before they mount an attack on you. When they encounter marsh, they will proceed but when they encounter steel, they will withdraw. To win in such a situation, you have to seize and retain the initiative. If you *do not take the initiative*, you will *usually lose*. So to master your survival skills, you have to understand the art of war.

2.5.1 People fight to maintain the status quo.

You have done your best by burning the mid-night oil; worked your guts out to bring renown to your organization and you expected at least a pat from your boss, colleagues or peers. Instead, before you know anything you start to get brick bats, nit picking, smear campaigns, abuse, etc from the most unexpected sources. "What have I done wrong?" "Why?" "Why are people like that idiot; that blasted thing; that object!!!" you ask.

Yes, people are complex and the word **OBJECTED** gives you a clue to expect what will invariably come when people want the status quo.

O is for **O**noxious

Obnoxious people will start to put you down.

B is for **B**ully

Some people are just bullies and enjoy hounding others.

J is for **J**ealousy

They are jealous of your achievement, the fruit of your hard work that enables you to bask in the limelight and brings renown to your organization.

E is for **Envy**

They are by nature envious people.

C is for **Covetousness**

They want what you have achieved but without having to commit to the long hours you put in.

T is for **Threatened**

They feel intimidated and they don't want you to get the glory.

E is for **Excluded**

They exclude you from their groups. They try to embarrass you.

D is for **Displeasure**

They show their displeasure in what you have achieved.

What can you do when you meet such a situation early in your career? It is said that nobody kicks a dead dog. So if your career is progressing fast, people will kick you. Expect it but that is cold comfort when you are 'whacked' by your immediate supervisor or peers. You will lose your peace of mind and heart. You may become discouraged and become unable to give of your best. Some people just want to undermine you and get you to quit so that they maintain the status quo.

Just remember that nobody kicks the big boss' pet dog and nobody kicks a dog that can bite back immediately (eg the Rottweiler). If you have a good working relationship with the big boss, he can be a reliable source of support and vindication (see below).

Here is what you have in the office:
good supervisors, bad supervisors and peers.

a) The Good Supervisors

You are lucky if your supervisors are good. You'll be encouraged to develop your talent and give of your best. When you are given elbow room to experiment and extend yourself, work becomes a joy. You bloom and grow to your full potential.

b) The Lousy Supervisors

Unfortunately, there are lousy supervisors who always take advantage of their position to make life miserable for you in the office.

They:

- Abuse you
- Bully you
- Show contempt towards you
- Envy you
- Harm you
- Malign you
- Persecute you
- Threaten you
- Wound you
- Bulldoze you

c) Your Peers

You cannot avoid some of your peers who may desire a share of your:

- Achievement
- Credit
- Ideas

- Job
- Privileges
- Spacious office
- Staff
- Status symbols
- Title
- Territory

Understand that no one bothers about you if you are a no-body. If you do not have potential, no one will create trouble for you as no one kicks a dead dog. People will probe and test you before they mount an attack on you. When they encounter marsh, they will proceed but when they encounter steel, they will withdraw.

Before attacking, they will assess your reaction and calculate their risk:

- If you show no reaction, they will be bolder.
- If you are timid, they will hound you.
- If you cave in, they will take over.
- If you resist, they may start a battle.
- If you counterattack, they may withdraw.
- If you build strong allies, they may leave you alone.

2.5.2 Manage Infighting Skills

---In your project, you can't avoid peers or colleagues from:-

(1) Interfering

- a) Asking for unnecessary details, reports, paperwork, meetings
- b) Encouraging their staff to disturb
- c) Diverting your time away

(2) Opposing subtly

- a) Foot-dragging, skepticism
- b) Withholding resources
- c) Hoarding information

(3) Opposing openly

- a) Criticizing, fault-finding
- b) Challenging minor details, nitpicking
- c) Ridiculing, passing snide remarks

(4) Laying Traps

- a) Frustrating
- b) Demoralizing
- c) Undermining

(5) Sabotaging

- a) Creating discord, distrust
- b) Intimidating
- c) Poaching your men

---Be aware and be politically sensitive to such offensive tactics.

---You can disarm your opponent with:-

Do:

(1) Fight

- a) Warn him
- b) Confront him
- c) Wear him down
- d) Rally allies
- e) Counterattack
- f) Pull rank with top management support

(2) **Freeze**

- a) Invite him in to participate
- b) Appeal to larger principles
- c) Send emissaries
- d) Block interference
- e) Tough it out
- f) Wait for opportunity to attack

Don't:

(1) **Flee**

- a) Show fear
- b) Ignore him
- c) Avoid him
- d) Ever run away
- e) Hide head in sand

You must be bold and brave to face him individually.

2.5.3 Beware of Sabotage

---Be constantly alert to sabotage in order to ward it off immediately. The enemy can sabotage you by:

- (a) Creating discord between you and your staff by spreading false information or malicious rumors;
- (b) Intimidating your advisors;
- (c) Harassing your staff with unnecessary paper work;
- (d) Promoting fear amongst your staff by carrying complaints and insinuations to senior staff;
- (e) Corrupting and subverting your staff;
- (f) Creating internal discord and jealousy by inciting intrigue and deceit;
- (g) Poaching your good staff by inducing them to join rival companies.

2.5.4 *Your Enemy Wins*

He wins without battle, if he

- (a) Demoralizes you to make you fearful
- (b) Breaks up your alliances
- (c) Breaks your will to resist
- (d) Causes distrust between you and your staff
- (e) Frustrates you
- (f) Harasses you
- (g) Intimidates you
- (h) Irritates to provoke you
- (i) Robs you of your heart
- (j) Undermines your determination to succeed

2.5.5 *In the Art of War*

In the *Art of War* by Sun Tzu¹, under the heading Strategy, it states:

"If you outnumber the enemy by ten to one, surround them; by five to one, attack them; by two to one, divide them. If you are equally matched, take the offensive. If the enemy forces are **slightly stronger, prepare for defense**; if vastly superior, retreat, for no matter how valiantly a small force may fight, it must succumb in the end to greater strength and numbers."

In the office environment, your immediate supervisor is always slightly stronger than you. So, you cannot be lax in not taking the initiative to prepare your defense. To win in such a situation, you have to seize and retain the initiative. If you do not take the initiative, you will usually lose.

How then do you take the initiative to prepare for your defense?

You owe it to yourself to defend yourself. To do this, always remember to take the initiative, for the art of defense lies in the planning of an attack and the secret of defense is attack. Attack is always a better form of defense and requires offensive tactics such as:

- (a) Managing your supervisor
- (b) Building-up of ammunitions and weapons and counterattacking
e.g. by persistently asking relevant questions
- (c) Finding ways to access the Big Boss.

These are essentially the **3 ways in your defense**:

I) *First way---Managing your immediate supervisor*

Agenda ---To obtain the best results for your company, your boss and yourself. This is not for political maneuvering or for apple polishing.

Purpose-----To make your boss trust you so that he gives you more elbow room to do your work in the way you do best.

Procedure---To achieve that, you have to systematically work at the following Do's and Don'ts.

Acronym ----**L U C A S** is the **B**oss

Do

- (1) **L**ook for ways to help him
 - a) Make him look good
 - b) What do I do that hampers him and remove it.
 - c) In what key areas does he need my support?
 - d) How can I ease his burden?
 - e) What is it that he finds difficult to do and how can I help?

- (2) **U**nderstand his modus operandi
 - a) His likes and his dislikes
 - b) His strengths and his weaknesses
 - c) His needs and his wants
 - d) His work habits--allow him to boast about his success or hobbies, even when we are pressed for time to finish our schedule
 - e) His time allocation--respect his time
 - f) His priorities
 - g) His objectives and goals

- (3) **C**ater to his communication preferences
 - a) If he is a listener, brief him and then follow up with a memo.
 - b) If he is a reader, put our proposals in a report and then discuss them with him.
 - c) Detailed or condensed form
 - d) Keep him informed
 - e) See him in the morning, afternoon or late evening
 - f) Break the ice by talking about his hobbies or sport
 - g) Ask him what he likes to do

(4) **A**sk him for help

- a) We are dumb not to consult him on important issues and major problems
- b) We are learning and communicating when we ask him for help where we are unclear or uncertain of the methods of work that he wants.
- c) Allow him to point out our mistakes and to guide us as a mentor
- d) Touch base with him every now and then

(5) **S**upport his success

- a) Contribute to his achievements
- b) See him as an ally
- c) Make him as effective and as achieving as possible
- d) Appreciate his pressures and goals
- e) Focus to provide solutions for problems

(6) **B**uild a cooperative relationship with him

- a) Foster credibility with him by being reliable even in small matters
- b) Have integrity---don't shade the truth and play down issues
- c) Cultivate good manners as they are the lubricating oil that smoothes over friction
- d) Show proper respect for him and his position
- e) Overrate him rather than undervalue him
- f) Assume that he has the talent and accomplishments to rise to his current position
- g) Allow him to talk incessantly about his successes even if your work piles up
- h) Make him feel good---we invariably like the people who boost our self-esteem.

Don't

- a) **Surprise him**
- b) Be at odds with his priorities and objectives
- c) Assume too much but clarify proposals with him
- d) Hide problems from him
- e) Fit him into any preconceived mould
- f) Ever run him down with people in the office
- g) Catch him at a bad time
- h) Be brash and confrontational in discussing issues with him
- i) Be too proud to say that we do not know and ask for help from him
- j) Concentrate too hard to impress---we will end up working too hard and too long
- k) Lose your cool with him

Why it is very important not to SURPRISE your boss?

When you surprise him, his immediate reaction is **S A R A H**.

S is for **Shock**

He will be shocked by what you have done as you have not kept him informed.

A is for **Anger**

He will be angry with you and take you to task.

R is for **Rebuke**

He will rebuke you for what you have done and ask you to change course.

A is for **Acceptance**

He may take a long time to accept what has been done

H is for **Hope**

Hopefully he may forget the incident and not bring it up again and again. Hopefully you would have learnt something good.

How do you not surprise your boss when you have to make a decision?

- (a) You do it and inform him immediately
- (b) You email him as to what you will do and wait a day or two before doing it
- (c) You ask his permission to do certain things. When you do that too often you show that you do not have much initiative.

---You don't make a decision. You do nothing and don't bother. This is the worst action as it shows that you don't care for the organization.

II) *Second way---Build up your weapons and ammunitions by:*

- 1) Subtly publicizing and recording your achievements, thereby showing your capability and demonstrating that you constitute a formidable opponent:
e.g. subtly email your supervisor and cc it to the Big Boss regarding your accomplishments. Write: I am happy to inform you . . . or I am glad to inform you. . . .
The objective is to keep the Big Boss informed about your good work.
- 2) Counterattacking by persistently asking relevant questions
- 3) Forming your allies
- 4) Training your staff
- 5) Gathering intelligence on any potential enemy
- 6) Instilling fear in your enemy
- 7) Being politically sensitive

III) *Third way--Always find ways to have access to the Big Boss*

This is vitally important. You must prepare in advance to pitch your spin (ideas, position, slant, jokes, etc). You have only 20 seconds to do that in the lift, social meeting, his office or wherever. The idea is to make the Big Boss notice you and have favorable impression of you.

Without direct access to the Big Boss you are always at a disadvantage as you cannot give your side of your story to him.

2.5.6 *What can you do when you are being attacked?*

When attacked, act swiftly to protect yourself. Do not let the testing grow. Nip it in the bud immediately by counterattacking. You could save yourself from having to fight a battle later on.

Stand tall. Do not run. Do not allow others to bully you, to wound your ego or to undermine your confidence. Protect your ego, your self-confidence and yourself by confronting them. Fight if you must. You cannot avoid others from probing you. Respond by standing up to their probing and by attacking in order to prevent them from starting a battle with you. You must always make it very costly for the enemy to attack you so that they will think twice before launching an offensive. The enemy will leave you alone only if they are certain that it is not to their advantage to attack you.

2.5.7 Remember Not to Fight Unnecessarily

- (a) Do not attack unless you have initially probed and tested your enemy.
- (b) Do not fight before you are fully aware of the details of the situation.
- (c) Do not fight unless there is a good chance of winning.
- (d) Do not fight unless there is no other alternative.
- (e) Do not fight unless you wish to gain some definite advantage.
- (f) Do not start a fight out of annoyance or desire for revenge.
- (g) To conquer without fighting is better than trying to win by fighting every inch of the way.

2.5.8 Counterattack when the Battle has Started

- (a) Fighting has **no rigid rules**. Always be flexible and innovative in battle.
- (b) Attack the enemy's weaknesses, avoid his strengths.
- (c) Attack from a vantage position. Do not reveal where you plan to attack.
- (d) Concentrate the attack on specific targets.
- (e) Move faster than the enemy as speed is essential in any battle.
- (f) To lure the enemy out of his fortress, attack some of his vulnerable positions.
- (g) You must **choose the battle ground** and lure your enemy to it.
- (h) In a battle, it is vital to anticipate the enemy's plan.

2.5.9 Consequences when you counterattack

Time and again, it has been found that good work alone in the office is not good enough. The best action for you is to take the initiative to build your defenses [see items 2.5.5 (I), (II), (III)] before there is an attack. For some people this comes naturally. But if you choose not to take the initiative to prepare for your defense, you may find that you have little choice but to counterattack when the battle has started.

When you counterattack you must be prepared to face the consequences:

- a) Change to a different division or section, if you can.
- b) Slog it out. This is no fun. It is terrible and miserable.
- c) Quit---but do so only after you have got the new job. Never quit without a job! You are always at a great disadvantage during the interview if you are without a job.

2.5.10 Don't quit without a job!

You must never 'quit when the going is tough' or 'resign from the painful field' or 'flee in danger's hour'. Never quit simply because it is problematical. Never hand in your resignation because things are going against you. You must never go out of the situation simply because it is difficult.

Determine to be calm, courageous and persevere. A positive mind-set goes along way in finding a solution. This is the time to consult your family, friends, Internet, experts, and

rely on their support, while you explore different perspectives on how to handle the situation. This is also the time to honestly take stock of one's strengths and weaknesses and make an improvement. Remember that adversity can make one a stronger character like gold is refined in the furnace. You know:

- no hardened ground can bear fruit if it is not broken up by the plough;
- no rough diamond can be transformed to its true brilliance if it is not cut and polished
- no grain can become bread if it is not ground and baked; and
- you fall many times when you learn to roller-blade.

A stronger you can make a difference in your future development. Take adversity as a challenge to be overcome and mastered. This may be the launching pad for scaling greater heights and bigger jobs!

It may also be wise to start applying for a new job but never quit until you find another job that suits you.

You have to have a mindset change to see that your adversity is a way for you to build your character and growth. And so be in a better position to understand and help others.

- You cannot avoid people who may be after a share of your credit and ideas.**
- Be constantly alert to sabotage in order to be able to ward it off immediately.**
- Always remember to take the initiative as attack is a better form of defense.**
- Do not allow others to undermine your confidence.**

2.6 Julius Caesar on "Time Management Skills"

Timing is a pre-requisite to the success of the battle. "Strike while the iron is hot" is a proverb that must have been intuitively grasped by Julius Caesar. In 59 BC, Julius Caesar met with opposition when he requested a consulship in Rome. He formed a Triumvirate with Crassus (one of the richest men in Rome) and Pompey (a great Roman general) to force the Senate into acquiescence and give him his consulship. He timed his political manoeuvre perfectly.

His African campaign in the winter of 47--46 BC was fraught with unexpected calamities. In Africa was stationed the Republican opposition with the support of the fierce African King Juba. Pompey's sons and the survivors of the enemy forces defeated at Pharsalus took refuge there. Initially, when Caesar was preparing for the war, he faced a mutiny. On the journey to Africa, a storm devastated his ships and separated him from his experienced soldiers. He landed in Africa with a batch of new recruits. His men suffered a surprise attack by Labienus and he incurred heavy losses. He had to recruit tribal herdsmen and Mauretanian kings to help in his cause. He had to wait for four months for the arrival of his seasoned fighters before he could launch a war against King Juba and the Republican opposition in Africa. Meanwhile, he gathered his lieutenants around him and told them thus:

Timing is vital in a project as any delay is costly. Planning and organizing schedules for your various duties are the key to completing your projects in time.

Outlined below are several practical ways in which time can be effectively used:

- (a) Set your priorities and concentrate on completing them one at a time.
- (b) Schedule your most important tasks for that time of the day when you can work best.
- (c) Set specific deadlines for yourself and stick to them. In setting deadlines, allow ample time for essential tasks.
- (d) Keep a list of the tasks that need to be done by jotting them down and crossing them off when completed. Do not burden yourself by trying to remember what you need to do.
- (e) Look for short-cuts to do your tasks.
- (f) Concentrate on carrying out the essential tasks (such as those which require decision-making) and delegate the rest of the routine and day-to-day jobs to your assistants. When delegating, explain your objectives clearly and ensure that you are kept informed of the progress of the jobs.
- (g) Keep your discussions on course and to the point.
- (h) Keep the number of meetings you have to attend to a minimum.
- (i) Allow yourself a period of time for thinking, planning, reading, writing and dealing with unexpected matters. Block-off calls and visitors during this period.
- (j) Do not procrastinate over unpleasant tasks.

Set your priorities.

**Concentrate on completing them one at a time and
at the time of the day when you can work best.**

2.7 Flavius Vespasian on "Listening Skills"

Comparatively low-born, as the son of a custom's supervisor, Vespasian was a pragmatic emperor. He knew that, as he was not a descendant from the Roman nobility, he would have to be more circumspect and show deference to the Senate to be accepted by them. Yet, he must be assertive in wielding power as an emperor. He realized too that it was in his interest to identify himself with the army, from which he attained power and authority when he was proclaimed "imperator" in Alexandria on July 1, 69 AD. Fearing disaffection, Vespasian ensured that he closely supervised the administration of Rome and the provinces in his capacity as consul and censor.

Vespasian was beset with problems during his reign. The treasury was empty and the Armenian frontier was endangered by barbarian invasion. He set about restoring peace and order with the help of Titus, his son, who was treated as a colleague with equal powers. Titus was in command of the Praetorian Guard too.

