Managing Professionals?
Don't!

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HOW TO STEP BACK TO GO FORWARD

A CONTINENTAL EUROPEAN PERSPECTIVE

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and

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Introduction

This book is about the art and the science of managing professionals and why it is not all that necessary. However, the few things that are necessary should be done well. Managers must be there only at the right moment, not before and not after. That requires great alertness, good timing and a healthy dose of modesty. If there are many opportunities to score, the chance of getting applause is larger than if there are only a few windows of opportunity to score. This book wants to help managers of professionals with this. We do that with a bit of theory and lots of real-life examples and anecdotes in seven chapters that coincide with the aspects that determine the organization and administration of an organization or department and that represent the managers' working areas: mission and vision (1), strategy (2), structure (3), systems, rules and procedures (4), employees and their knowledge (5), management style (6) and organizational culture (7).

Managers should take care not to make things worse

"You can't improve research quality by organizing better.
Suppose a group of people is capable of performing at a level arbitrarily set at 100. There is nothing you can do organizationally that will make them perform at 110, but there certainly are things that you can do that will make them perform at 90 or 80 or even at 10."
Martin Thomas, Vice President of the Australian Academy of Technological Sciences and Engineering

Who will benefit from this book?

Generally larger organizations or parts thereof and networks with predominantly professionals, like broadcasting, multimedia, newspaper and magazine publishers, hospitals, and other organizations in the

health care sector, R&D departments and laboratories, high tech enterprises, electronics and automotive companies, research institutes, universities, and other educational and training centers, architects, automation and organization consultancies and design firms, IT and telecommunications companies, accounting firms, law firms and tax consultancies, orchestras, theater groups, the film, entertainment and other creative industries, cultural organizations, ministries, state administrations and city councils, police, fire departments, and other security organizations, lobby groups and many more.

This book is not relevant for:

- small organizations like high tech start-ups and start-ups in the creative industry;
- sports organizations where it is all about power and hierarchy;
- organizations where the production factor of physical labor is dominant, such as in hotels, bars and restaurants, fishery, agriculture, and construction, as well as slaughter houses, carpentries and cleaning firms;
- routinely working organizations like licensing firms, supermarkets and other shops, highway rest areas, front offices, banks, call centers, security firms, etc.

Working in the Rhineland tradition

In this book, we will talk a lot about the so-called *Rhineland Way*. The Rhineland Way was French philosopher Michel Albert's proposed answer to the Anglo-American style of market capitalism that spread across the globe after the demise of Communism in the early 1990s. "The Rhineland work culture is directed at the professional content of the activities and the achievement of a social consensus between employers, employees, and financers" (Albert, 1991).

Today, in the wake of recent scandals and the crisis in the banking industry, this alternative is more viable – and more needed – than ever before. The Rhineland Way is a Continental European style of leadership and organization. It is based on principles instead of rules, proclaims to trust the skilled craftsman and to focus on primary processes.

For Rhineland leaders, long-term continuity is more important than short-term profits, and their love of the profession of the workers and the products they make is greater than their love of money and power.

An organization should not be just a money-making machine, but a place where skilled workers enjoy the beauty of craftsmanship to satisfy their customers.

The Rhineland work culture

In the Rhineland tradition, managerial authority is awarded based on ability and is more a bottom-up than a top-down process. The origins of this process can be found in the guild system that functioned in the late Middle Ages. The guilds at that time made a distinction between three levels of ability: pupil, companion/apprentice (trainee), and master. The latter had shown that he was an accomplished craftsman by making his masterpiece. The test of ability was held in front of all the qualified masters; it was an early example of what we now call peer review. The title of Master earned someone the right to distribute the large amount of work required for complicated products among the trainees and to assess the quality of the work they produced. Even today, the line manager in Rhineland organizations is a professional who spends part of his time working in a primary process and who has been asked to undertake certain management tasks because he, compared to his colleagues, has an above-average level of social and communication skills. The Anglo-American first-line supervisor is more a "hands-off" knowledge broker than a knowledge worker and is selected because of his MBA-like abilities, one of the most important of which is deciding on quantitative measures (spreadsheet management).

Companies in the New World concentrate on satisfying shareholders and therefore on short-term profits. This short-term orientation goes at the expense of R&D and investments to reach state-of-the art competences of personnel. Organizations that work according to the Rhineland model concentrate on satisfied customers *and* satisfied employees *and* satisfied shareholders and are thus more concerned with long-term continuity. Partly because of this, the social differences are smaller and there is, on the whole, relatively more attention given to schooling and practical training (see, for example, the German apprenticeship model that is open to everybody and is funded by corporate life).

