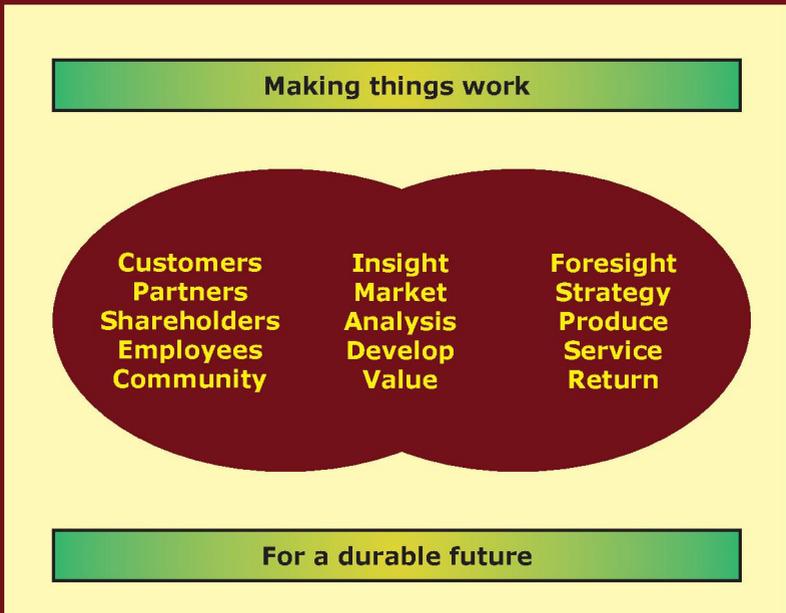


MANAGEMENT PRAGMATICS



Concise management experience and practices
with a haiku flavour
Harry Hauptmeijer

Management Pragmatics

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Challenge the existing to achieve the best

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MANAGEMENT PRAGMATICS

Introduction

Management Pragmatics presents in a concise form the essentials of over 40 years of business experience from junior engineer to president in international companies. Although from the field of industrial automation, the management essentials are applicable to a wide variety of companies as well as selectively to many non-profit organisations. My gratitude goes to colleagues, partners, authorities, press, customers and many others who contributed very much to my development and experience.

Management Pragmatics is more prose than poetry and was written as a hobby to transfer experience at the occasion of my retirement. It is fun to formulate essentials, puzzle and compose haikus. The haikus aim to present food for thought and pondering for both novice and experienced professionals. I wish that you pick up Management Pragmatics now and then, enjoy reading, recognize yourself and find yourself inspired.

Harry Hauptmeijer

1. Safety - the highest priority

All employees should
Return home safely, healthy
And in good spirit

Everybody should
Be concerned with safety and
Alert each other

Safety awareness
Must percolate throughout a
Company's value chain

Safety needs to be
Embedded in processes
With regular checks

We need a culture
Of intervention and to
Develop these skills

Major projects need
The incorporation of
A safety structure

Safety is mainly
Advanced by our attitude
And our behaviour

4. Board of directors

Governs company
By strategic objectives
And key policies

Takes a view on the
Balance of the interests
Of the stakeholders

Ensures a proper
Enterprise system to make
Business decisions

Approves the budgets
And investments compliant
With the objectives

Monitors progress
Reports to internal and
External parties

Evaluates the
Executive performance
And the compliance

Defines the structure,
Appoints officers and cares
For their succession

Stakeholders are e.g. shareholders, employees, customers,
suppliers, creditors, community, etc.

7. Quality

Quality should be
In design, product, service
And in processes

People, money, things,
Need a good equilibrium
No excess, no waste

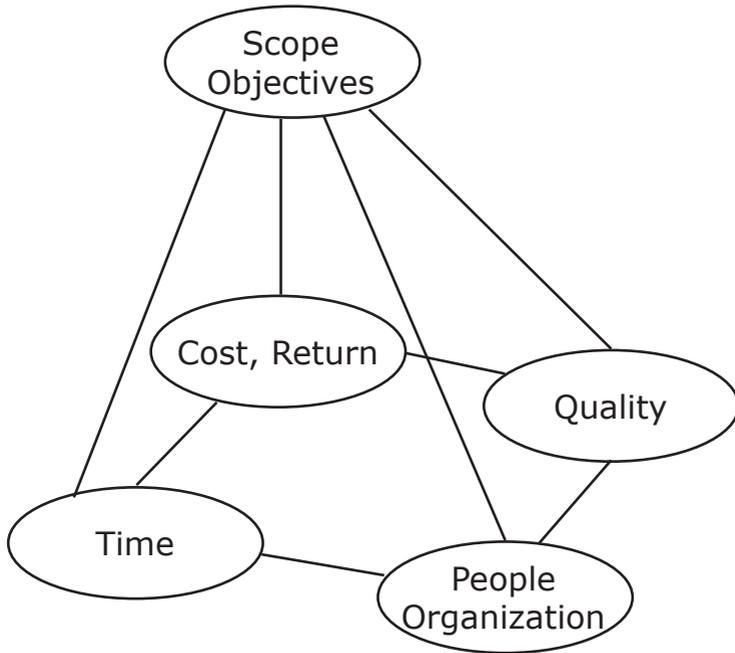
Good people handle
Time, money, resources and
Assets with good care

Focused small changes
Support a sustainable
Improvement process

Is your focus on
Suppression, compensation
Or on prevention?

Each employee is
Responsible for his/her
Service quality

The customer's best
Satisfaction is the sole
Quality standard



Balance requirements and resources at minimum costs and maximum return to achieve the company's or a project's scope and objectives, compliant with time schedule and highest quality.

12. Finance and control

Financial reports
Reflect reality of
A business' progress

A business report
Should be a business photo
And not a cartoon

Good control asks for
Domain understanding and
A swift business grasp

The treasury art
Is underestimated
Cash is always king

Accounts payable
And receivable deserve
The same attention

Currencies influence
Results, security requires
Hedging, no risk

Money is made in
Close loop control; watch risks
Start countermeasures

19. Cultivate and foster talent

Open ambiance,
Provides base to develop
Steep progress and growth

Think outside the box
Initiate and create
Alter paradigms

Open, absorb and learn,
Rise to the occasion
Drive, help and enjoy

An expectation
Is a challenge to exceed
And to innovate

Prepare for teamwork
Connectivity and a
Lifetime of study

Embrace advice and
Mentoring, also when it
May be critical

Push your envelope
Expect always more and touch
The impossible

21. Works council

A social partner
In the real sense as well as
A sparring partner

Timely and early
Involvement is requirement
For fruitful success

Suspicion is the
Most evil emotion to
Conquer and prevent

Politics confuse
Playing games is a nuisance
But sometimes needed

Also informal
Meetings bring positive and
Constructive results

Different unions
Have different requirements
Your people are first

Most important in
Communication is to
Hear what is not said

35. Design

User requirements
Drive systems specifications
And frugal designs

Designs should fulfil
Required specifications
No more and no less

Ample design time
And in-depth quality checks
Are very well spent

Modular designs
Make repeatability
Come true and save costs

Align and design
Interfaces well to make
Integration fast

Designs to budget
Meeting specs and quality
Are cost-effective

Feedback to and from
Sales, customer, production
Improves the design

36. Engineering

Engineering is
To control processes to
Make on-spec products

Continuous or
Batch process, each has its own
Characteristics

Efficient process
Operations show minimum
Interventions

Integrate safety,
Protect people, equipment
And environment

Systems openness
And ubiquitous access
Need security

Reducing waste and
Energy consumption brings
Optimum profits

Enhance solid base
Control with advanced control
And simulations