Vespasian often held discussions with Titus on ways to implement their administrative policies. He told Titus:

My son, you have a grave responsibility as my heir. Gradually I want you to take over more and more administrative duties. As the administrator, you need reliable feedback which will help in formulating your policies. You must listen carefully to what various people say - the Senators, the bourgeoisie, the civil servants, the community leaders, etc. If you listen to their problems you will be able to find solutions to them.

In management, we need "Listening Skills", so:

2.7.1 Learn to Listen

- As a manager you need to learn to listen and listen to learn. You need to be a skilful listener, as listening enables you to determine the motives and intentions of the other party which in turn will assist you in making a right decision. It is through listening that valuable feedback can be obtained.

- When you listen to a person, you should pay attention not only to what he is saying but also how it is said and what he chooses not to say. The tone, emphasis, facial expression, body language and feelings expressed, all play a part in helping you decide, what a person is really saying.

- Why are we poor listeners?
 - (a) Listening skills are not taught in school.
 - (b) We train ourselves to switch-off or turn-off. We turn a deaf ear to scolding.
 - (c) Listening merely retains 20% of the information.
 - (d) Listening is 12 times slower than thought.
 - (e) Listening is hard work. It is very active, both physically and mentally. You cannot passively sit there and expect to listen and absorb information.

2.7.2 Increase your Listening Skill

---Guides to good listening are:

- (a) Have an open mind
- (b) Do not argue mentally
- (c) Do not jump to conclusion
- (d) Do not be distracted
- (e) Do not tune out
- (f) Do not be pre-occupied
- (g) Avoid hasty judgment
- (h) Avoid interrupting
- (i) Be alert to non-verbal and extra verbal messages

---Increase your listening skill by:

- (a) Paying close attention to what a person is saying
- (b) Getting the gist of his speech
- (c) Watching his body language
- (d) Noting his hesitancies
- (e) Observing for a correct impression of him
- (f) Understanding his meaning
- (g) Tuning in to his feelings
- (h) Using your intuition in sizing up his behavior
- (i) Perceiving his response to your questions
- (j) Understanding him in total as a thinking and sensitive person

2.7.3 Use your EARS

---To ensure that you understand, you constantly obtain feedback by:

- (a) Summarizing back what you have just heard by saying, for example, "Do I understand you correctly that ..."
- (b) Asking for summary by checking e.g. "What did I say?"

---Finally to listen, you must use your **EARS**.

E---Evaluate the message

A---Attentive and alert to the message and speaker

R---Review and recapitulate the content, facts, and body language

S---Summarize back

**As a project manager, you need to learn to listen and
listen to learn.**

Above all use your E A R S.

2.8 Flavius Vespasian on "Selling Ideas Skills"

Vespasian consciously cultivated the persona or public mask of being "the good Emperor" during his reign (69--79 AD). Politically astute he realized the importance of selling the idea of being a good emperor as part of propaganda. He was sixty years of age when he assumed power and he found that the Roman society of his day had little reverence for the Emperor. Several of his predecessors had been conspired against and some were even assassinated. Thus Vespasian set about trying to inculcate respect for the Emperor by minting coins with the inscription "Roma Resurgens" - revival of the spirit of the old venerated past. He also rebuilt the burnt Capitol and the Temple of Jupiter. In his own life, he tried to be a model of moderation, common-sense and pragmatism.

To ensure that his military achievements would never be forgotten, Vespasian celebrated with pomp and ceremony his triumph over the Jewish revolt of 66--69 AD. It was necessary; he felt to impress the Romans and the world with the grandeur of his achievements. He built his masterpiece--the Coliseum, a massive amphitheatre which could hold some 80,000 spectators. Vespasian wanted to impress the world with this gigantic monument which would commemorate his name. It was to be the venue of great spectacles which were performed for the entertainment of the people. He knew the value of the grand spectacle. He would sell the idea of his great military successes by parading the spoils of war. He would depict a scene in which his sons, Titus and Domitian, in magnificent attire, would be seen riding at the head of a procession of soldiers and slaves carrying the gold and ivory ornaments they had seized in the Jewish conquest.

Sometimes the war was dramatized on stage. The Roman soldiers were shown savagely slaughtering their enemies. Vespasian knew that such spectacle captivated and

enthralled the crowd who would be grateful to him for such lavish entertainment. Above all, he could use it as his media for propaganda.

Vespasian often held discussions with Titus and Domitian, his sons. He reminded them that they were his heirs and they were to present themselves in public in the best way possible.

Titus would share in his tribunicianary power and be made a consul. Both of them would succeed him he asserted. He addressed them thus:

I have made it clear that you, my sons, shall succeed me and no one else. You will therefore always be in the limelight. People will assess your worth as a monarch. Their perception of you will be based on what you show them of your character and your capability. Therefore it is important to present a good image of yourselves. You have to learn the skill of selling the correct image. In addition you have to learn to sell your ideas before you can implement your policies effectively.

Therefore, it is essential to practice the skills of selling ideas through various methods:

2.8.1 *Persuasion and Suggestion*

---Ideas can be sold either by appealing to a person's logic or emotions i.e. either through persuasion or suggestion. The method that you choose depends primarily on the nature of the people you hope to sell your ideas to. The way in which you present your ideas also play a big part in selling them.

---Suggestions are conveyed by:

(a) Verbal

Refers to the meaning of what is said.
You receive about **10%** of the message.

(b) Extra-verbal

Refers to the implied meaning of what is said and tone of voice.
You receive about **30%** of the message.

(c) Non-verbal

This refers to the facial expression and body language of the speaker.
You receive about **60%** of the message.

People tend to *accept suggestions* from those they like, respect and those who project confidence and credibility. Hence, do not appear over-bearing, over-confident or threatening when selling an idea. Conversely, a person who appears nervous, unsure of the subject and lacks clarity in presenting his ideas is unlikely to attract an audience.

Ideas are more readily accepted if they can be shown to work for and not against the other person's interests. Apart from projecting a positive and friendly image, a seller has to convince people that his new ideas will not threaten the person's job security. People are resistant to changes and fear giving up familiar practices and methods.

Often the way in which an idea is presented is more important than the idea itself. An idea offered hesitantly may be rejected, while the same idea stated confidently will be accepted.

The following points will help you in communicating your ideas:

- (a) Decide clearly what to say and say it concisely. Use technical language sparingly and avoid it if possible.
- (b) Structure your ideas by presenting first a broad overall summary followed by a detailed discussion of the main points.
- (c) Make your ideas relevant by relating it to concepts or using terminology familiar to the person you are selling them to.
- (d) Simplify your idea and explain it by starting from simple to complex, specific to conceptual and familiar to unfamiliar.
- (e) Illustrate with examples first then draw conclusions.
- (f) Anticipate objections and provide the answers.
- (g) Prepare a list of the benefits and liabilities of the idea.
- (h) Be aware of the tone you use in selling your ideas as well as your body language as these often play a greater part (approximately 30% and 60% respectively) in influencing a person's acceptance or rejection of the idea.
- (i) Target your presentation at an influential group of people.

2.8.2 *Success in Selling Ideas*

Understanding some of the reasons behind people's receptivity to ideas could help you in selling them. They buy your ideas because of:

(a) **Fear**

Fear that rejection of the idea would cause unnecessary and long delays to the project, resulting in greater cost.

Statements that give rise to fear are:

- There will be a long delay if the plan is not accepted.
- There will be trouble if that proposal is not adopted.
- The time and cost consequences of these new policies are
- It will be very costly if you carry on as you are doing. It's better for you to change the method.
- You will have more problems if you don't accept the advice.

(b) **Gain**

Hope of gain makes people susceptible to ideas that will lead to fewer worries, uncertainties and a faster pace of completion like those implied in the following statements:

- You will have the following benefits if you. . .
- You won't have to worry if you. . .
- There will be less uncertainties if you adopt. . .
- Your project will move at a faster pace if you. . .
- You will achieve more if you follow this proposal.
- You will have more time to concentrate on your other responsibilities if you engage a competent professional to give you sound advice and recommendation.

(c) Pride

Pride is another factor as some people accept ideas for prestige. They want to be the first to try out a new method of doing things or to have exclusive privilege of the use of some equipment. The following statements appeal to them:

- You will have the best project if you do this.
- You'll be setting the standard for your competitors.
- This is one of its kinds.
- This is exclusive and you'll be way ahead of your competitors if you take it.

(d) Examples

Example shown is a good way to sell an idea as some people need assurances:

- (i) That such a proposal has worked wonders for others.
- (ii) That the new product has the endorsement of renowned specialists. Thus the statements below have some appeal:

- Such-and-such a company has adopted this proposal.
- So-and-so has found it to be of great value when they did this.
- You can rest assured it is good since so-and-so has also done it.

Remember, everything is at status quo unless you make a sale of your ideas. So be ever ready to persistently sell again to people who give excuses for not responding to your ideas.

People use these arguments to delay making a decision to buy your ideas:

---No confidence

Can you guarantee that your proposal will save us time and cost?

Are you 100% certain that this will work?

We don't think this will benefit us.

It won't work, someone tried it once.

It creates more problems than it solves.

It confuses me.

---No hurry

Let me think about your proposal.

Let me check further.

I'll come back to you later.

We'll wait for the new model.

We can afford to wait.

---No money

It has not been budgeted for.

It's too expensive.

We can't afford the price.

We'll wait for the price to come down.

Why spend so much when we can get a cheaper one.

---No need

We don't need it now.

We can do without it.

There is no good reason why we should follow your proposal.

There is no need to take such a great risk.

Our needs are special and your proposal is not suitable.

Address their fears and try to convince them of the benefits of your ideas.

People buy your ideas because of:

- fear**
- gain**
- pride**
- examples**

People do not buy your ideas because they have:

- no confidence**
- no hurry**
- no money**
- no need**

2.9 Marcus Aurelius on "Meeting Skills"

Marcus Aurelius held daily discussions with the educated elite in Rome. As a scholar and philosopher, he was widely sought for advice by one and all. He used to hold conferences with men of wit and intelligence to debate on various political and social issues. They also questioned him on his philosophy of life and in particular about his attitude towards the treacherous Avidius Cassius, his general who tried to set himself up as a rival emperor. It was reported that Marcus Aurelius was prepared to pardon Avidius Cassius and had even stated that he would willingly abdicate in favour of Cassius, if it served the State. Marcus Aurelius had wanted to remain friends with him in spite of his treachery. The idealistic Marcus Aurelius refused to hate anyone or to hurt anyone unnecessarily. Thus his idealism was often the subject of discussion at meetings. His generals were very impressed by the way he conducted his daily meetings. Some of them requested him to instruct them on "Meeting Skills". Marcus Aurelius said:

Meetings are held for different reasons. You, generals, hold meetings to discuss your battle plans and strategies. I hold these daily meetings to probe man's mind to discover wise thoughts that can benefit us. Steeped in the study of great philosophers, I am keen to explore the meaning of life and how man can find peace and tranquility. My meetings help me to discuss and probe man's innermost thoughts and now I realize that nowhere does a man find more peace and tranquility than in his own soul. What is the use of envying others or hating others when all too soon our life will be ended?

Meetings cannot be avoided. In fact, about 10-30% of a manager's time is spent on meetings, both formal and informal consultations. While meetings are often necessary for efficient delegation of work, they can be counter-productive if not managed well.

A successful meeting enables the co-ordination of various activities of a project and the delegation of specific tasks to individual members. It also sets the deadlines for these tasks. A meeting brings key people together for the exchange of views, ideas, methods and the consideration of important issues. A meeting also provides the channel to transmit decisions, policies and news to the rank and file. It keeps people informed, and facilitates compliance through group pressure.

Though much can be achieved through meetings, they can be a source of conflict and a waste of valuable time if not run in a proper way. More time can be spent arguing about instead of solving the problems. Sometimes two individuals have strong vested interests to quarrel at the meeting to garner supports. The Chairman must have the guts to say, "Both of you see me in my office after the meeting to resolve the issue." This will ensure that the meeting is not delayed unnecessarily.

Goals will not be achieved if people are reluctant to speak for fear that others may think that their ideas are useless or redundant.

Often novel ideas are not accepted by the group as people are usually resistant to changes. If the meeting focuses on trivial instead of important issues, it will not be useful. A meeting can also be counter-productive as the people present may tend to make reckless and riskier decision in the absence of accountability.

The success of a meeting hinges to a great extent on the role of the chairman. The chairman sets the pace and steers the meeting in the right direction. The chairman briefly outlines each topic, directing attention to the specific aspects to be discussed. He controls the time allowed for discussions of the issues and can stop any member whom he thinks is digressing from the main points of the issue. The chairman also summarizes the main points of each issue and delegates specific duties to individual members.

Finally, he fixes the date for the next meeting. Getting a meeting organized such as setting an agenda, taking minutes and summarizing the actions and their expected dates of completion will go a long way in ensuring its success.

**A good meeting brings together *key people* for
an *open* exchange of ideas.**

It decides *who* is to do *what* and *when*.

2.10 Aelius Hadrian on "Technical Skills"

Building was Hadrian's real passion. His innate love of Greek architectural designs found fruition in the splendor of his buildings. Hadrian completely rebuilt the Pantheon (120--125 AD) which was one of his masterpieces. The architect and engineer in him found expression in its design and construction. The Pantheon had the largest existing dome built in brick-works up to our time. It was wider than St. Peter's Cathedral in Rome and St. Paul's Cathedral in London. It had a beautiful interior enhanced by columns of old-gold and marble. The exterior facade of the columns was made of grey granite. The "Pantheon" was a masterpiece of Roman architecture with its considerable use of arch and vault and cement work.

Hadrian's Villa near Tivoli (120--138 AD) was an enormous complex of buildings covering at least 750 acres. Each building was an original creation of art based on Hadrian's impressions of states, cities and monuments he had observed during his extensive travels like the Vale of Tempe in Thessaly, the Academy in Athens and the Serapeum at Canopus on the Nile delta near Alexandria in Egypt. In Hadrian's Villa there was constructed, in hemicycle-shape, the great Pool of Canopus adorned by statues of Mars and the Amazon by Phidias. There was also a small temple of Venus with a statue of Venus adorning it. With the eye of a landscape artist, Hadrian took advantage of the nature of the terrain and groups of buildings were alternated with gardens and parks where fountains flowed. The decorations which adorned his buildings and gardens ranged from sculptured marble statues, mosaic art to paintings of great masters which are now scattered throughout the museums of Europe, like the Louvre in Paris and the Vatican Museum. In addition to these outstanding projects, Hadrian built theatres, complexes of thermal baths, pavilions, nymphaea and fountains.

Hadrian and Antoninus Pius completely reconstructed the port of Ostia. They changed it by adding a new town with residential areas as well as public buildings and amenities.

The Mausoleum of Hadrian was constructed for himself and his successors. It is known today as Castel Sant' Angelo. It consisted of a square base 90m long each side and 15m high, above which stood a cylindrical structure divided inside by radiating walls covered with vaults. On top was a statue of Emperor Hadrian. The exterior was covered with travertine and the interior with marble. It was adorned with marble and bronze statues. Hadrian, the great builder never forgot to ensure an appropriately grand exit!

Hadrian was a man with a vision and a pragmatism that made him one of the finest master-builders of Rome. His love for the beauty of Greek art and Hellenic culture was translated into the concrete manifestations of his splendid building program. Hadrian was accompanied by architects, builders, blacksmiths, carpenters and other workers on his extensive tour of the Roman Empire.

Hadrian held sessions with this team of building-trade specialists to discuss plans for construction. At one of the sessions, he told them:

Beauty is a joy to behold.
It is a timeless monument.
It delights our heart
It stimulates our mind
It enriches our spirit
It arouses our curiosity
It sharpens our senses
It softens our environment
It heightens our appreciation for the aesthetic
It instructs us as to what is possible
It teaches us to strive for excellence

I feel that life is meaningless if we leave nothing of beauty behind us. A love of aesthetics, art and culture is what makes life meaningful. I intend, therefore, to manifest my love and appreciation of the beautiful Grecian art forms in my buildings. Succeeding generations will look back and wonder at the grandeur, the splendor, the timelessness that was Rome. I need you to assist me to save cost and time for these projects. You need to remember not to accept mediocre work. Always demand excellent work. Ask for good work. Ask for distinction but don't ask for perfection.

The skill of a good project manager lies in his ability to complete a major project in as short a time with as low a cost as is possible without sacrificing quality or safety.

2.10.1 *Saving Cost*

(1) *Improving the design*

---All new designs can be improved upon. This means that there are always some hidden costs built into a design. So deliberately look out for the unnecessary costs. Look at:

- (a) Large quantity items or items that are repetitive; e.g. a small saving per item multiplied by a large quantity will result in substantial savings
- (b) Large cost items as the potential for saving is enormous.

---Constantly apply the Pareto principle i.e.

A few causes account for the bulk of the effect.

A vital few items account for most of the results.

20% of the salesmen account for 80% of the sale.

20% of the items account for 80% of the cost.
20% of the critical items account for 80% of the possible delay.
Spend 80% of your time on 20% of your good staff.

---Hidden costs can be eliminated by constantly asking the following questions which act as checks against unnecessary spending:

- (a) What is it for?
- (b) What does it do?
- (c) How much does it cost?
- (d) Are all these extras needed?
- (e) Is the cost of the item proportional to its usefulness?
- (f) What other items can do the job and how much will they cost?
- (g) Can a standard product be used?

(2) *Search for alternative solutions*

Look for alternative solutions during the conceptual, planning and schematic design stages by posing questions such as:

- (a) Can the shape of the building be changed? Regular? irregular? circular? rectangular? triangular? curved? straight?
- (b) Can any bend or curve be eliminated?
- (c) Will a change in dimensions and layouts for the various rooms lead to savings in cost?
- (d) Can some of the awkward corners be disguised?
- (e) Can other materials be used?
- (f) Is there another cheaper method of construction?
- (g) Can any of the costly finishes be substituted?
- (h) Can some of the features be eliminated?