The Anglo-American Business Model	The Rhineland Work Culture
Minimum government intervention	Social consensus between employers, employees and financiers
Directed at short-term profit (shareholder value)	Directed at long-term continuity (satisfied customers, employees and shareholders)
Role model is the entrepreneurial, successful, heroic CEO	Belief in the strength of the collective
The organization is a money-making machine	Organization is a necessary evil for the realization of complex products
Power and command & control are important	Craftsmanship is important
Professional ability is the responsibility of the employee	Professional ability is the responsibility of the employee and the company
Focus on engineering and manufacturing processes; more technology-driven	Focus on innovation; more science-driven
The manager is an MBA because managing is a trade; the one who is the boss decides	The manager is an actively involved foreman; managing is not a trade; the one who knows decides
Management appointments are top-down; support is bottom-up	Management appointments are middle-up-down; support is derived from the primary process
Managerial language is made up of abstract and catchy jargon	Management language deals with products and the actual processes on the floor
Public image: adventurous, exciting, passionate and attractive to the media	Public image: careful, thoughtful, virtuous and dull
Danger: bureaucratic rigidity through a vast number of rules, procedures and lawyers	Danger: anarchy and the organization as a playground due to an excess of artistry

Finally and for clarity, the following lists choices and assumptions that were made in writing this book:

- Professionals include so-called *knowledge workers*: those professionals that have an academic degree for whom the production factor knowledge in their brain is more important than their ability to do physical labor. Having said that, for the sake of variation we use the terms "knowledge workers" and "professionals" as synonyms, except when the context requires a specific distinction.
- Strategy refers to standard strategy in its broadest sense, covering mission (why) + vision (where to) + objective (what) + strategy in a strict sense (how). In case of an action plan to achieve predetermined goals, we use the word strategy in its strict sense.
- And finally: we have not made the distinction between he and she. Where it says he you can read she and vice versa.

How to manage professionals

This book is about the art and knowledge of managing professionals and why that is not strictly necessary. However, the few things that are necessary must be done well. Managers are only required to be there at the precise moment, not earlier and not later. That demands great alertness, good timing and considerable discretion. If you have many scoring chances, the chance of applause is greater than when you have only a few windows of opportunity. This book helps managers solve this difficult task by using a touch of theory combined with numerous real-life examples, cases and anecdotes in seven parts. These parts correspond to the seven characteristics that determine the structure and control of an organization or department and hence represent managers' work areas: mission and vision (1), strategy (2), structure (3), systems, rules and procedures (4), employees and their knowledge (5), its own management style (6) and organizational culture (7).

The main recommendations are given in the imperative voice since exaggeration tends to help when making clarifications.

1 MISSION AND VISION

Improve the balance: More collective ambition, fewer rules and procedures

The message for knowledge-intensive organizations:

The bad news:
Professionals are impossible to manage by imposing rules and procedures or by information systems (Mintzberg, 1979)

The good news:
The energy level of professionals is a function of their potential to identify with the "values" or higher goals of the organization

The result of both is known as mission or **collective ambition**.

First the "bad news." "Old hat," you might say, based on research from way back in 1979, when Henry Mintzberg first formulated this so clearly that subsequently everyone suddenly saw how true this was – so honor to whom honor is due. Numerous studies have since led to variations on the same conclusion for a variety of occupational groups (policy officers, lawyers, engineers) and for a variety of types of organizations (hospitals, R&D laboratories, ministries). And it is bad news because the top three instruments which management uses to keep personnel in check are still: **rules, procedures and information systems**. Maybe you think: "It's time to stop all this nonsense. I will prove Mintzberg's theory wrong at my company, thank you very much!" Well, good luck to you. But don't expect a good time.

Professionals, however, do not really think it is such "bad news." That is why "bad news" is put in quotation marks. Mintzberg is, among laymen, the best-known organization scientist, for the very reason of the research cited here. If the manager of a law practice says

enthusiastically: "We have designed a new digital form to register certain variables online," there is a very good chance that the professionals will say: "Haven't you read Mintzberg? It won't work here!" That's how they misuse our old friend!

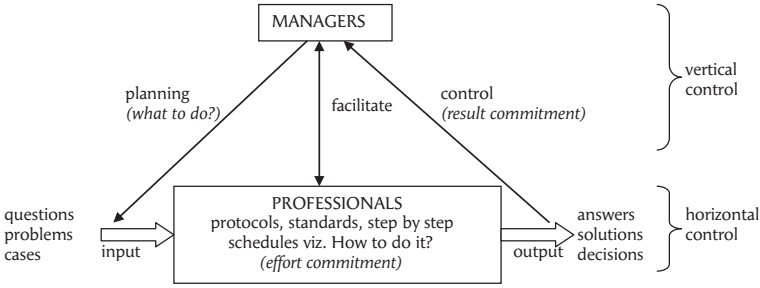
Despite setting up self-regulating teams, result-accountable units, internal entrepreneurship, empowerment and the like, organizations are still overloaded with rules and procedures. The question is what for? Whatever it is, it is not good for the innovation of products, services and processes and it frustrates entrepreneurship. Rules and procedures limit the freedom of action, force unknown problems into the straight jacket of existing solutions and oppose exceptions and changes.

