

How Are You Growing Your Bureaucracy?

EDUCATIONAL REFERENCES

(<http://www.keithsketchley.com/pamearef09.doc>)

The values of a profitable large bank:

<http://knowledge.emory.edu/article.cfm?articleid=969>

“Why Principled Leadership Brings Profit and Pride to BB&T”

(or look for “Philosophy” in <http://www.BBandT.com>|About)

Books on Southwest Airlines, especially one with “Nuts” in the title.

Blue Streak, a book about the founding and promising growth of Jet Blue, including challenges of maintaining the good culture.

(Why have they faltered since then?)

Fortune magazine interview with Herb Kelleher and Jack Welch, January 11, 2001?

Boeing Frontiers February 2007, statement of Boeing IDS executive on the Wedgetail error.

“...not just in words but in actual practice that will give us the early indications that we have issues on programs.” <http://www.boeing.com/news/frontiers/archive/2007/february/cover.pdf>

<http://www.pamea.com> Newsletter Fall 2008, Editor’s POV re leadership.

The Essence of Leadership, Edwin Locke et al

Identifies the traits that have made real leaders successful.

He also writes on goal setting.

No Excuses Management, T.J.Rodgers

Worthwhile for its “no-politics” and “everyone hears the reasons” approaches, from a successful entrepreneur and executive of a high tech business.

Why Businessmen Should Be Honest, by Jaana Woiceshyn and Edwin Locke,
in Journal of Organizational Behaviour, September 1995 , John Wiley & Sons Ltd.
Also available in Why Businessmen Need Philosophy, from ARI Press.
Look for leadership articles by Jaana Woiceshyn in publications
such as the Association of Petroleum Landmen in Alberta.

Business writings of **Stephen Covey**, he of the Seven Habits series and “think win-win” maxim.

Control Your Destiny or Someone Else Will, Noel M. Tichy and Stratford Sherman
(Thick, look for updated 2001 version or later. Recent paperback editions are by
Harper Business.) Has checklists & questionnaires. Provides details of the
struggle to reform GE's bureaucracy and motivate people, with lessons learned.

Out of The Crisis, Edward Deming
Needs a values foundation to be properly understood instead of following blindly.

<http://www.thinkingdirections.com> teaches thinking methods for problem solving.

Avionics News magazine from <http://www.aea.net> often has business advice, usually
oriented to maintenance and installation activities, not perfect but worth reading.

Or a sincere newbie's observations and approach trying to help poor farmers in middle Africa
http://www.apsc.ubc.ca/news-events/newsletters/ingenuity/ingenuity_2008_fall_winter_s.pdf
On the web site listed in the article he says “invest in people” but he sure uses buzz-word
processes (notice the back-sliding phenomenon he observed, showing the need for reinforcement)

Strictly Ballroom, the movie.

Motown 40th Anniversary, TV show with some examples of bureaucracy
but also of passion for work and subtle factors affecting success.

Who Is Your Competition? <http://www.keithsketchley.com/whocomp.doc>

Who Hired This Control Freak? <http://www.keithsketchley.com/control.htm>

Why 9-11 was foreseeable:

http://ourworld.compuserve.com/homepages/sketchley_keith_h/prior.htm

Security Bureaucracies failed to see what should have been obvious given the knowledge available to them – the perpetrators, targets, and methods were predictable.

Bizarre case of someone influencing co-workers to not do a good job, with government potentially getting in the way of firing the individual:

<http://www.timescolonist.com/news/Fish+plant+hook+over+preacher+firing/1154593/story.html>

Bureaucracies effectively teach more subtle reasons to not do a good job.

Sad case of a rule applied rigidly to a situation not envisioned by its authors, who continued to ignore their error.

COURT SAYS PILOT'S MASTECTOMY NOT DISABLING

(<http://www.avweb.com/eletter/archives/avflash/974-full.html#196326>)

(<http://www.timesonline.co.uk/tol/news/world/asia/article2599379.ece>)

"The Strange Odyssey of Yutaka Katayama: The Datsun 510 and the Rise of Japanese Cars in America", http://ateupwithmotor.com/index.php?option=com_content&view=article&id=70 .

Pertinent today as Chrysler, Ford and GM reap the rewards of their poor performance in the 1970s, with the long memories that potential customers have.

(People need to be careful in reading popular advice on management and human resources, or hiring trainers, as much advice is oriented to pop psychology or bureaucratic thinking. Think leadership for human values, not control.)

Keith Sketchley *links added 29 January 2009*