(3) *Inculcate cost-consciousness*

- Inculcate cost-consciousness and co-operation by:
- (a) Reminding everyone that it is today's design decision that brings about tomorrow's cost overrun.
 - (b) Getting everyone very cost-conscious and not just give lip-service to cost-saving exercises.
 - (c) Obtaining the support, assistance and cooperation of many people to save cost.
 - (d) Controlling cost by minimizing waste as the prevention of waste leads to the saving of cost.
 - (e) Anticipating and controlling costly and large quantity items.
 - (f) Quantifying the cost and time consequences of all major changes before deciding on whether to proceed with the changes.
 - (g) Investigating fully all major design changes.
 - (h) Ensuring no sudden surprise of large cost increases.

(4) *Resist changes during construction*

Construction cost can be kept low if changes during construction are minimized as major causes of cost overrun are due to changes during construction. While changes in the concept, planning and schematic design stages are relatively inexpensive, changes during construction are costly.

---Allow changes during construction only if they are really essential, not just desirable or 'good' to have.

---Besides incurring additional cost, changes can lead to:
--program being disrupted

- some work being aborted
- critical areas of work being held up
- ripple effects occurring on other work
- the momentum slowing down
- morale and productivity being reduced

---Anticipate the changes in order to reduce them. Some of the causes of change are:

(a) Changes to correct design deficiencies in the drawings, data and/or details, which are:

---Conflicting

Details in the Mechanical/Electrical/Structural/Architectural drawings do not agree.

---Impractical

Design details that are impractical to construct

---Inappropriate

Data not entirely relevant

---Incorrect

Errors in dimension, reference or description

---Insufficient

Inadequate details for construction

---Late

Details not available to the Contractors in time for planning the work or for ordering the materials

---Missing

Data are not given to site staff or not produced.

---Poor arrangement

Inconsistent data arrangement

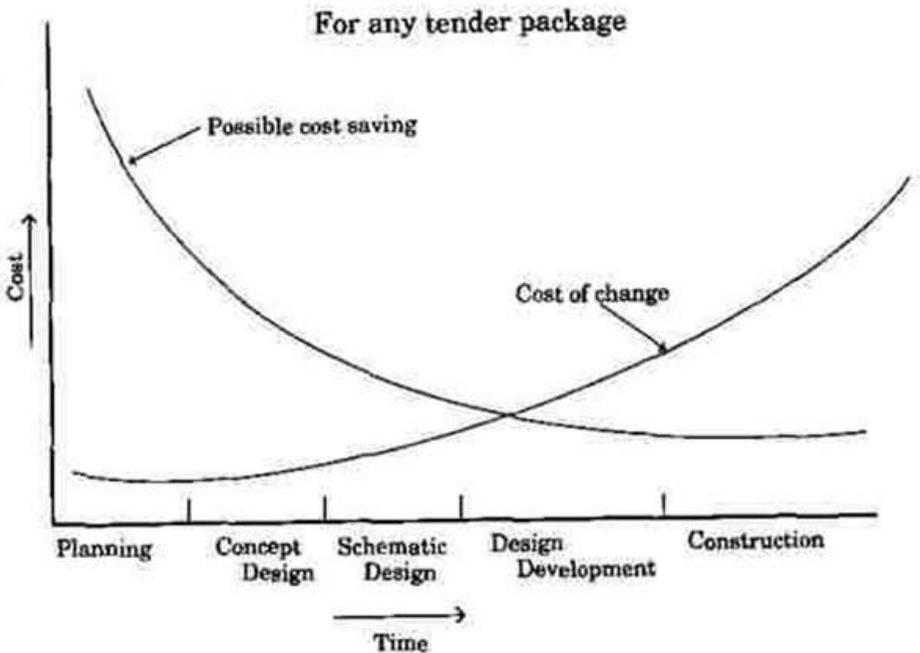
---Uncoordinated

Difficult to read Mechanical and Electrical drawings in conjunction with Structural or Architectural drawings

- (b) Changes to the scope of the work
- (c) Changes to improve the design
- (d) Changes to comply with safety regulations, fire safety and Government's requirements
- (e) Changes to provide more flexibility for the future
- (f) Changes due to site constraints and errors
- (g) Changes due to extra work
- (h) Changes to completed work
- (i) Changes to comply with Owner's requirements
- (j) After-thoughts from Owner to incorporate the latest trend
- (k) Changes by Owner to obtain better return investment
- (l) Changes which are thought desirable
- (m) Operating managers would like certain additions for various reasons
- (n) Designers would like to add certain features, upgrade others, increase equipment sizes or enhance the aesthetics of the building
- (o) Changes to increase the operational ability of the equipment

---Reducing cost is always difficult as it calls for conscientious, consistent and persistent effort right from the start to the end of the project.

5. Cost-saving exercises



This chart shows at what stage of time it is best for you to concentrate your effort to save cost. Apply it vigorously to all the various components or tender packages in a project such as piling, structural and steelwork, lift work, air-conditioning, electrical works etc.

2.10.2 *Saving Time*

---You can save time by a **systematic procedure** of:

- (a) Calling critical nominated sub-contracts early.
Ensure that all Consultants work towards same goals or objectives.
- (b) `Freezing' changes at various stages.
Do not keep on changing and going back to the earlier concept, schematic or design stages, otherwise there will be delays.
- (c) Issuing construction drawings ahead for planning and ordering of materials.
- (d) Early approval of coordinated shop drawings.
Concentrate on approving the repetitive tasks so as to allow the contractors to work on many areas.
- (e) Early approval of long lead items and materials.
This will allow the contractors to source their materials from various suppliers.
- (f) Placing purchase orders of major equipment/materials early.
- (g) Concentrating your effort to tackle critical path areas.
- (h) Adopting an early start philosophy.

---In his **initial planning**, the project manager can shorten the time for the completion of the project when he:

- (a) Prevents time-consuming construction details from getting into the design
- (b) Prevents time-consuming sequence for constructing a particular work from being written into the specifications and drawings
- (c) Prevents unnecessary stringent conditions from getting into the specifications and drawings.

---**During construction**, the project manager can save time by:

- (a) Ensuring that proper construction equipments are available to do the job efficiently.
- (b) Ensuring that priorities are given to critical areas of work to start early and if necessary, shift the sequences to avoid hold up.
- (c) Ensuring that details are attended to in the right sequence by using extensive checkpoints in the design and construction.
- (d) Encouraging and scheduling the work of all trades to ensure that they do not hold each other up and that the target completion objectives are achieved.
- (e) Expediting owner's decisions and the flow of consultant's information, details and drawings to maintain job progress.
- (f) Being constantly alert to problems.

- (g) Getting rid of problems rather than getting out of problems. When you get out of problems you create more problems in the process.
- (h) Focusing on solving big and/or repetitive problems.
- (i) Anticipating and foreseeing the major problem areas so as to avoid spending unnecessary effort and extra money to extricate oneself from the mess encouraging all parties to face and eliminate problems.
- (j) Having the ability to deal with all kinds of emergencies.
- (k) Being flexible and able to modify plans to suit changing circumstances.
- (l) Do not mass-produce large quantity items until the prototype has been approved.
- (m) Ensure that critical material or equipments are ordered in time by the contractors and sub-contractors.

An extremely easy way to monitor this is to ask for a copy of the PURCHASE ORDER without the price, so that the contractors can have no reason not to give. Keep chasing for them until they are obtained.

- All new designs can be improved. So deliberately look-out for the unnecessary cost in the design.**
- Look for alternative solutions during the conceptual, planning and schematic design stages.**
- Changes during construction are costly.**
- Adopt a systematic procedure to save time.**
- Get rid of problems rather than get out of problems.**
- Concentrate on priority items.**

3. MARCUS AURELIUS ON "ATTITUDES THAT HELP IN PROJECT MANAGEMENT"

Marcus Aurelius has been aptly called a "philosopher emperor". As a stoic, Aurelius was an exemplar of self-discipline and frugal living. He had a keen sense of obligation to his fellowmen. He was a scholar and the author of the famous work entitled "Meditations". Yet, throughout his turbulent reign (161--180 AD) he showed tremendous valor in all his campaigns against invading tribes. This scholarly emperor proved to be a man of great confidence and courage. The Parthians, the dreaded enemy, were getting ready to make war on Rome. They had established themselves in Armenia and Syria. Aurelius sent his general Avidius Cassius to push them back across the Euphrates and Tigris. The Moors in Spain and the Picts in Scotland created trouble. German tribes--the Marcomanni, the Quadi and the Vandals, invaded Roman territory as far as Aquileia (Venice). Aurelius waged a ten years' campaign against them and forced them to retreat. At the same time, there were the problems of plague, fire and flood in Rome. A lesser man than Marcus Aurelius would have crumbled under such a heavy burden.

It was Marcus Aurelius' character that made it possible for him to withstand all these pressures. He was always confident and courageous in times of hardship and suffering. He always rose to the challenge. When he had to raise funds for the campaigns against the German tribes, he auctioned the crown jewels and the imperial gold-embroidered wardrobe. Marcus Aurelius personally led his army as commander-in-chief on the ten-year campaign, in spite of his weak health. He faced all his problems with quiet confidence and courage.

He would often counsel his young co-regent, Lucius Verus thus:

You offered the Parthians peace which they rejected. We have no alternative now but to fight against them. You must not be seen as weak when you are in the midst of your enemies or you will be defeated. Weakness is regarded as cowardice. It is important that you build up confidence and courage and not be afraid to face challenges. Whatever project you undertake, you must have a positive attitude. You have to learn about certain attitudes that will ensure the success of your project, be it in the field of war or administration.

It is apparent that:

Your attitude influences your behavior.

Your behavior influences your action.

Your action influences your result.

So in order to get good results in your projects you need to start with having a positive attitude.

The following sections illustrate attitudes that will help you greatly in your projects.

3.1 Confidence

---When you are asked to do:

- (a) something new
- (b) something different
- (c) something unfamiliar

---when you have to face:

- (a) some unknown
- (b) some dangers

your immediate reaction is one of worry, doubt or possibly fear. It is quite normal to initially react that way. But, that does not mean that you have no confidence.

---What is confidence?

Confidence is in spite of worry, doubt or fear; you fight hard and conquer your worry, doubt or fear.

---How do you conquer your doubt or fear?

By consistently and persistently doing the things you fear most, you control fear. If you do not control fear, fear controls you.

---How do you develop your confidence?

To build your confidence, you need to:

(a) **Praise yourself** for your effort

(b) **Reward yourself** for your successes and achievements to serve as a reminder every time you are discouraged or depressed.

---Confidence means believing in yourself. It knows that you can depend on yourself to put in the effort to do what you can, within your ability, knowledge, skill and experience.

---Confidence is an internal conviction. It is in reality the state of your mind, and has to come from within you.

3.2 *Courage*

---What is courage?

Courage is not the absence of fear.

Courage is, in spite of your fear, you stick it out, you soldier on, you do not give up, until you win.

---It is never easy to stand up for your views or decisions.

People will use their position or the group to:

Criticize you

Pressurize you

Intimidate you

Insult you

Challenge you

to change your views.

Your boss may have:

Frowned on you

Shown his annoyance to you

Considered that your opinions as useless.

Whatever it is, it takes courage to present your ideas. So long as you ***politely*** express your ***honest*** views, which you have ***carefully considered***, you should develop the strength to ***defend your stand*** and judgment, and ***accept the consequences*** of your stand.

---Courage calls for:

(a) Guts

You have an indomitable spirit which is unafraid of facing strong opposition and difficulties.

(b) Grit

You have staying power and the tenacity to carry out what one believes in.

(c) Determination

You have the perseverance and resolution to complete a task or project.

(d) Persistence

You have endurance and doggedness in seeking for solutions.

3.3 Converting Problems into Challenges

---Problems are often opportunities in disguise. Hard work and persistence are disguised forms of opportunities.

---Learn to convert your problems into challenges by *deliberately shifting* your thinking habit to make your mind work constructively for you. Challenges are interesting and stimulating and will motivate you to find innovative ways to get results.

---Divide and simplify your problems. Forget them as problems, instead, think of them as challenges.

---As a project manager, you should be solving problems rather than creating problems.

3.4 Credibility

---Why must you have credibility?

Credibility helps you to:

--sell your ideas,

--influence,

--get your recommendations accepted.

---What is credibility?

Credibility = Reliability + Integrity

---How do you earn your credibility?

In all the **minor things you do**, you are:

(a) Thorough

When asked, you are detailed in your reports. You check from the best available sources and you ask people who know for their views. You show the basis from which you have arrived at your conclusion. You don't accept mediocre work. It is your standard practice to demand excellence from yourself and others

(b) Reliable

You can be depended on to be thorough, conscientious and trustworthy in whatever you do. Your boss can rely on you to get the work done well.

(c) Integrity

You can be trusted to walk your talk. You do not bad-mouth, deceive, double-talk or double-deal.

(d) Conscientious

You are a trustworthy and meticulous worker who completes your work in good time.

At the same time, you exercise flexibility in being able to modify your plans according to needs and changes.

(e) Competent

You have know-how, skills and ability and you exercise your talents to accomplish excellent results.

You read regularly and you unceasingly practice to improve your knowledge and skill.

---Your actions will always speak louder than your words. You have to consistently earn your credibility. This is a daily affair and has to be renewed constantly. You can't use your credibility, if you have not earned it.

3.5 Risking Failure

---A common cause of failure is the habit of quitting when:

- You are temporarily defeated
- You meet with hardship
- You meet with obstacles
- The going gets tough.

---You have to learn to accept that:

- (a) Whenever you try something new, there is no guarantee that you will succeed in the initial attempts.
- (b) Mistake is part of the learning process.
- (c) Everything worthwhile carries some risk of failure.

---By not accepting the risk of failure, there will be:

- No progress
- No improvement
- No advancement
- No innovation
- No creative solution
- No quantum leap forward

---Always remember, making:

- One mistake is human
- The same mistake the 2nd time is excusable
- The same mistake the 3rd time is unacceptable
- The same mistake more than 3 times is foolish

---It is far better to risk failure in attempting to do something than to do nothing.

---You never really fail until you quit trying. So remember as long as you keep on trying you win.

3.6 Asking Questions

---To learn quickly ask questions and ask from the best sources.

---As adults, you are afraid to ask questions for fear:

- (a) Of being embarrassed
- (b) Of being ridiculed
- (c) Of being told-off
- (d) Of criticism
- (e) That the question is irrelevant.

And that is precisely the tactic your peer and supervisors use to *shut you up*. If you want to improve, you have no choice but to ask questions. So be thick skin and ask anyway. You don't have to be obnoxious and aggressive to ask questions. But you need to re-train yourself to ***ask politely and persistently***.

---To develop your full potential, you have no choice but to ask questions.

---Check yourself regularly by asking:

- Am I getting to where I want to go?
- Am I making as much progress as I would like?
- Am I learning new things, gaining new experiences and growing daily?
- Am I better today than yesterday?
- Will I do better tomorrow?

---What is experience?

Experience is:

- Learning something new
- Discovering something new
- Trying something new
- Seeking new tasks
- Undertaking new assignments

Merely spending time on a job is not experience.

---How do you grow in your job?

You grow when you gain new experience or do something you have not done before. It means having the courage and confidence to try new things and to undertake new challenges. It means having a mindset that determines that this year I am better than last year and next year I will be better than this year.

- To build confidence you need to pat yourself for your effort and to reward yourself on your successes.**
- Courage is, in spite of your fear, you stick it out, you soldier on, you do not give up, until you win.**
- Deliberately shift your thinking to look at problems as challenges.**
- If you do not accept the risk of failure, there will be:
No advancement
No improvement
No creative solution
No progress**
- To learn quickly, ask questions and get answers from the best source.**

4. CLAUDIUS CAESAR AUGUSTUS ON "CONVERTING INFORMATION INTO SKILLS"

Claudius was pushed into becoming a Roman Emperor in AD 41 at fifty years of age. He was hiding behind a curtain when news reached him that the Emperor Caligula, his nephew, was murdered but he was discovered by a Praetorian Guard who hailed him as "Imperator" (Supreme commander of the army). The troops proclaimed their allegiance to him.

He had, before this drastic change to his stature, lived a simple life, spending his time studying history under Livy, the great historian, and reading widely on philology and phonetics. Claudius, himself, compiled a history of the Civil Wars in 41 volumes. He had also written the histories of Carthaginians and Etruscans, a book on the Latin alphabet, a book on Cicero and his own autobiography. He was a prolific writer.

As a scholar and avid reader, Claudius found it easier, when he became an Emperor, to understand the art of government. He converted information he had so eagerly perused and mastered into his skill. The study of history had shown him how important it was to have the support of the army as an Emperor. He put this information into practice when he had himself acclaimed "Imperator" on 27 occasions. He gave a gratuity of 15,000 sesterces to each soldier when he assumed office. He appointed two capable officers, Galba and Vespasian to help maintain discipline in the army. He always ensured that the soldiers were content for he knew that coups and anarchy would arise if the soldiers were unhappy.

Claudius believed in the principle of meritocracy as the gauge for promotion of the civil-servants. He found that many of the Romans were inefficient and that they did not put into practice what they had learned. He emphasized the importance of converting information into knowledge by asserting:

The way to do this is to work on the information. For your information to be useful, you need to generalize them. But before you can generalize your information, you have to compile, organize and classify them. The main purpose for generalizing your information is for easy instant recall, so that your information can

now become your knowledge. Without the ability to instantly recall your information, that information has not become your knowledge. It is as good as information in a library. It is *book knowledge* and *not your knowledge*.

So, for your *information to be useful* to you, you have to:

- (a) Compile
- (b) Organize
- (c) Classify
- (d) Generalize them for easy instant access and
- (e) Recall in order that the information can become your knowledge

---How do you convert your information into skill?

To convert your information into skill, you need to instantly recall your information and then practice until they become a skill. If you can't instantly recall the information, it is not your knowledge. Thus, you will not be able to use the information there and then.

For example, you can only be good in your mathematics if you can recall your mathematic principles and then apply them to solve your math's problems.

Similarly to be able to play tennis well, you need to know the various strokes and practice diligently until they become a skill.

---An easy way to convert information into skill is to remember:

Data = Information

Information + Recall = My Knowledge

My Knowledge + Practice = Skill

i.e. Information + Recall + Practice = Skill

---Why do you find it so difficult to convert your information into skill?

The main reason is because you may be **unable to instantly recall** the appropriate information to be able to practice them. You cannot perform what you do not know at that particular moment. If you can't instantly recall your information, it is just as good as not knowing which file to access in your computer. The information is there but it is useless because you can't find it to be able to use it.

---How do you **instantly recall** your information?

You have to take the time to study your information. Then you have to make notes, systemize and memorize them like when you are preparing for an examination. There is no short cut. You practice this procedure until it becomes second nature and intuitive for you.

---For your information to be useful to yourself, you need to compile, classify and instantly recall them.

---For you to instantaneously recall your information, you need to repeat them constantly until they become familiar.

---An easy way to convert information into skill is to remember:

Information + Recall + Practice = Skill

5. CLAUDIUS CAESAR AUGUSTUS ON "MANAGEMENT OF CHANGE"

Claudius proved to be an enlightened administrator who introduced numerous changes during his reign (AD 41--AD 54).

One of the most important changes was the institution of a centralized bureaucracy with various departments handling different matters. He appointed members of his imperial family or aristocratic freedmen like Narcissus (who was given the post of chief of the imperial secretariat) to control the departments. Claudius was revolutionary in appointing to high military and civil positions, men from distant provinces and remote areas of the Roman Empire. He adopted a policy of meritocracy in such appointments. Another remarkable innovation by Claudius was the admission to the Senate of intelligentsia from the provinces and dependent states. They were given Roman citizenship.

Another important change was in legislation. He discouraged the practice of usury. He encouraged his people to be kind to their slaves. He presided over some of the cases in the law-courts himself.

Claudius introduced the idea of insurance. To ensure that supplies of grain would reach Rome, even during the winter months, Claudius guaranteed importers against any loss due to storms, etc.

He eroded the power of the Senate by transferring many of their duties to his imperial officials, like the control of the Public Treasury, charge of finance to construct roads and supervisory control of the port of Ostia.

Claudius tolerated the foreign religions of his subject people provided they offered no threat to Roman laws or his government. In many ways he was ahead of his time.

However, he knew that many of the Romans, especially the Senators, were unhappy about the changes he instituted. He called for a meeting with the Senators and Heads of

Departments. At this meeting, he tried to convince them of the necessity for changes. Claudius reiterated thus:

I know you are worried about the changes I have introduced. I also know that some of you have criticized such changes and others have shown resistance against them by deliberately flouting the new rules. I feel I must make you understand why these changes are necessary.

You know, as well as I do, that being human, we like the status quo. We prefer the same old routine but this same old routine does not bring us progress. We must be more adaptable. History teaches us lessons on adaptability and shows clearly that to advance and to improve we must manage change. Our success depends on our ability to seek new ways, better methods and novel ideas of extracting more benefit out of the same amount of resources. This is only possible when we positively look for changes.

In practice, most of us pay lip-service to changes as changes make things more difficult initially.

To save cost and time on projects, it is essential to introduce changes to:

- reduce cost
- increase productivity
- increase efficiency
- reduce construction time

---When you introduce changes, you will expect opposition such as:

- belittlement
- ridicule
- delays
- obstructions
- difficulty.

- It is natural to view changes with suspicion and fear, and an immediate reaction is to resist the change.
- Resistance to change is instinctive as one would like to adhere to one's familiar and comfortable way of doing things.
- Since you dislike being loaded with unsolicited work, you use a roadblock to stave off the new idea or to kill it.
- What are roadblocks? They are the standard killer-phrases which can be dangerous and damaging when used for the wrong purpose.

Examples of killer-phrases are:

It is a great idea but. . .
Let's call a meeting.
Let's think it over.
The risk is too great.
It has never been done before.
This is against the rules.
It needs more study.
We don't have the time.
It's too late to do anything like this now.
It won't work on our project.
Why waste time.
That's not our problem. It's too old-fashioned.
Where did you get the hare-brained idea?
It's not practical.
We'll be a laughing stock.

---Roadblocks can be overcome by:

- (a) Recognizing and challenging the killer-phrases
- (b) Obtaining more facts
- (c) Not accepting general statements and information without first counterchecking them

---When you introduce changes, expect opposition such as:

Belittlement

Delay

Difficulties

Obstructions

Ridicule

---You can overcome roadblocks by recognizing and challenging the standard killer-phrases.

6. DO YOUR BEST

How would you do your best in your working life? You will be placed in situations where you have to learn to:

- a) Manage your boss
- b) Manage your resources and
- c) Innovate

to achieve better results.

As a subordinate, you have to learn to get along and work well with your supervisor; as a manager, you have to utilize all the resources to improve the quality of your product or service and most importantly, you have to be innovative to achieve better results.

6.1. *Managing your Boss*

See 2.5.5(I) and the article, "[Managing Your Boss](http://www.deloitte.la/Certificates/hmmLT7m/resources/docs/93306.pdf)", by John J. Gabarro and John P. Kotter [Harvard Business Review, January 2005]
<http://www.deloitte.la/Certificates/hmmLT7m/resources/docs/93306.pdf>

6.2. *Managing all your Resources*

When you are the manager, you need to constantly ask yourself how to make your product or service better, cheaper and faster, without compromising safety and quality. You need to have a mind that constantly looks for alternative solutions. There is no such thing as "no solution," only a more intensive search for answers. You must monitor and evaluate systematically how the scarce **resources (10 MIT)** that are under your care are utilized.

So you channel your **resources (10 MIT)** into areas that produce the best results:

(1) Use the *eyes (observe)* and the *mind (discern)* to *assess*

(a) The ***5M of On-site Performance***—which usually provide ***only incremental improvement*** in productivity.

Machinery---Enough? Left idle? Spoilt?

Material---Ordered? Arrived? Shortage?

Manpower---Sufficient? Idle? Shift work?

Mess---Rubbish? Coordinated? Re-work?

Mock-up---Bugs? Tested? Mass produced?

(b) The ***5M of Management Performance***—which often lead to a ***quantum leap*** in productivity.

Managers---Experienced? Focused? Key tasks?

Method---Queue? Sequence right? Bottleneck?

Milestone---Roadblock? Strife? Rules?

Market---Feedback? Wanted? Modified?

Money---Allocation? Cash-Flow? Unpaid?

(c) **Information**---Available? Accurate? Honest?

(d) **Time**---Concentrated? Diverted? Busy work?

(2) Use the mouth to ask questions

Any problem?
Any comment?
Any suggestion?
What do you think?
What is new?

(3) Use the ears to listen

Listen to what is said
Listen to what is not said
Listen to the tone
Listen to the pitch
Listen to the hesitations
Listen between the lines

(4) Use your feelings to sense

Get a feel for the place
Sense the pace
Sense the tempo
Sense the bustle
Sense the mood

(5) Use your intuition to affirm

Trust your intuition
Trust your gut feeling

You use your 10 MIT skill systematically and follow through quickly to ensure effective actions are taken promptly. Top management normally Manage By Walking About (MBWA). When they walk about, they intuitively use this 10 MIT skill to assess the situation.

When you focus on the **5M of Management Performance** you can obtain **quantum leap** in improvement of the results.

Whereas, when you concentrate on the **5M of On-site (or Factory) Performance**, it will generally result in **only incremental improvement**.

Whatever work you do, do your best. Do it wholeheartedly. Do it with passion; with zest; with enthusiasm.

6.3 Do and Don't of Innovation

Dissent is the start of innovation

Change is the key to innovation

Opportunity is the catalyst to innovation

Do:

(1) Look for fresh perspectives

- (a) Search for different frames of reference
- (b) See things from different angles
- (c) Promote diversity of views
- (d) Encourage colliding ideas and contrasting views
- (e) Read more good books
- (f) Re-orientate your perspective from one point to another

(2) Be open-minded

- (a) Search for fresh ideas
- (b) Open up your mind to all possibilities
- (c) Free your mental orientation
- (d) Brainstorm
- (e) Organize familiar tools in fresh ways
- (f) See dissent as an opportunity for change and innovation

Don't:

(1) Maintain status quo

- (a) Be tied to tradition
- (b) Limit yourself to conventional borders
- (c) Go for stereotype solutions
- (d) Dismiss far-off ideas
- (e) Consistently go for tried and tested solutions
- (f) Dismiss what doesn't fit your experience or expectation

(2) Have a closed mind

- (a) Handicap yourself by having a closed mind
- (b) Discourage ideas from different cultural background
- (c) Discard "dumb" questions
- (d) Limit your mind i.e. KIASU
- (e) Have a tunnel vision
- (f) Continue to bask on past laurels
- (g) Reject NIH ("Not Invented Here")

To do your best you have to hone your management skills by:

- (a) Managing your boss
- (b) Constantly concentrating on your **10 MIT skills** and
- (c) Innovating for improvement.

Your Best depends on:

--you managing your boss

--you using all your resources (10MIT)

--you being innovative

7. Political Sensitivity Skill in Organisations

Organisational Politics

Organizational politics may sound complex but it is only about the power relationship that exists within a group of people. It occurs in any group, team or organization whether social, commercial or voluntary. It *describes* the struggle for power and control by members of the group in terms of status and influence. Organizational politics is a natural part of competitive life. Organizational politics is not concerned so much about the duties in an office chart.

It is about a system of organizational behavior and communication, regarding:

- How things are **really** done around here?
- Who are the **key officers** that provide the relevant feed-back and resource material for decisions?
- Who **holds** the real power to make decisions?
- Who are responsible for **implementing** those decisions?

Political Sensitivity verses Dirty Politics

As a leader, the higher the rank you hold in an organization, the larger the range of stakeholders you will need to work with. These stakeholders will have their own different goals, priorities, agendas, and personal style of operation. They will have hidden agendas---ulterior motives that they are not willing or able to share with you. Thus political sensitivity should be viewed as an important element of leadership. No leader who wants to get things done can afford to turn a blind eye to the political dimensions that exist in his organization.

Political sensitivity is about understanding the 'currents', or hidden agendas, in particular, the power relationships in an organisation. Political sensitivity is simply an understanding of

these 'power webs' and an ability to navigate them to get things done within the organization.

However, to get things done, you must **never forget** that you **need your boss' support**. Thus it is politically wise:

- Never ever run your boss down with people in the office.
- When colleagues run him down, never agree or confirm the statement, even if it is true.
- Find ways to overrate rather than underrate him.
- Always affirm his position.

Understanding the hidden agendas of the heads of different departments and their mode of operation so as to be able to safely traverse the maze of power relationships in an organization is an enormous advantage. It allows one to escape being made a scapegoat or a fool when a colleague or superior take the credit for your hard work. Having political sensitivity enables one to maneuver or navigate all kinds of roadblocks to get things done efficiently and successfully within an organization.

Within the context of an organization, political sensitivity means understanding the different inter-group power dynamics that exist between people. Because politics exists whenever groups of people work together, it is **vitaly important to develop** your political sensitivity and political skills.

Unfortunately, many people see office politics as something devious, underhand, and sneaky. This happens when people exploit politics for their own selfish reasons to advance their status by back-stabbing, ingratiation or/and manipulation. At its worst, playing dirty politics is unprincipled, unethical and untrustworthy. Thus many people are **put-off or avoid organizational politics entirely**. This is **sad** because they will be by-passed in their promotion if they don't have political sensitivity skill.

You must differentiate between playing dirty politics and applying political sensitivity. For political sensitivity is a force for good in getting things done efficiently by avoiding unnecessary roadblocks in an organization, when used wisely and well.

Your career advancement is normally based on a combination of **Performance, Image and Exposure (PIE)**.

- **Performance (10%):** What you accomplished.
- **Image (30%):** What other people think about you.
Are you perceived as someone with a positive attitude who shows initiative in getting things done efficiently?
Are you perceived as having a negative influence on any team or slow or un-cooperative in project work?
- **Exposure (60%):** Who knows about what you do.
Does your boss know?
Does your boss' boss know?
Are you known for your expertise in your field outside of the organization?

Don't forget that your promotion depends both on your boss and his boss' recommendations. They are usually too busy to remember what you have done for the company. Therefore, it is **absolutely essential** to let your busy bosses know what you have achieved. You have **no choice** but to keep them informed. In order for them to assess and gauge your productivity, you must find **subtle ways to let them know**, every now and then, the quantity of good work you have accomplished that benefited the organization.

It is easy to remember Political sensitivity by the acronym **AWARENESS** :

- **Alert** Fully alert to the existence of the political web within the organization and being a perceptive observer of people and circumstances.
- **Wise** Wise to discern what has to be done even if you are not officially instructed. Take the initiative to do what is necessary.
- **Ability** Ability to allocate assignments to appropriate individuals.
- **Read** Ability to read people, understand their different needs, analyse their motives and political and social situation.
- **Emotion** Emotional intelligence is essential. Cater to your boss ways of doing things.
- **Not** Not to be competent in political sensitivity is to handicap your career advancement.
- **Exposure** Vitally important to let your boss and your boss' boss know subtly what you have accomplished.
- **Study** Study to understand political sensitivity. Go to Google and research more.
- **Spend** Spend time patiently listening to your boss' endless complaints or dwelling on his favorite topic even if your work is piling up.

8. "CHECKLIST FOR PROJECT MANAGER"

To win wars, the military teaches specific principles of war to its officers. These principles have been developed over thousands of years. They are an excellent checklist for the project manager to follow as well.

<u>In Military</u>	<u>Project Management</u>
Principles of M aneuver	Plan, Goals
Principles of O bjectives	Objectives, Targets
Principles of O ffensive	Leadership
Principles of S urprises	No surprise
Principles of E conomy of Force	Priority, Urgency
Principles of M ass	Concentration, Focus
Principles of U nity of Command	Communication
Principles of S implicity	Simple--KISMIF (keep it simple, make it fun)
Principles of S ecurity	Back-up plan. Fall-back strategy.

Another way to remember the project manager's checklist is:

- (a) You must have *a plan and a back-up plan*.
- (b) You must provide *leadership by communicating your goals/targets simply*.
- (c) You should *concentrate on priority tasks*.
- (d) You should ensure *no surprise*.
- (e) Above all, you must constantly ask "*What are my objectives?*"

Remember the word

MOOSEMUSS

9. MARCUS AURELIUS ON "SUCCESS IN ANY PROJECT"

In 168 AD, Marcus Aurelius took his co-regent, Lucius Verus with him on his campaign against the invading German tribes in Aquilea. Brave and confident, Marcus Aurelius succeeded in forcing the Germans to retreat. Verus wanted to stop fighting but Marcus Aurelius insisted on pursuing the enemies further to restore and secure the Danube frontier. Verus was prepared to give up half-way through a battle. Marcus Aurelius was painstaking in teaching his son-in-law and co-regent that a responsible leader must show a sense of commitment in his undertaking. He counseled him thus:

You, Verus, give up too easily. You must see a battle through to the end. If you stop half-way, you make it possible for the enemy to get reinforcements and return to attack you. As a leader of the campaign, you must behave like a leader of a big project. You have to follow through until your project is successful.

---There is no magic formula for success but there are some attributes that make it easier for you to attain success:

(1) Leadership

- (a) You guide and lead.
- (b) You concentrate and focus on creating the conditions where people feel a strong desire to excel and to produce good work.

- (c) You spark off an enthusiasm in them to push themselves to give the best that is within themselves.
- (d) You provide people with the opportunity to exercise their talents and experience.
- (e) You have a tolerance for error.
- (f) You are alert to major errors and you do not let down your guard.
- (g) You reward, rebuke and reassure constantly.

(2) Commitment to the project

- (a) You work hard.
- (b) You have stamina and staying power.
- (c) You are willing to sacrifice your nights and weekends for your work.
- (d) You do research, brainstorm and ask questions.
- (e) You derive satisfaction from your work.
- (f) You have a strong desire for excellence.
- (g) You put in more than is required.

(3) Competence

- (a) You know how to get the results you want and you act on them.
- (b) You are well-informed.
- (c) You have an intuitive feel of the situation.
- (d) You know your priorities and you set them right. Then you find the right people to adopt these priorities as their own.

(4) Good communication

- (a) You make known your plans in a language which everyone understands easily. Word your language such that it is accurate and there is no ambiguity.
- (b) You clarify and check with the listeners to ensure that they have understood you correctly.

(5) Control of the progress of the work

- (a) You design an easy system to allow you to monitor the progress of your project vigilantly.
- (b) You watch the trends closely to avoid mistakes or slip-ups.
- (c) You devise simple ways to mark progress against the planned.

(6) Confidence

- (a) You are not put off by overwhelming obstacles and insurmountable odds.
- (b) You trust your own judgment.
- (c) You are prepared to put in the time and hard work.

(7) Courage

- (a) You stand up for what you believe in.
- (b) You are willing to try and are not afraid of making mistakes.
- (c) You are not afraid to take the blame for your mistakes and are willing to learn from experience.

---From the word SUCCESS itself, we can attach the following attributes:

S is for **S**imple

KISS--Keep It Simple and Short

U is for **U**nity

Teamwork, Harmony, Goodwill

C is for **C**ommitment

Total dedication, care and concern for your project

C is for **C**ompetence

You must know your work

E is for **E**conomy

Do not waste time. *Concentrate on priority tasks*

S is for **S**taff

Get good staff. They are absolutely vital

S is for **No S**urprises

Anticipate your problems, do not be surprised by them

---By necessity, you have to make a living, but the life you lead must be a life of your choice³ for you to be truly successful.

Your success in any project depends on:

---your head (competence)

---your heart (commitment)

---your spirit (courage)

Appendix 1

The Art of War by Sun Tzu Translated by A and C Chen, 1982

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Introduction

The origins and authorship of China's oldest military classic, *The Art of War*, remain unknown, but it is generally believed that the book in its present form is a composite of several military treatises which existed during the period of the Warring States (476—221 B.C.). Hence a certain amount of repetition and disjointed thoughts which we have tried to minimise in this translation, e.g. chapter 11, and a few irrelevant introductory remarks which we have omitted, e.g. chapters 7 and 8.

Much literature on military science was either lost or destroyed as Confucianism gained ascendancy in China and pacifism supplanted militancy. *The Art of War* remained in obscurity until Emperor Wu, a great soldier and statesman of the Wei Dynasty (55-220 A.D.), produced a new edition with a personal commentary. Since then there have been many other annotated Chinese editions. The first translation was by a Jesuit priest in 1772 (*Art Militaire des Chinois*) and the first English translation appeared in 1910.

Over 2000 years have passed since the original book was compiled, yet *The Art of War* remains surprisingly full of sound, relevant thinking and instruction on traditional combat and warfare.

1. Planning

War determines life and death, the rise and fall of a State. It is therefore of vital importance that the art of war should be studied with great care.

In the study of warfare these five principles should be considered:

- (1) The Moral Cause. A just and noble cause will unite the men with their leader. They will follow him through every vicissitude and gladly sacrifice their lives.
- (2) The Climate. Consideration must be given to the weather, the seasons and the time of day or night.
- (3) The Terrain. Similarly, careful account must be taken of the nature of the land, distances to be covered and difficulties likely to be encountered on the way.

- (4) The Command. The general must be an outstanding leader---wise, loyal to his men, brave, compassionate yet firm.
- (5) Organisation and Discipline. Order and the skilful management of men and affairs are essential, so that every advantage may be fully utilised.

The general who thoroughly understands and applies these five principles will be victorious. If he ignores them, he will be defeated.

Based on the answers to the following questions, the outcome of a war can be forecast:

- (1) Which party has the stronger moral cause?
- (2) **Which has the better general?**
- (3) Which has the advantage of climate and terrain?
- (4) Which has the superior army---better trained officers, more disciplined men, order and efficient management, a better system of rewards and punishments?

The generals who can deliberate in this fashion will surely win and their services must be retained. The generals who do not consider these questions are bound to lose and should be dismissed.

A good general should be able to deal with all kinds of emergencies and modify his plans to suit changing circumstances in order to achieve the best results.

War is mainly a game of deception. The strong should feign weakness, the active inactivity. If the goal is near,

pretend it is far away. If the objective is far off, pretend that it is close.

Lull the enemy with small “victories”; entice them into complete with bait. Then attack and throw them into complete disorder so that they may be crushed with ease.

If the enemy are powerful, extra care must be taken in one’s preparations. **Know and avoid the enemy’s strong points, attack their weaknesses. If they are angry, provoke them further.** Pretend to be weak to make them arrogant and overconfident. When they are eager for action, weary them with delays. When they are united, try to create discord and internal dissension. **Attack where and when least expected.**

All these considerations, which are essential to military success, must be kept secret.

From the way a war is planned, one can forecast its outcome. Careful planning will lead to success and careless planning to defeat. How much more certain is defeat if there is no planning at all!

2. Preparations

In the conduct of a war thousands of chariots and carriages and tens of thousands of soldiers may be deployed. Provisions may have to be transported over thousands of li (a Chinese mile). The total expenses for an army of one hundred thousand may amount to thousands of *taels* of silver per day.

When victory is long delayed the enthusiasm of the army may be diminished. A long siege exhausts the men. A protracted war impoverishes the Treasury. When thus over-extended, a country offers a golden opportunity to its other enemies and, in its weakened condition, even its most resourceful leaders will be of no avail.

The foolish may sometimes win a quick victory, but even the cleverest men will fail in a protracted war. Prolonged fighting has never benefited any country, vanquished or victorious.

Those who are not fully aware of the dangers of war cannot wage war profitably.

The experienced leader will ensure that there does not have to be a second conscription of men and that provisions do not have to be replenished more than twice. Supplied with adequate arms, the army should be made to live by foraging on the enemy. In this way there will be adequate food for the men.

Military provisions transported long distances would impoverish the government as well as the populace.

War causes inflation which in turn depletes resources. **As a country becomes poorer, levies and taxes become heavier.** People may lose as much as seven-tenths of their possessions and the State use up as much as three-fifths of its total revenue. Therefore a wise general makes it possible for the army to live off the enemy. A small amount of food seized from the enemy is worth twenty times one's own.

Men are incited to kill by provocation and enticed to win by loot.

The first to capture ten chariots or more should be rewarded, and, after changing colours, the captured chariots should be put to use, while the prisoners should be treated kindly. The way to increase one's own strength is by appropriating the resources of the vanquished.

To sum up, one should aim at a swift victory and avoid protracted wars.

The experienced in warfare control the welfare of the people and the safety of the State.

3. Strategy

It is better to subdue than to destroy an enemy State, army, regiment, company, even squadron.

To conquer the enemy without having to resort to war is a greater achievement than fighting to win every battle.

The highest form of military leadership is to overcome the enemy by strategy. The next best way is to absorb the enemy through an alliance. Third best is to conquer the enemy in battle. The least satisfactory means of victory is to lay siege to walled cities.

This should be avoided if at all possible, for it takes at least three months to make all the preparations, and another three months to build the siege ladders. **Impatience might**

lead to reckless, futile attacks resulting in the loss of many men. Such are the dangers of laying siege to a walled city.

Through clever strategy skilful leaders can conquer the enemy without fighting battles, capture cities without laying siege to them and annex States without prolonged warfare. They can control an Empire without endangering their men, or win a complete victory without even wearying them.

If you outnumber the enemy by ten to one, surround them; by five to one, attack them; by two to one, divide them. If you are equally matched, take the offensive. **If the enemy forces are slightly stronger, prepare for defence; if vastly superior, retreat, for no matter how valiantly a small force may fight, it must succumb in the end to greater strength and numbers.**

Generals are guardians of the State. Their proficiency in warfare is the country's strength, their deficiency its weakness.

A sovereign may bring disaster on his army if:

- (1) he interferes in military command and orders an advance or a retreat at the wrong time,
- (2) he causes disorder in the army by making the mistake of treating military matters in the same way as civil matters, and
- (3) he undermines the morale of officers and men by appointing commanders who are ignorant and inept.

Bringing disorder into the army is tantamount to inviting defeat by the enemy who are sure to take advantage of a demoralised army.

The five ways to victory are:

- (1) to know when to fight and when not to fight,**
- (2) to know how to match a small force against a large one,**
- (3) to have the whole-hearted support of all the men,**
- (4) to seize every possible advantage or opportunity, and**
- (5) to be able to lead and command without interference from the sovereign.**

In conclusion, it may be said that **the leader who has a thorough knowledge of his own as well as enemy conditions is sure to win. The man who knows his own condition but not the enemy's has an even chance of victory. But the man who has no knowledge of either his own or enemy conditions is bound to lose every battle.**

4. Tactics

In ancient times **great military leaders would first ensure their own invulnerability, and then wait for an opportunity to defeat the enemy. Security against defeat depends on one's own efforts, whereas the opportunity of victory depends partly on the enemy.** Thus, even the greatest leaders can only secure themselves against defeat. They cannot be sure of an opportunity for victory. **It may be said that no one can be absolutely sure of victory.**

Securing against defeat requires defensive tactics, fighting for victory requires offensive tactics. With an inferior force, defence is the more advisable course; with a superior force, it is better to attack.

A leader experienced in defensive tactics is able to position his forces in safe, inaccessible places. A general adept in offensive tactics is able to position his troops at all vantage points. The one aims to keep his forces intact, the other to crush the enemy.

Lifting a strand of hair does not indicate unusual strength, being able to see the sun and the moon does not indicate sharp vision, being able to hear thunder does not indicate sensitive hearing. Similarly, **a victory which anyone could win or the conquest of an empire by mass slaughter does not merit the highest praise.**

According to the ancients, **the truly great in warfare are those who not only win but win with such ease and ingenuity that their wisdom and courage often go unrecognised. Such men do their best to ensure that victory will be theirs before they even commence fighting,** placing themselves in an invulnerable position and not missing any opportunity to defeat the enemy. **The winner does everything to ensure success before he fights. The loser rushes into combat without adequate preparation.**

To be sure of victory the wise in warfare see to it that they first have a strong moral cause and that the army is well disciplined.

The science of war may be summarised under these headings:

- (1) Measurement of distances
- (2) Estimation of expenses
- (3) Evaluation of forces
- (4) Assessment of possibilities
- (5) Planning for victory.

Having measured geographical distances, we make an estimate of expenses. Based on the estimation of expenses, we evaluate the strength of the forces. On the strength of the forces, we assess the possibilities of success and failure. On our assessment of the possibilities, we plan for victory.

A confident army easily outmatches a fearful army, just as twenty *taels* outweigh one-twenty fourth of a *tael*. A confident army attacking is like flood waters pouring into a chasm thousands of fathoms deep.

5. Organisation

Controlling a large army is the same as controlling a small army. It is only a matter of organisation. Similarly, whether fighting against a large or small army, one should follow the same guiding principles of good organisation and efficient communication.

Soldiers should be carefully divided into regulars and reserves so that the attacks of the enemy may be successfully repulsed.

An attack should have the forceful impact of a grinding stone crushing eggs. To do this the strength

and weaknesses of the enemy must first be ascertained.

In battle the regulars should be used first. Reserves should be used with care. Marshalling reserves requires the resourcefulness of sky, land and sea; the versatility of the sun and moon; the continuity of the four seasons.

Various combinations of just five musical notes can produce endless melodies. Combinations of just five colours can create boundless beauty. Combinations of just five flavours can produce an unlimited variety of delicious food. Similarly, when attacking, one is restricted to using either regulars or reserves, but the variation is infinite. Who can know all the possible variations? One method may lead to another, like moving in a circle and never reaching the end.

With sudden force rushing torrents move boulders. With correct timing the hovering falcon pounces on its prey. **In like manner the skilful leader attacks with terrifying speed and perfect timing.** On the verge of attack his army is like a taut bow, in attacking like a trigger released.

Troop movements may appear confused and disorderly, but in reality **everything is done according to plan and order.**

To simulate disorder there must be strict discipline. To simulate fear requires great courage. To simulate weakness one must be strong.

Order or disorder depends on organisation. Courage or fear depends on how an attack is implemented. Strength or weakness depends on appearances.

Weary the enemy by making them chase after false prizes. Entice them from their secure position and then ambush them.

The skilful general seeks victory from an opportune situation, relying less on the efforts of individuals. He selects the men to suit the situation (just as a builder selects the right materials for the job). Logs and stones placed on a firm base remain stable. When they are placed on an insecure foundation they tend to shift. In a corner they remain still. Remember, the nature of a round object is to roll.

A great general pushes his army forward just as gravity and momentum create an avalanche thousands of feet down a mountain slope.

6. Seizing Opportunities

The army which reaches the battlefield early has time to rest while waiting for the enemy. The army which reaches the battlefield late has to rush into action while still weary and exhausted.

The skilful general makes the enemy traverse distances and encounter many dangers to meet him, while he waits at ease. **He entices the enemy into going where he wishes them to be and prevents them from reaching their objective.** He will not let them rest when weary or eat though food is plentiful. He forces them to move on when they wish to make camp.

Attack where enemy forces does not expect an attack.

If an army can travel thousands of li without feeling weary, it must be due to the absence of opposition.

Attack where the enemy's defence is weak. Defend from an impregnable position. **In attacking, do not let the enemy find a strong position of defence. In defending leave the enemy at a loss as to where to attack.**

Be subtle, unpredictable, almost mystical, intangible! In this way you will control the fate of the enemy.

If you direct your attacks against the enemy's weak points, your advance becomes irresistible.

When an army can travel faster than the enemy it can retreat without danger of pursuit and capture.

If you wish to draw the enemy out of an inaccessible stronghold, attack some other position which they have to defend. If you do not wish to engage in battle and would rather remain fixed in your position, mislead the enemy with unexpected sorties.

If you know the battle plans of the enemy and at the same time can keep them ignorant of yours, you can concentrate your forces and divide theirs, so that your whole army can be pitted against their disintegrated groups.

Do not reveal where you plan to attack, so that the enemy will have to prepare to defend several possible places, thereby further scattering their forces and weakening their resistance at any one point. If they

concentrate on defending their rear, their front line will be weak; if they concentrate in front, their rear will be vulnerable to attack. If they strengthen the defence of their right flank, the left will be weak; and if they strengthen the left, the right will suffer. If they spread their forces in all directions, their defence will be weak all round.

The defending army generally finds that its forces are inadequate, whereas the army on the attack finds its forces more than adequate.

If you cannot anticipate the time and place of a coming battle, you cannot coordinate your forces although they are nearby---not to mention those which are many li away.

It may be said that victory depends on accurate anticipation of enemy movements. Failure to do this could lead to the defeat of even a superior force.

Though the enemy are strong they can be rendered impotent. Through spies one can ascertain their plans and plots; through provocation their mood and movements; by tactics their strength and weakness; and by contact the differences between the two opposing forces.

The consummate tactician is able to conceal his plans so that even the cleverest spies cannot detect anything and even the most skilful commanders cannot formulate counter plans.

To vanquish a superior force by clever tactics is beyond the comprehension of the masses. They see the victory but cannot understand the tactics which achieved it.

Tactics should not be repeated in ensuing battles, but varied continually according to the circumstances.

The guiding principle in military tactics may be compared to the nature of water. Just as water flows from a higher level to a lower level, **an army should avoid strength and attack weakness.** Just as water adapts to the contours of the land, an army should adapt its plans to suit the enemy. **Just as water has no fixed form, warfare has no inflexible rules.**

Those who are able to vary military tactics according to the nature of the enemy may be compared to gods. They are as versatile as the five elements, the four seasons, the sun and the moon which wax and wane forever.

7. Manoeuvres

Manoeuvres may be difficult to understand because the direct often seems devious and the advantageous disadvantageous.

Entice the enemy into taking a roundabout route, so that you may arrive first at the battle-ground even though you set off late.

It is a great advantage to be able to outwit the enemy by clever manoeuvring, for it is dangerous to have to face their full combat strength.

To transport all the necessary equipment may retard your advance, but to leave equipment behind may result in the serious loss of supplies.

Consequently, if a leader tries to win some advantageous position by forcing his men to abandon their equipment and march hurriedly day and night over one hundred *li*, he may end up by being utterly defeated and losing his commanders. Only the strongest men will arrive on time, the weary lagging behind, so that not more than one in ten men will be in battle position.

If a forced march covers fifty *li*, not more than half the men will arrive on time, and the vanguard is likely to be defeated.

If the march covers even thirty *li*, not more than two-thirds of the men are likely to be in position on time.

An army which loses its baggage, provisions or supply base will surely perish.

A State sovereign should not enter into an alliance with other sovereigns before he is well acquainted with their plans.

Do not conduct a war before studying the layout of the land---its mountains, forests, passes, lakes, rivers, etc.

Employ skilful guides to make full use of all natural advantages.

War is motivated by gain and based on deception. Its tactics lie in varying the deployment of your forces.

You must be able to move like the wind or stand firm as a forest; be as destructive as fire or as unmoveable as a mountain; remain as impenetrable as darkness or **strike suddenly like a thunderbolt.**

When clearing the countryside the soldiers should be dispersed in all directions.

When occupying a country they should be distributed to hold key points.

Weigh all possibilities before making a move, acquire the art of being devious before hoping to win.
This is an important point in military manoeuvres.

An ancient treatise on military science states, "When words cannot be heard, signal with gongs and drums. When eyes cannot see clearly in the distance, signal with banners and flags." By such signals control and direct the men so that they act as one, with neither the bravest advancing on his own nor the most cowardly retreating on his own. Signal with fires and drums by night, with banners and flags by day, thereby controlling troop movements at all times.

An entire army may become demoralised, just as a general may grow discouraged.

In the early stages of battle the fighting spirit is Strong, but later it tends to flag. Towards the end it may die out altogether. **So the wise general tries to avoid encounters with the enemy when their spirits are high and to attack when their spirits are low.** He understands and makes use of these emotional states.

His troops are orderly, in contrast with the enemy's disorder; his men are calm while the enemy's are anxious and fearful. He is in control of their mental states.

He remains close when the enemy would be distant, rests when they toil, feasts while they starve. He is master of their physical states.

Do not attack when enemy banners indicate that their troops are in good order and condition. Do not give chase when their movements show that they are well organised.
Vary your plans according to the circumstances.

Do not attack uphill or confront the enemy with your back against a mountain. Do not pursue if they merely simulate flight. Do not challenge them when their fighting spirit is strong. **Do not be tempted by false "bait". Do not stop the enemy if they are determined to return home. When laying siege, leave them a way of retreat. Do not drive a defeated enemy to desperation.**

These are guiding points in the conduct of war.

8. Variation in Tactics

Sometimes there are roads which must not be taken, forces which must not be attacked, cities which should not be besieged, positions which should not be contested and commands of sovereigns best disobeyed.

The general who understands the advantages of varying his tactics really knows the art of war.

The general who does not appreciate the need to vary his tactics cannot turn natural advantages to account, although he may be familiar with the layout of the land. The general who appreciates the need but does not know how to vary his tactics cannot make the best use of his men.

The wise man considers both favourable and unfavourable factors, the former to pursue his objectives and the latter to extricate himself from difficulties.

Kingdoms can be covered by the infliction of heavy damage, wearied by constant harassment and lured by temptation of gain.

Do not rely on the enemy's failure to come, but prepare instead how to confront them successfully; do not rely on the enemy's failure to attack, but consider instead how to make your own position unassailable.

A general may be at fault in five different ways:

- (1) If he is reckless, he is easily killed.
- (2) If he is afraid of dying, he is easily captured.
- (3) If quick tempered, he is easily provoked.
- (4) If too sensitive about his honour, he is easily insulted.
- (5) If over concerned about his men, he is easily harassed.

These five common weaknesses can prove disastrous in warfare. When an army suffers a crushing defeat or a general is slain, the cause can often be traced to one of these weaknesses which should, therefore, be clearly understood and avoided.

9. Sites and Observations

This chapter deals with encamping the army and observing the enemy.

If possible, avoid mountains and keep to the valleys, but, if engaged in mountain warfare, stay on high ground and fight downhill, not uphill.

Similarly, in river combat, keep to high ground and fight downstream, not upstream. If you wish to make a stand after crossing a river, choose a position some distance from it. If you plan to attack at a river, conceal your forces on the river bank and intercept the enemy in midstream or ambush them when they are about to land.

Do not linger on marshy terrain. If forced to fight in a marsh, stay where there are reeds, and trees to the rear.

In open country encamp on high ground with your right flank and your rear well protected, so that only the front is open to attack. Make sure that you have a means of safe retreat at your rear.

Because he was experienced in these four kinds of warfare, Emperor Huang was able to defeat other feudal lords.

Take care over the daily diet and living quarters of the troops so that they may be healthy and therefore more likely to win.

All armies prefer high to low ground, sunshine to shade. When camping on a hill, occupy the sunny side and face downhill. Make use of such natural advantages.

When it is necessary to ford a river during heavy rain, wait till the water begins to subside.

Avoid country with precipitous cliffs, deep caverns, inaccessible recesses, tangled undergrowth, treacherous

quagmires or dangerous crevasses. When the terrain is difficult, face it and let it be to the rear of the enemy. Drive them towards it.

When an army finds itself in the neighbourhood of dangerous passes, ponds filled with reeds or woods with thick undergrowth, a most careful and thorough search is necessary for these places provide excellent cover for the enemy.

If the enemy appears undisturbed when approached, it indicates that they are confident of their safety.

When the enemy comes out a long way to make a challenge, it indicates that they are anxious for the other party to approach.

When the enemy occupies a seemingly vulnerable position, they may be setting a trap.

Motion in a forest indicates that the enemies are approaching.

Grassland bestrewn with obstacles may indicate that the enemy intends to lead you astray.

Birds suddenly taking flight or animals startled out of their haunts indicate an enemy ambush.

High clouds of dust indicate the approach of chariots. Clouds of dust, more low lying but over a larger area, indicate the approach of infantry.

Clouds of dust in different directions indicate that the enemies are collecting firewood.

When clouds of dust are few and scattered, the enemy are encamping.

When the speech of their messengers is humble, but at the same time the enemy are increasingly preparing for war, it means that they are about to attack.

When the speech of their messengers is arrogant, but at the same time enemy movements appear nervous and hasty, it means that they are about to retreat.

When light chariots advance along the flanks, it may be assumed that the enemy are in battle formation, ready for combat.

If the enemy suddenly sues for peace when there is no cause, beware of a trick.

When there is unusual and prolonged activity in the enemy camp, they are preparing for action and are about to attack.

When the enemy advance and retreat half-heartedly, they are probably trying to draw you forwards.

When men are seen leaning (wearily) on their arms and equipment, food is probably scarce.

When water carriers have to rush around to quench the men's thirst, there is a scarcity of water.

When the enemies fail to seize an obvious advantage, it is a sign of their weariness.

Where birds are seen in great numbers, it may be assumed that the place is empty of men.

Crying during the night indicates fear.

Frequent disorder and dissension among the troops indicate a lack of strong authority.

A constant shifting of banners and flags suggests the possibility of a rebellion.

When officers lose their tempers easily with their men, it means that they are weary of war.

When horses are feasted with grain and men with meat, when cooking vessels are destroyed and the troops abandon their camp, it is clear that they are determined to pursue their enemy to the limit.

Constant whispering and murmuring among the men indicate a general dissatisfaction in the army.

If the commanding officer has to resort to offering rewards and bribes to push his men on, the army must near the end of its tether.

If the commanding officer has to resort frequently to punishment, his army is in dire distress.

If he has to act without consistency, first bullying and then entreating his men, it is evident that his army greatly lacks order and discipline.

When the enemy sends envoys with lavish compliments, it indicates that they desire peace.

When the enemy appears greatly provoked and yet do nothing, neither attacking nor retreating, great caution and vigilance need to be exercised.

The strength of an army does not lie in mere numbers. Advance does not depend on valour alone. The general who is able to use all available forces to best advantage and to anticipate enemy moves correctly will surely be successful.

He who fails to plan ahead and also underestimates the enemy is sure to be defeated.

When men are ruled by punishment instead of affection and respect for their superiors, they will not obey wholeheartedly and cannot be trusted. On the other hand, **men who do have affection and regard for their leader but who nevertheless will not accept discipline cannot be trusted either.**

An army which is amenable to kind treatment as well as discipline will be invincible.

Discipline must be enforced with fairness and consistency to win the complete support and obedience of the troops.

A leader who commands the obedience and confidence of his men can make them do almost anything he wishes, for the common good.

10. Terrain

Generally, there are the following types of terrain:

1. Accessible
2. Difficult
3. Indifferent
4. Restricted
5. Precipitous
6. Extensive

Accessible Terrain affords free and easy access to both combatants, so that he who first occupies the high sunny ground and protects his supply route has the advantage.

Difficult Terrain makes exit easier than entry. On this type of ground, surprise is an important factor. The enemy can be defeated if caught unprepared. However, if you are not successful at the first attempt, it might be difficult, even disastrous, to try a second attack.

Indifferent Terrain makes it disadvantageous for either party to make the first move. On this kind of ground, do not be lured forwards. Instead, **pretend to retreat and then attack the enemy when they have left their position.** In this way victory might be possible.

On **Restricted Terrain** with mountainous slopes and narrow passes, try to be the first to occupy the passes which should then be strongly guarded against the approach of the enemy. Should the enemy reach the passes first, attack or retreat will depend on how strongly they are guarded.

On **Precipitous or Mountainous Terrain** try to be the first to occupy the sunny side of the steep hills or mountains, there to await the enemy. If the enemy should be there first, do not pursue them but try instead to entice them into leaving their position.

On **Extensive Terrain** the chances of the two parties are even, and it is difficult, even disadvantageous, for either side to attack first.

The above principles regarding the six types of terrain and how leaders should deploy their troops in each circumstance should be clearly understood.

An army may be destroyed by:

- (1) Flight
- (2) **Insubordination**
- (3) Collapse
- (4) Ruin
- (5) Disorganisation
- (6) Rout.

These six calamities are not due to natural causes but to the fault of the generals.

Other conditions being equal, a concentrated force will put to **Flight** a divided force.

Insubordination results from strong men having weak officers.

However, strong officers leading weak men will result in the **Collapse** of an army.

If officers are resentful and disobedient, and challenge the enemy without the consent of their superiors, the entire army may face Ruin.

When the leader is weak and lazy, orders are not clear, the duties of officers and men are not distinctly outlined and everything is done in a slovenly manner, the entire army will be **Disorganised**.

If a general fails to know the enemy, pits a small force against a large force, matches weakness against strength, has no reliable vanguards, the result will be a complete **Rout**.

These principles regarding the causes of defeat and the responsibilities of the general should be clearly understood.

Advantageous terrain can help to win a battle, but the test of superior leadership lies in the ability to estimate and subdue enemy forces, to correctly assess the difficulties and dangers ahead.

He who applies these principles correctly will win and he who fails to do so will lose.

If he is sure of victory, a general should attack, even against his sovereign's orders.

If he is sure of defeat, a general should not engage in combat, even though his sovereign orders him to attack.

Neither because he wants to achieve fame when he orders an advance, nor because he fears personal disgrace when he orders a retreat, but always acting for the welfare of

his soldiers and the benefit of his sovereign---such a general is the greatest treasure of the State.

A general who cares for his men as for his own children will be followed faithfully through the gravest dangers. He will have their support to the death.

However, **if he is over-indulgent and does not know how to exercise authority, or if he is over-solicitous and cannot command obedience, his men will be like spoilt children, disobedient and disorderly, of no use at all.**

A general who knows the strength of his own army but not the strength of the enemy has only a fifty per cent chance of victory.

If a general knows the strength of both the enemy army and his own, but is unaware of the difficulties of the terrain, his chances of victory are again halved.

The adept in warfare, once embarked on action, are able to cope with any kind of situation.

Thus, it may be said, "When one has a thorough knowledge of both the enemy and oneself, victory is assured. When one has a thorough knowledge of both heaven and earth, victory will be complete."

11. Positions

In warfare there are generally nine types of Positions, as follows:

1. Dissentious
2. Facile
3. Critical
4. Open
5. Commanding
6. Serious
7. Fearful
8. Beleaguered
9. Desperate.

When a leader is fighting in his own territory, he is said to be in a **Dissentious Position**.

When he is fighting in enemy territory but has not penetrated far, he is said to be in a **Facile Position**.

When he is fighting for territory which would be advantageous for either side to possess, he is said to be in a **Critical Position**.

When he is fighting on ground which is equally accessible to both parties, he is in an **Open Position**.

When he is fighting in territory which occupies an important position in relation to several other states, so that control of that position would lead to control of the whole country, he is said to be in a **Commanding Position**.

When he has carried the fighting deep into hostile country and left in his rear many fortified enemy cities, he is in a **Serious Position**.

When he is fighting in mountainous forests, dangerous passes, marshy land or other difficult terrain, he is in a **Fearful Positions**.

When he is fighting in country which is accessible only by narrow and tortuous paths which can be guarded easily by just a small force, or when he is hemmed in between narrow passes and strong enemy fortresses, he is said to be in a **Beleaguered Position**.

When he reaches the stage that all means of escape have been cut off and his only chance of survival lies in swift, hard fighting, he is in a **Desperate Position**.

In a Dissentious Position do not be the first to attack. Instead, try to inspire your men with a unity of purpose.

In a Facile Position keep your troops in close contact, but do not stop advancing.

In a Critical Position rush forward your reserve forces, but do not lay siege.

In an Open Position strengthen your defences rather than attempt a blockade.

In a Commanding Position use diplomacy to form strong ties with your allies.

In a Serious Position protect your supply routes but at the same time forage on the enemy.

In a Fearful Position, advance as swiftly as possible.

In a Beleaguered Position the way of retreat may be blocked and you must rely on stratagem.

In a Desperate Position, fight to the death. There is no alternative.

A skilful general is able to prevent his enemy from uniting, coordinating, reinforcing or rallying their forces.

When enemy forces are scattered, prevent them from reuniting. If they manage to regroup, try to create disorder.

Advance only when it is advantageous to do so. Otherwise, remain where you are.

To the question, "What can be done if a large and well organised army invades?" the answer is, "**Try to seize whatever the enemy prize most and they can be made amenable.**"

Speed is essential in warfare. You must move faster than the enemy, appear where unexpected and attack when they are unprepared.

When fighting in hostile country, bear in mind the following principles:

The farther you penetrate, the more united your forces become and consequently, the more difficult to defeat.

If the land is fertile, proper foraging will secure adequate provisions for the whole army.

An army which is properly fed and spared unnecessary toil is able to conserve its energy and carry out orders swiftly and efficiently, thus surprising the enemy.

If an army is placed in a position from which there is no escape, the men will prefer death to disgrace.

If an army is placed in a position from which there is no escape without the strong risk of death, both officers and men will do their utmost.

Truly desperate men lose all fear of death; men conscious of the inevitable will stand firm; men deep in hostile country will fight stubbornly; men aware that they cannot afford to stop will fight all the harder.

Under such circumstances the soldiers are alert, willing, loyal and trustworthy, even when not under the close surveillance of their commanding officers. They will be free from superstitious fears and will not deviate from the path of duty, even if it leads to death. They will shun personal gain, even though no one is usually averse to wealth, and they will not be afraid to die, though life is precious. Upon being ordered into action men may moan and complain, but once they find themselves in a desperate situation they will be as courageous as the heroes of old (Zhu and Cao Gui).

The skilful in battle act with speed and coordination, moving like the snake in Chang Mountain. If wounded in the head, it attacks with its tail; if wounded in the tail, it attacks with its head. If wounded in the middle, it attacks with both head and tail.

Can an army act with such speed and coordination? Can soldiers be made to cooperate with each other? The answer is "Yes". For example, the people of Wu State and Yue State had long been enemies. If some of them had been in the same boat in a storm, they would have cooperated for their common safety, just as the left and right hands come to help each other. However, when not confronted with a common danger, they did not trust each other, although they might ostentatiously disarm themselves, tethering war horses and burying chariots.

It is necessary to enforce strict discipline to make the army act in unison.

It is necessary to adapt to the terrain so that the army might have the greatest advantage in all circumstances.

A skilful leader is able to make his men obey him as easily and willingly as if he led them by the hand.

A general must remain calm and inscrutable, upright and strict. He should keep the army in ignorance of his plans, by deception if necessary, and frequently alter his tactics so that no one can be sure of his intentions. He should often change his plans and routes so that no one can anticipate his movements. The time to attack should be decided suddenly, as one might unexpectedly kick away the ladder by which one has ascended. Only after the army has penetrated deep into enemy territory may he reveal his plans. When he wants to make a determined drive, burning boats and breaking cooking utensils behind him, he should be like a shepherd driving his flock hither and thither without the "sheep" knowing their final destination.

He must lead when there are dangers ahead, and be victorious in spite of these dangers.

He must not fail to understand thoroughly the appropriate action to be taken in dealing with the nine different kinds of Situations discussed earlier in this chapter. He must comprehend and be able to employ the full range of offensive and defensive tactics and take into account the vagaries of human nature.

The deeper an army penetrates into enemy territory, the more united the invading force will be. If an invading army is stopped too near the boundary, dissension is likely to appear among the soldiers.

It is a proven fact that, if attacked, soldiers will defend themselves; if hard pressed they will fight; if desperate they will do anything.

Do not enter in to an alliance with any other State sovereign unless you fully know his plans.

Do not engage in battle before you are fully aware of the layout of the land---its mountains, passes, lakes, rivers, etc.

You need guides to take full advantage of the terrain.

If a sovereign fails to grasp these principles, he will not be a leader among the States.

If he wishes to be Emperor of many States, he must know how to avoid having to face the full force of an enemy more powerful than he is. If they are of an equal strength, he

must be able to prevent the enemy from joining forces with their allies.

He should not fight against an alliance of enemy States, and he should not let any one State become unduly powerful in the Empire. **He must try to win the confidence of those who can serve his purpose and also inspire fear in the hearts and minds of his enemies.** In this way, he will be able to capture cities and overthrow enemy States.

If he does not reveal his plans beforehand, his soldiers will not be sure what rewards or orders are in store, and they will follow him as one man.

Sometimes he must give orders without explaining his plans. He must show his men how to gain a certain objective without informing them of possible dangers.

If an army finds itself in a desperate position it will struggle to survive. When threatened with death men will fight hard for their lives. Only when they are beset with dangers will they do their utmost to turn defeat into victory.

In the conduct of warfare it is essential to be able to anticipate the enemy's plans.

When an army is able to make a concentrated attack, however distant the enemy, they can be defeated. It takes skill and ingenuity to succeed.

After very careful plans have been finalised, the soldiers should be isolated so that enemy spies and emissaries cannot get to them.

Every safeguard must be taken to keep secret the war plans which are deliberated in the ancestral temple, so that they may be executed successfully.

However, when there is any chance of learning enemy secrets, it must be seized at once.

Secretly forestall the enemy by seizing first whatever they most prize.

Do not be inflexible in the conduct of a war. Vary your plans according to the conditions and the enemy. Let a decisive victory be your sole objective.

At the beginning, when enticing the enemy into combat, appear as shy as a young maiden. Then move as swiftly as a hare to catch the enemy while they are still unprepared.

12. Fire

Fighting with fire may take five forms:

- (1) Burning men
- (2) Burning stores
- (3) Burning baggage trains
- (4) Burning arsenals
- (5) Destroying supply routes.

To wage war successfully with fire you need manpower and suitable weather as well as incendiary materials.

The dry season is the best time for warfare by fire and the best days to start a fire are when there is a strong wind caused by the four different positions of the moon.

To use any of the five forms of incendiarism to best advantage one should act as follows:

Attack as soon as the fire has taken a hold of the enemy camp.

If the fire fails to startle and confuse the enemy, hold back your attack.

When the fire has burned out, exercise discretion as to whether the enemy should be pursued.

If it is possible to start a fire outside, do not waste time trying to infiltrate the enemy camp to start a fire. The important thing is that the fire should be started at a favourable moment.

When attacking the enemy with fire, do not advance against the direction of the wind.

A wind which commences in the daytime will last, but one that starts blowing at night will soon stop.

One must not only know the five forms of incendiarism in warfare but also the appropriate measures in anticipation of them.

Those who attack with fire must have perspicacity, while those who attack with water must have strength.

By means of water you can cut off the enemy's supply route but you cannot rob them of their possessions.

After victory has been gained those who have rendered good service should be rewarded. Otherwise no one will have the incentive to do his utmost and the results would be calamitous.

It may be said that what a wise sovereign has planned a good general must execute.

Do not resort to war unless there is some definite advantage to be gained, and there is strong assurance of victory.

Do not fight unless the situation is so critical that there is no other alternative.

A sovereign should not start a war in a fit of anger; a general should not engage in battle out of spite.

The decision to wage war should be based on an objective consideration of possible gain. **An angry man may be placated and his feelings changed; an aggrieved man may be calmed down; but a State, once destroyed, cannot be restored and a man killed cannot be brought back to life.**

Therefore, a wise sovereign should hesitate starting a war, while a good general should remain constantly alert in war. This will ensure peace State and the safety of the army.

13. Spies

It is expensive, both for the government and the people, to raise an army of one hundred thousand men and to campaign over a distance of one thousand *li*. Each day as much as thousands of *taels* of silver may be spent. The life of every class of people is disrupted and hordes are forced to toil on the road. As many as seven hundred thousand families may find it impossible to pursue their ordinary occupations

A commander shows extreme lack of consideration for his men if he is too stingy to buy information from spies and thereby prolongs a war for years when victory might have been secured in a single day. Such a person cannot be a good leader or general, and is of no use to his sovereign.

Advance information about the enemy will enable a wise sovereign or a good general to win more victories and achieve greater success.

This information cannot be obtained by offering prayers to the gods and spirits, by inductive thinking or by deductive calculation; but only from men who have a thorough knowledge of enemy conditions.

Hence there is a great need of espionage and of spies, who may take 5 different forms:

- (1) Local Spies
- (2) Inside Spies
- (3) Converted Spies
- (4) Doomed Spies
- (5) Missionary Spies.

When all five kinds of spies are employed without the knowledge of the enemy, they can work wonders and be of invaluable assistance to the sovereign.

Local spies are recruited from among the inhabitants of the country, **Inside Spies** from among discontented officials of the enemy, and **Converted Spies** from the men whom the enemy has sent to do espionage work. **Doomed Spies** are those who purposely supply false information and are then denounced to the enemy by anonymous colleagues. **Missionary Spies** are those who are sent ostensibly on some mission but whose secret purpose is to bring back useful information.

In the whole army none should be more favourably regarded, liberally rewarded and clothed in secrecy than the spies.

Only the clever can be successful spies. Only the wise can pick the right men to do this work. Only with subtlety and ingenuity can the results of espionage be fully utilised.

An ingenious person can obtain secret information about anyone and anything.

If anyone reports the findings of a spy before they are made public, both the informant and the spy should be put to death.

In order to attack an army, storm a city or assassinate an individual, one must first send spies to obtain information regarding the commanding officers, their assistants, the servants and porters.

Every effort should be made to discover enemy spies who should then be well treated and bribed so that they may become Converted Spies, willing to work against their former masters.

With the help of Converted Spies one can recruit the services of Local Spies and Inside Spies. Furthermore, Converted Spies are in a position to identify and denounce Doomed Spies who have purposely passed on false information. Finally, it is through the assistance of Converted Spies that Missionary Spies are able to work according to plan.

The common goal of all five different kinds of spies is to obtain information about the enemy. The surest way to obtain this information is through Converted Spies, and so they should be treated with special generosity.

In ancient times the Yin (late Shang) Dynasty rose to power because of Yi Zhi, an official of the Xia Dynasty; and the Zhou Dynasty rose to power because of Lu Ya, an official of the Yin Dynasty.

It takes a wise leader to employ as spies men of the highest calibre only, with whose assistance success is sure. Spies are very important, for their information determines how a war should be conducted.

Appendix 2.

A quarter-century ago, John Gabarro and John Kotter introduced a powerful new lens through which to view the manager-boss relationship: one that recognized the mutual dependence of the participants.

The fact is, bosses need cooperation, reliability, and honesty from their direct reports. Managers, for their part, rely on bosses for making connections with the rest of the company, for setting priorities, and for obtaining critical resources. If the relationship between you and your boss is rocky, then it is you who must begin to manage it. When you take the time to cultivate a productive working relationship---by understanding your boss's strengths and weaknesses, priorities, and work style---everyone wins.

In the 25 years since it was published, this article has truly improved the practice of management. Its simple yet powerful advice has changed the way people work, enhanced countless manager-boss relationships, and improved' the performance of corporations in ways that show up on the bottom line. Over the years, it has become a staple at business schools and corporate training programs worldwide.

Managing Your Boss

by John J.Gabarro and John P. Kotter¹

[Harvard Business Review, **January 2005**]

To many people, the phrase "managing your boss" may sound unusual or suspicious. Because of the traditional top-down emphasis in most organizations, it is not obvious why you need to manage relationships upward--- unless, of course, you would do so for personal or political reasons. But **we are not referring to political maneuvering or to apple polishing.** We are using the term

to mean the process **of consciously working with your superior to obtain the best possible results for you, your boss, and the company.**

Recent studies suggest that **effective managers take time and effort to manage not only relationships with their subordinates but also those with their bosses.**

These studies also show that this essential aspect of management is sometimes ignored by otherwise talented and aggressive managers. Indeed, some managers who actively and effectively supervise subordinates, products, markets, and technologies assume an almost passively reactive stance vis-a-vis their bosses. Such a stance almost always hurts them and their companies.

If you doubt the importance of managing your relationship with your boss or how difficult it is to do so effectively, consider for a moment the following sad but telling story:

Frank Gibbons was an acknowledged manufacturing genius in his industry and, by any profitability standard, a very effective executive. In 1973, his strengths propelled him into the position of vice president of manufacturing for the second largest and most profitable company in its industry. Gibbons was not, however, a good manager of people. He knew this, as did others in his company and his industry. Recognizing this weakness, the president made sure that those who reported to Gibbons were good at working with people and could compensate for his limitations. The arrangement worked well.

In 1975, Philip Bonnevie was promoted into a position reporting to Gibbons. In keeping with the previous pattern, the president selected Bonnevie because he had an excellent track record and a reputation for being good with people. In making that selection, however, the president neglected to notice that, in his rapid rise through the organization, Bonnevie had always had good-to-excellent bosses. He had never been forced to

manage a relationship with a difficult boss. **In retrospect, Bonnevie admits he had never thought that managing his boss was a part of his job.**

Fourteen months after he started working for Gibbons, Bonnevie was fired. During that same quarter, the company reported a net loss for the first time in seven years. Many of those who were close to these events say that they don't really understand what happened. This much is known, however: While the company was bringing out a major new product---a process that required sales, engineering, and manufacturing groups to coordinate decisions very carefully---a whole series of misunderstandings and bad feelings developed between Gibbons and Bonnevie.

For example, Bonnevie claims Gibbons was aware of and had accepted Bonnevie's decision to use a new type of machinery to make the new product; Gibbons swears he did not. Furthermore, Gibbons claims he made it clear to Bonnevie that the introduction of the product was too important to the company in the short run to take any major risks.

As a result of such misunderstandings, planning went awry: A new manufacturing plant was built that could not produce the new product designed by engineering, in the volume desired by sales, at a cost agreed on by the executive committee. Gibbons blamed Bonnevie for the mistake.

Bonnevie blamed Gibbons.

Of course, one could argue that the problem here was caused by Gibbons's inability to manage his subordinates. But one can make just as strong a case that the problem was related to Bonnevie's inability to manage his boss. Remember, Gibbons was not having difficulty with any other subordinates. Moreover, given the personal price paid by Bonnevie (being fired and having his reputation within the industry severely tarnished), there was little consolation in saying the problem

was that Gibbons was poor at managing subordinates. Everyone already knew that.

We believe that the situation could have turned out differently **had Bonnevie been more adept at understanding Gibbons and at managing his relationship with him. In this case, an inability to manage upward was unusually costly.** The company lost \$2 million to \$5 million, and Bonnevie's career was, at least temporarily, disrupted. Many less costly cases similar to this probably occur regularly in all major corporations, and the cumulative effect can be very destructive.

Misreading the Boss-Subordinate Relationship

People often dismiss stories like the one we just related as being merely cases of personality conflict. Because two people can on occasion be psychologically or temperamentally incapable of working together, this can be an apt description. But **more often, we have found, a personality conflict is only a part of the problem---sometimes a very small part.**

Bonnevie did not just have a different personality from Gibbons, he also made or **had unrealistic assumptions and expectations about the very nature of boss-subordinate relationships.** Specifically, **he did not recognize that his relationship to Gibbons involved *mutual dependence* between two fallible human beings.** Failing to recognize this, **a manager typically either avoids trying to manage his or her relationship with a boss or manages it ineffectively.**

Some people behave as if their bosses were not very dependent on them. They fail to see how much the boss needs their help and cooperation to do his or her job effectively. These people refuse to acknowledge that the

boss can be severely hurt by their actions and **needs cooperation, dependability, and honesty from them.**

Some people see themselves as not very dependent on their bosses. **They gloss over how much help and information they need from the boss in order to perform their own jobs well.** This superficial view is particularly damaging when a manager's job and decisions affect other parts of the organization, as was the case in Bonnevie's situation. A manager's immediate boss can play a critical role in linking the manager to the rest of the organization, making sure the manager's priorities are consistent with organizational needs, and in securing the resources the manager needs to perform well. Yet some managers need to see themselves as practically self-sufficient, as not needing critical information and resources a boss can supply.

Many managers, like Bonnevie, assume that the boss will magically know what information or help their subordinates need and provide it to them. Certainly, some bosses do an excellent job of caring for their subordinates in this way, but for a manager to expect that from all bosses is dangerously unrealistic. A more reasonable expectation for managers to have is that modest help will be forthcoming. After all, bosses are only human. Most really effective managers accept this fact and assume primary responsibility for their own careers and development. **They make a point of seeking the information and help they need to do a job instead of waiting for their bosses to provide it.**

In light of the foregoing, it seems to us that managing a situation of mutual dependence among fallible human beings requires the following:

1. You have a good understanding of the other person and yourself, especially regarding strengths, weaknesses, work styles, and needs.

2. You use this information to develop and manage a healthy working relationship---one that is compatible with both people's work styles and assets, is characterized by mutual expectations, and meets the most critical needs of the other person.

This combination is essentially what we have found highly effective managers doing.

Understanding the Boss

Managing your boss requires that you gain an understanding of the boss and his or her context, as well as your own situation. All managers do this to some degree, but many are not thorough enough.

At a minimum, you need to appreciate your boss's goals and pressures, his or her strengths and weaknesses. What are your boss's organizational and personal objectives, and what are his or her pressures, especially those from his or her own boss and others at the same level? What are your boss's long suits and blind spots? What is the preferred style of working? Does your boss like to get information through memos, formal meetings, or phone calls? Does he or she thrive on conflict or try to minimize it? Without this information, a manager is flying blind when dealing with the boss, and unnecessary conflicts, misunderstandings, and problems are inevitable.

In one situation we studied, a topnotch marketing manager with a superior performance record was hired into a company as a vice president "to straighten out the marketing and sales problems." The company, which was having financial difficulties, had recently been acquired by a larger corporation. The president was eager to turn it around and gave the new marketing vice president free rein---at least initially. Based on his previous experience, the new vice president correctly

diagnosed that greater market share was needed for the company and that strong product management was required to bring that about. Following that logic, he made a number of pricing decisions aimed at increasing high-volume business.

When margins declined and the financial situation did not improve, however, the president increased pressure on the new vice president. Believing that the situation would eventually correct itself as the company gained back market share, the vice president resisted the pressure.

When by the second quarter, margins and profits had still failed to improve, the president took direct control over all pricing decisions and put all items on a set level of margin, regardless of volume. The new vice president began to find himself shut out by the president, and their relationship deteriorated. In fact, the vice president found the president's behavior bizarre. Unfortunately, the president's new pricing scheme also failed to increase margins, and by the fourth quarter, both the president and the vice president were fired.

What the new vice president had not known until it was too late was that improving marketing and sales had been only one of the president's goals. His most immediate goal had been to make the company more profitable---quickly.

Nor had the new vice president known that his boss was invested in this short-term priority for personal as well as business reasons. The president had been a strong advocate of the acquisition within the parent company, and his personal credibility was at stake.

The vice president made three basic errors. He took information supplied to him at face value, he made assumptions in areas where he had no information and--what was most damaging---he never actively tried to clarify what his boss's objectives were. As a result, he ended up taking actions that were actually at odds with the president's priorities and objectives.

Managers who work effectively with their bosses do not behave this way. **They seek out information about the boss's goals and problems and pressures. They are alert for opportunities to question the boss and others around him or her to test their assumptions.** They pay attention to clues in the boss's behavior. Although it is imperative that they do this especially when they begin working with a new boss, effective managers also **do this on an ongoing basis because they recognize that priorities and concerns change.**

Being sensitive to a boss's work style can be crucial, especially when the boss is new. For example, a new president who was organized and approach replaced a man who was informal and intuitive. The new president worked best when he had written reports. He also preferred formal meetings with set agendas.

One of his division managers realized this need and worked with the new president to identify the kinds and frequency of information and reports that the president wanted. This manager also made a point of sending background information and brief agendas ahead of time for their discussions. He found that with this type of preparation their meetings were very useful. Another interesting result was, he found that with adequate preparation his new boss was even more effective at brainstorming problems than his more informal and intuitive predecessor had been.

In contrast, another division manager never fully understood how the new boss's work style differed from that of his predecessor. To the degree that he did sense it, he experienced it as too much control. As a result, he seldom sent the new president the background information he needed, and the president never felt fully prepared for meetings with the manager. In fact, the president spent much of the time when

they met trying to get information that he felt he should have had earlier. The boss experienced these meetings as frustrating and inefficient, and the subordinate often found himself thrown off guard by the questions that the president asked. Ultimately, this division manager resigned.

The difference between the two division managers just described was not so much one of ability or even adaptability. Rather, **one of the men was more sensitive to his boss's work style and to the implications of his boss's needs than the other was.**

Understanding Yourself

The boss is only one-half of the relationship. You are the other half, as well as the part over which you have more direct control. Developing an effective working relationship requires, then, that you know your own needs, strengths and weaknesses, and personal style.

You are not going to change either your basic personality structure or that of your boss. But **you can become aware of what it is about you that impedes or facilitates working with your boss and, with that awareness, take actions that make the relationship more effective.**

For example, in one case we observed, a manager and his superior ran into problems whenever they disagreed. The boss's typical response was to harden his position and overstate it. The manager's reaction was then to raise the ante and intensify the forcefulness of his argument. In doing this, he channeled his anger into sharpening his attacks on the logical fallacies he saw in his boss's assumptions. His boss in turn would become even more adamant about holding his original position. Predictably, this escalating cycle resulted in the subordinate avoiding whenever possible any topic of potential conflict with his boss.

In discussing this problem with his peers, the manager discovered that his reaction to the boss was typical of how he generally reacted to counterarguments---but with a difference. His response would overwhelm his peers but not his boss. Because his attempts to discuss this problem with his boss were unsuccessful, he concluded that the only way to change the situation was to deal with his own instinctive reactions. Whenever the two reached an impasse, he would check his own impatience and suggest that they break up and think about it before getting together again. Usually when they renewed their discussion, they had digested their differences and were more able to work them through.

Gaining this level of self-awareness and acting on it are difficult but not impossible. For example, by reflecting over his past experiences, a young manager learned that he was not very good at dealing with difficult and emotional issues where people were involved. Because he disliked those issues and realized that his instinctive responses to them were seldom very good, he developed a habit of **touching base with his boss whenever such a problem arose**. Their discussions always surfaced ideas and approaches the manager had not considered. In many cases, they also identified specific actions the boss could take to help.

Although a superior-subordinate relationship is one of mutual dependence, it is also one in which the subordinate is typically more dependent on the boss than the other way around. This dependence inevitably results in the subordinate feeling a certain degree of frustration, sometimes anger, when his actions or options are constrained by his boss's decisions. This is a normal part of life and occurs in the best of relationships. The way in which a manager handles these frustrations largely depends on his or her predisposition toward dependence on authority figures.

Some people's instinctive reaction under these circumstances is to resent the boss's authority and to rebel against the boss's decisions. Sometimes a person will escalate a conflict beyond what is appropriate. Seeing the boss almost as an institutional enemy, this type of manager will often, without being conscious of it, fight with the boss just for the sake of fighting. The subordinate's reactions to being constrained are usually strong and sometimes impulsive. He or she sees the boss as someone who, by virtue of the role, is a hindrance to progress, an obstacle to be circumvented or at best tolerated.

Psychologists call this pattern of reactions counter dependent behavior. Although a counter dependent person is difficult for most superiors to manage and usually has a history of strained relationships with superiors, this sort of manager is apt to have even more trouble with a boss who tends to be directive or authoritarian. When the manager acts on his or her negative feelings, often in subtle and nonverbal ways, the boss sometimes does become the enemy. **Sensing the subordinate's latent hostility, the boss will lose trust in the subordinate or his or her judgment and then behave even less openly.**

Paradoxically, a manager with this type of predisposition is often a good manager of his or her own people. He or she will many times go out of the way to get support for them and will not hesitate to go to bat for them.

At the other extreme are managers who swallow their anger and behave in a very compliant fashion when the boss makes what they know to be a poor decision. These managers will agree with the boss even when a disagreement might be welcome or when the boss would easily alter a decision if given more information. Because they bear no relationship to the specific situation at hand, their responses are as much an overreaction as those of counter dependent managers.

Instead of seeing the boss as an enemy, these people deny their anger---the other extreme---and tend to see the boss as if he or she were an all-wise parent who should know best, should take responsibility for their careers, train them in all they need to know, and protect them from overly ambitious peers.

Both counter dependence and overdependence lead managers to hold unrealistic views of what a boss is. Both views ignore that bosses, like everyone else, are imperfect and fallible. They don't have unlimited time, encyclopedic knowledge, or extrasensory perception; nor are they evil enemies. They have their own pressures and concerns that are sometimes at odds with the wishes of the subordinate---and often for good reason.

Altering predispositions toward authority, especially at the extremes, is almost impossible without intensive psychotherapy (psychoanalytic theory and research suggest that such predispositions are deeply rooted in a person's personality and upbringing). However, **an awareness of these extremes and the range between them can be very useful in understanding where your own predispositions fall and what the implications are for how you tend to behave in relation to your boss.**

If you believe, on the one hand, that you have some tendencies toward counter dependence, you can understand and even predict what your reactions and overreactions are likely to be. If, on the other hand, you believe you have some tendencies toward overdependence, you might question the extent to which your over compliance or inability to confront real differences may be making both you and your boss less effective.

Developing and Managing the Relationship

With a clear understanding of both your boss and yourself, you can *usually* establish a way of working together that fits both of you, that is characterized by unambiguous mutual expectations, and that helps you both be more productive and effective. **The "Checklist for Managing Your Boss" summarizes some things such a relationship consists of. Following are a few more.**

Compatible Work Styles

Above all else, **a good working relationship with a boss accommodates differences in work style.** For example, in one situation we studied, a manager (who had a relatively good relationship with his superior) realized that during meetings his boss would often become inattentive and sometimes brusque. The subordinate's own style tended to be discursive and exploratory. He would often digress from the topic at hand to deal with background factors, alternative approaches, and so forth. His boss preferred to discuss problems with a minimum of background detail and became impatient and distracted whenever his subordinate digressed from the immediate issue.

Recognizing this difference in style, the manager became terser and more direct during meetings with his boss. To help himself do this, before meetings, he would develop brief agendas that he used as a guide. Whenever he felt that a digression was needed, he explained why. This small shift in his own style made these meetings more effective and far less frustrating for both of them.

Subordinates can adjust their styles in response to their bosses' preferred method for receiving information. Peter Drucker divides bosses into "listeners" and "readers:" Some bosses like to get

information in report form so they can read and study it. Others work better with information and reports presented in person so they can ask questions. As Drucker points out, the implications are obvious. If your boss is a listener, you brief him or her in person, *then* follow it up with a memo. If your boss is a reader, you cover important items or proposals in a memo or report, *then* discuss them.

Other adjustments can be made according to a boss's decision-making style. Some bosses prefer to be involved in decisions and problems as they arise. These are high-involvement managers who like to keep their hands on the pulse of the operation. Usually their needs (and your own) are best satisfied if you **touch base with them on an ad hoc basis**. A boss who has a need to be involved will become involved one way or another, so there are advantages to including him or her at your initiative. Other bosses prefer to delegate---they don't want to be involved. They expect you to come to them with major problems and inform them about any important changes.

Creating a compatible relationship also involves drawing on each other's strengths and making-up for each other's weaknesses. Because he knew that the boss---the vice president of engineering---was not very good at monitoring his employees' problems, one manager we studied made a point of doing it himself. The stakes were high: The engineers and technicians were all union members, the company worked on a customer-contract basis, and the company had recently experienced a serious strike.

The manager worked closely with his boss, along with people in the scheduling department and the personnel office, to make sure that potential problems were avoided. He also developed an informal arrangement through which his boss would review with him any proposed changes in personnel or

assignment policies before taking action. The boss valued his advice and credited his subordinate for improving both the performance of the division and the labor management climate.

Mutual Expectations

The subordinate who passively assumes that he or she knows what the boss expects is in for trouble. Of course, some superiors will spell out their expectations very explicitly and in great detail. But most do not. And although many corporations have systems that provide a basis for communicating expectations (such as formal planning processes, career planning reviews, and performance appraisal reviews), these systems never work perfectly. Also, between these formal reviews, expectations invariably change.

Ultimately, the burden falls on the subordinate to find out what the boss's expectations are. They can be both broad (such as what kinds of problems the boss wishes to be informed about and when) as well as very specific (such things as when a particular project should be completed and what kinds of information the boss needs in the interim).

Getting a boss who tends to be vague or not explicit to express expectations can be difficult. But effective managers find ways to get that information. **Some will draft a detailed memo covering key aspects of their work and then send it to their boss for approval. They then follow this up with a face-to-face discussion in which they go over each item in the memo.** A discussion like this will often surface virtually all of the boss's expectations.

Other effective managers will deal with an inexplicit boss by initiating an ongoing series of informal discussions about "good management" and "our objectives." Still others find useful information more indirectly through those who used to work for the boss and through the formal planning systems in which the boss makes commitments to his or her own superior.

Which approach you choose, of course, should depend on your understanding of your boss's style.

Developing a workable set of mutual expectations also requires that you communicate your own expectations to the boss, find out if they are realistic, and influence the boss to accept the ones that are important to you. Being able to influence the boss to value your expectations can be particularly important if the boss is an overachiever. Such a boss will often set unrealistically high standards that need to be brought into line with reality.

A Flow of Information

How much information a boss needs about what a subordinate is doing will vary significantly depending on the boss's style, the situation he or she is in, and the confidence the boss has in the subordinate. But **it is not uncommon for a boss to need more information than the subordinate would naturally supply or for the subordinate to think the boss knows more than he or she really does.** Effective managers recognize that they probably underestimate what their bosses need to know and **make sure they find ways to keep them informed through processes that fit their styles.**

Managing the flow of information upward is particularly difficult if the boss does not like to hear about problems. Although many people would deny it, bosses often give off signals that they want to hear only good news. **They show great displeasure---usually nonverbally---when someone tells them about a problem.** Ignoring individual achievement, they may even evaluate more favorably subordinates who do not bring problems to them.

Nevertheless, for the good of the organization, the boss, and the subordinate, **a superior needs to hear about failures as well as successes.** Some subordinates deal with

a good-news-only boss by finding indirect ways to get the necessary information to him or her, such as a management information system. Others see to it that potential problems, whether in the form of good surprises or bad news, are communicated immediately.

Dependability and Honesty

Few things are more disabling to a boss than a subordinate on whom he cannot depend, whose work he cannot trust. Almost no one is intentionally undependable, but many managers are inadvertently so because of oversight or uncertainty about the boss's priorities. A commitment to an optimistic delivery date may please a superior in the short term but become a source of displeasure if not honored. **It's difficult for a boss to rely on a subordinate who repeatedly slips deadlines.** As one president (describing a subordinate) put it: "I'd rather he be more consistent even if he delivered fewer peak successes---at least I could rely on him:"

Nor are many managers intentionally dishonest with their bosses. But **it is easy to shade the truth and play down issues.** Current concerns often become future surprise problems. It's almost impossible for bosses to work effectively if they cannot rely on a fairly accurate reading from their subordinates. Because it undermines credibility, **dishonesty is perhaps the most troubling trait a subordinate can have. Without a basic level of trust, a boss feels compelled to check all of a subordinate's decisions, which makes it difficult to delegate.**

Good Use of Time and Resources.

Your boss is probably as limited in his or her store of time, energy, and influence as you are. Every request you make of your boss uses up some of these resources, so it's

wise to draw on these resources selectively. This may sound obvious, but **many managers use up their boss's time (and some of their own credibility) over relatively trivial issues.**

One vice president went to great lengths to get his boss to fire a meddlesome secretary in another department. His boss had to use considerable influence to do it. Understandably, the head of the other department was not pleased. Later, when the vice president wanted to tackle more important problems, he ran into trouble. By using up blue chips on a relatively trivial issue, he had made it difficult for him and his boss to meet more important goals.

No doubt, some subordinates will resent that on top of all their other duties, they also need to take time and energy to manage their relationships with their bosses. **Such managers fail to realize the importance of this activity and how it can simplify their jobs by eliminating potentially severe problems.** Effective managers recognize that this part of their work is legitimate. Seeing themselves as ultimately responsible for what they achieve in an organization, **they know they need to establish and manage relationships with everyone on whom they depend---and that includes the boss.**

Checklist for Managing Your Boss

Make sure you understand your boss and his or her context, including:

- Goals and objectives
- Pressures
- Strengths, weaknesses, blind spots
- Preferred work style

Assess yourself and your needs, including:

- Strengths and weaknesses
- Personal style
- Predisposition toward dependence on authority figures

Develop and maintain a relationship that:

- Fits both your needs and styles
- Is characterized by mutual expectations
- Keeps your boss informed
- Is based on dependability and honesty
- Selectively uses your boss's time and resources.

[pages 92-99]

Appendix 3

"Whatever you do, work at it with all your heart, as though you were working for the Lord and not for people."
(Colossians 3:23 TEV)

In our daily living, how do we carry out what St Paul tells us to do? Do whatever we are **doing with all our heart**? Our heart must come into whatever we are doing. Our heart must be in the center of what we are doing! How? How to put **our heart into our work**? **There is always the danger that we may do whatever work we are doing just for the sake of the work.** It is our work. No more. But if we do it for Christ we will do it more conscientiously and with our **heart** in it as well. We must work as though we are working for the Lord and not for people. We, as Christians, must put in that extra---**heart**---into what we are doing.

Just by giving that **warm smile** we will be **putting our heart into our work!** See how Mother Teresa tells us, **"A smile must always be on our lips for any child to whom we offer help, for any to whom we give companionship or medicine. It would be very wrong to offer only our cures; we must offer to all our heart."** (*A Gift for God*, 52)

Take another daily living example. How can we put our heart into our "Thank you" for the service that people give us? Give them not only the **routine "Thank you"** but also **putting our heart into the "Thank you."** How? By treating the individual as a person and by looking into the person's eyes, smiling warmly and showing kindness in our expression. This is what Mother Teresa advises us to do:

"Let no one ever come to you without leaving better and happier. Be the living expression of God's kindness:

- **kindness in your face,**
- **kindness in your eyes,**

- **kindness in your smile,**
- **kindness in your warm greeting.**

In the slums we are the light of God's kindness to the poor. To children, to the poor, to all who suffer and are lonely, **give always a happy smile. Give them not only your care, but also your heart.**" (*A Gift for God*, 52)

When we meet people, how do we greet them? "Good morning" "Good day" "Good night" "How are you?" Nice to meet you" Do we greet them perfunctorily? Do we give an **insincere smiling greeting?** Is our greeting **genuine?** **Do our greetings come from our hearts that are warm and sincere?**

It is wonderful to notice how Mother Teresa demonstrates, with insightful and **practical gestures**, her love and compassion to a person who hungers for bread or hungers for love. When asked by a journalist:

"Mother Teresa, how can you preach the Gospel to someone whose stomach is empty?"

"There are various ways of doing it. **It can be done this way....**" (Mother Teresa stands up, extends her hands, and draws them back quickly. **It is the gesture of a person who gives charity in a hasty, impersonal way.**)

"**Or this way....**" (She holds her hands together like a cup and extends them with compassion and tenderness. **It is the gesture of a person who give charity with compassion and love.**) "There is a hunger for bread and a hunger for love. Some are naked because of a lack of clothing and some are naked because of a lack of human dignity. Jesus said: 'I was hungry and you gave me to eat. I was sick and you visited me. I was abandoned and you consoled me.'" (*Teresa of Calcutta*, 165)

These are but simple matters in our daily living. They make life a little better and they are vitally important to our spiritual life. As it is an attitude of seeing the "stranger" as a fellow human being and treating him as person with courtesy, consideration and hospitality. It is in effect fulfilling Jesus saying, "**inasmuch as you did it to one of the least of these My brethren, you did it to Me'** (Matthew 26:40 NKJV).

However, we are aware that any **insincerity** or a **bogus kindness** will be spotted and should be avoided. How then to develop the genuine attitude? **We need a complete change in our mindset. What this means is that we see everything we do as though we are doing it for the Lord Jesus Christ and to Jesus.** How?

We must **constantly pray over the work we do.** And if we **constantly pray** over the work, we know that the work is done together **with Jesus** and cared for **by Jesus**. We need to pray **to Jesus** to give us the enthusiasm, zest and passion to carry out the work that is set out for us. If we work together **with Jesus** we will do much better work. We will do our best. We will do the work more cheerfully. The work will not be tiresome or burdensome. We will be more assured of what we are doing. We will take the time to prepare more thoroughly and to do our very best as we pray that we do not spoil His work. And when we work **with Jesus** our work will be **for Jesus**. For Jesus to strengthen us with courage and determination to carry out the work wholeheartedly, we have to put ourselves under His influence, His prompting, His guidance and His leading through constant prayer.

As Mother Teresa says:

"Have I really learned to pray the work? Maybe I have never learned to pray the work because the whole time my mind is 'work.' Here are words that will help you: 'With Jesus, for Jesus, to Jesus.'"
(Contemplative at the Heart of the World, 113)

"We must join our prayer with work. We try to bring this across to our sisters by inviting them to make their work a prayer. **How is it possible to change one's work into a prayer? Work cannot be substituted for prayer. Nevertheless, we can learn to make work a prayer. How can we do this? By doing our work with Jesus and for Jesus. That is the way to make our work a prayer.** It is possible that I may not be able to keep my attention fully on God while I work, but God doesn't demand that I do so. **Yet I can fully desire and intend that my work be done with Jesus and for Jesus. This is beautiful and that is what God wants. He wants our will and our desire to be for Him, for our family, for our children, for our brethren, and for the poor."** *(A Life for God, 12)*

But, how do we translate doing our best into our working life? I see roughly two situations that are of major importance---one when we are the subordinates and the other when we are the managers or supervisors. When we are the **subordinates** we must **learn to manage the supervisors** and when we are the **managers** we must **learn to manage all the resources** at our disposal. How?

I. Managing our Boss (immediate supervisor)

Agenda ---To obtain the best results for our company, our boss and ourselves. This is not for political maneuvering or for apple polishing.

Purpose---To make our boss trust us so that **he gives us more elbow room to do our work in the way we do best.**

Procedure---To achieve that, we have to **systematically work** at the following **Do's and Don'ts.**

Acronym ---**LUCUS** is the **B**oss

Do

(1) **Look** for ways to help him

- a) Make him look good
- b) What do I do that hampers him and to remedy it.
- c) In what key areas does he need my support?
- d) How can I ease his burden?
- e) What is it that he finds difficult to do and how can I help?

(2) **Understand** his modus operandi

- a) His likes and his dislikes
- b) His strengths and his weaknesses
- c) His needs and his wants
- d) His work habits--allow him to boast about his success or hobbies, even when we are pressed for time to finish our schedule
- e) His time allocation----respect his time
- f) His priorities
- g) His objectives and goals

- (3) **Cater** to his communication preferences
- a) If he is a **listener**, brief him and **then follow up** with a memo.
 - b) If he is a **reader**, put our proposals in a report and **then discuss them with him**.
 - c) Detailed or condensed form
 - d) Keep him informed
 - e) See him in the morning, afternoon or late evening
 - f) Break the ice by talking about his hobbies or sport
 - g) Ask him what he likes to do
- (4) **Use** him as a resource
- a) We are dumb not to consult him on important issues and major problems
 - b) We are learning and communicating when we ask him for help where we are unclear or uncertain of the methods of work that he wants.
 - c) Allow him to point out our mistakes and to guide us as a mentor
 - d) Touch base with him every now and then
- (5) **Support** his success
- a) Contribute to his achievements
 - b) See him as an ally
 - c) Make him as effective and as achieving as possible
 - d) Appreciate his pressures and goals
 - e) Focus to provide solutions for problems
- (6) **Build** a cooperative relationship with him
- a) Foster credibility with him by being reliable even in small matters
 - b) Have integrity---don't shade the truth and play down issues

- c) Cultivate good manners as they are the lubricating oil that smoothes over friction
- d) Show proper respect for him and his position
- e) Overrate him rather than undervalue him
- f) Assume that he has the talent and accomplishments to rise to his current position
- g) Allow him to talk incessantly about his successes even if our work piles up
- h) Make him feel good---we invariably like the people who boost our self-esteem.

Don't

- a) **Surprise him**
- b) Be at odds with his priorities and objectives
- c) Assumed too much but clarify with him
- d) Hide problems from him
- e) Fit him into any preconceived mould
- f) Ever run him down with people in the office
- g) Catch him at a bad time
- h) Be brash and confrontational in discussing issues with him
- i) Be too proud to say that we do not know and ask for help from him
- j) **Concentrate too hard to impress---we will end up working too hard and too long**
- k) Lose our cool with him

(You may like to read the Harvard Business Review article, "[Managing Your Boss](http://www.jameslau88.com)," in my web site <http://www.jameslau88.com> under the Heading "Work")

II. Managing all our Resources

When we are the manager, we need to constantly ask ourselves how **to make our products or services better, cheaper and faster, without compromising safety and quality**. We need to have a mind that constantly looks for alternative solutions. There is no such thing as “no solution,” only a more intensive search for answers. We use all our faculties to monitor and evaluate systematically how the scarce **resources (10 MIT)** that are under our care are utilised.

So we channel our resources into areas that produce the best results:

1) **Use the eyes (observe) and the mind (discern) to assess**

a) The **5M** of **On-site Performance**

Machinery---Sufficient? Functioning? Breakdown?

Material ---Ordered? Arrived? Shortage?

Manpower ---Sufficient? Idle? Shiftwork?

Mess ---Rubbish? Co-ordinated? Re-work?

Mock-up ---Bugs? Tested? Mass produced?

b) The **5M** of **Management Performance**

Managers ---Experienced? Focussed? Key tasks?

Method ---Queue? Sequence right? Bottleneck?

Milestone ---Accountability? Strife? Roadblock?

Market --- Feedback? Wanted? Modified?

Money ---Allocation? Cash-Flow? Unpaid?

c) **I**nformation ---Available? Accurate? Honest?

d) **T**ime ---Concentrated? Diverted? Busy work?

2) **Use the mouth to ask questions**

Any problem?

Any comment?

Any suggestion?

What do you think?

What is new?

3) **Use the ears to listen**

Listen to what is said

" " " " not said

" " the tone

" " the pitch

" " the hesitations

" between the lines

4) **Use our feelings to sense**

Get a feel for the place

Sense the pace

" " tempo

" " bustle

" " mood

5) **Use our intuition to affirm**

Trust our intuition

" " gut feeling

We use our **10 MIT skills systematically** and follow through quickly to ensure effective actions are taken promptly.

Yes, we could desire to do **everything we do as though we are doing it for the Lord Jesus Christ**. We can go the extra mile, making clients and staff feel appreciated and valued, walking in love despite nasty people, etc. We give our heart to our work and we do our best, **yet we may be bypassed for promotion**. Do we get bitter? Plot revenge? Imprisoned by frustration? An eye for an eye? Do we harbour resentment after all the best effort that we have put in? Quit? Do we accept the disappointment and pain as opportunities to grow as people and trust that Jesus will enable us to go through them patiently and bravely? How should we respond? That's where **constantly praying** over the work comes into play. How?

The joyful result of constantly praying over the work is that we know that we are working **with Jesus and for Jesus**. We work **for His glory**. We leave the results of our work **to Jesus**. It is natural to want to see the results of our work but we should leave the success or failure of what we do **to Jesus**. **He is in charge and the timing and the results are His**. **In this way when the result doesn't work out the way we expect it to be, we will not be discouraged; we will continue to do the work wholeheartedly**. We will overcome our weariness and shoddiness in the face of not seeing any fruit in our effort. We will not be restless and try to change our work. We will not give up easily or be disillusioned when we consistently pray the work. As Mother Teresa advises:

"Don't give in to discouragement. No more must you do so when you try to settle a marriage crisis or convert a sinner and don't succeed. If you are discouraged, it is a sign of pride because it shows you trust in your own powers. Never bother about people's opinions. Be humble and you will never be

disturbed. It is very difficult in practice because we all want to see the result of our work. Leave it to Jesus."
(*Contemplative at the Heart of the World*, 107)

Whatever work we do, do our best. Do it wholeheartedly. Do it with passion. Zest. Enthusiasm. Constantly pray over the work so as to be conscious of working **with Jesus** and **for Jesus**. And when we leave the results **to Jesus** we will be less anxious and less pressurized. We will find there is peace in our heart. Funnily enough with this attitude we will also live our lives "more abundantly." (John 10:10 NKJV)

Note

1. *Art of War by Sun Tzu Translated by A and C Chen*
2. *John J. Gabarro is the UPS Foundation Professor of Human Resource Management at Harvard Business School in Boston. Now retired, John P. Kotter was the Konosuke Matsushita Professor of Leadership at Harvard Business School.*
3. You may like to read my article, "[**Whatever you do, work at it with all your heart,**](#)" in my web site www.jameslau88.com under the Subheading "Work"



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