Is a more anarchy-tainted management style an alternative? Probably not. Obviously, the challenge is to create a balance between anarchy and planning & control.

The professionals' irritation is not so much caused by "horizontal rules." These include security procedures and trade-disciplinary standards, directives, step-by-step plans and protocols. The stuff engineers, educators and doctors use internally when exercising their profession. The real trouble is caused by "vertical rules." Rules and procedures used by management in trying to plan and control professional work processes. The "vertical rules" support the strategic autonomy (*what* to do) and the resultant accountability of management. The "horizontal rules" influence the professional autonomy (*how* to do it) and the nature and the scope of the effort and commitment of the professional. Given this, and depending on the expertise and attitude of the professional, it is possible that such interference can be experienced either as supportive or as obstructive.

> *"The reason your workers follow you is not because you're providing some mysterious leadership. It's because you're following them ..."*
>
> Lee Iacocca talking about his work at Chrysler.

Horizontal and vertical control



These two systems of control can easily come into conflict with each other. This happens most of all where they come into closest contact with each other: in the workplace. It is not so much the tension between strategic (*what*) and professional (*how*) autonomy which causes problems; it is the relative incompatibility of management's commitment to results and professionals' commitment to effort.

Obliging professionals to produce results in the hope of avoiding conflicts between vertical and horizontal control is no solution. That is simply self-deception because it is impossible to see from the results of work whether a professional has done his job properly. A judge cannot guarantee that a convict who has served out his sentence will not offend again; a management consultant cannot promise a company that it will make more profit after setting up a shared service center, and a cured patient can get sick again next week.

It is my impression that, as a result of the increasing appetite for control – for the dominant paradigm of management is still: planning & control – professionals protest less and less against all those rules and procedures and simply go along with them. They have discovered that "being against things" costs more energy than simply cheating the system. That behavior was once referred to in a large engineering department where I worked as "collaborative opposition."

Subversion starts innocently enough with the application of the DELLE principle, invented by the over-organized Germans. It is an acronym for *Durch Einfach Liegen Lassen, Erledigen* which means "to solve something by just leaving it alone." And indeed, most of the

forms received in the mail can be deleted, without anyone ever noticing their absence.

BOHICA is an acronym of a similar type. It is most frequently used when a newly appointed manager dreams up an idea for enforcing greater control – an idea also dreamed up by his three predecessors and which, each of those three times, proved a total failure. Professionals advise each other to adopt the BOHICA attitude: Bend Over, Here It Comes Again.

Stimulated by the time gains achieved through such relatively innocent practices, people set in motion more severe forms of "cheating." I will mention a few real-life examples; the names have been changed to protect the ...

Much ado at Casey Labs

"I agree with your observation that it is difficult, if not impossible, to manage professionals by imposing rules and procedures," nodded sector director C. Marino of Casey Labs in agreement.

"Even worse," he continued, "they are no longer even against things, because being against things costs more time than simply playing along with the game. To give an example: each year the group leaders – and this applies to all sectors within the lab – must present a group plan in which they indicate, with clear arguments, what they are planning to do in the coming year. Such a group plan must satisfy a number of clearly defined conditions and forms the basis for the allocation of the group's budget. Mind you, you shouldn't read too much into this because more than 70% of that budget consists of personnel costs and obviously the people are there already, so there's not a lot still to be decided based on the group plan. Most group leaders find drawing up the plan a rather useless and annoying task. What's more, it has to be accurate because it contains a number of interrelated functions such as projects versus capacities and so on, and these must be correct. Recently I found out, purely by accident, that one of my group leaders had delegated this task to a junior colleague who had just joined the company and had some spare time on his hands. He had given him the group plan for the current year plus a copy of the traditional autumn address by the general director for research. He always listed 10 key focus points for the coming period and the junior colleague was told to more or less copy the current plan and, if the opportunity presented itself, incorporate some of those key points. Not all ten, of course – that would attract suspicion – but say six or seven. He could send the "new" plan directly "upstairs" – the group leader did not need to see it – because there was "staff" up there who would do all sorts of things with

the plan, the group leader had told his bright-eyed junior: calculating, comparing with other group plans, tray-in-tray-out, put the data in Excel and make pie-charts from it. In any case they wouldn't hear anything for the coming six months, and that didn't matter because they all knew what they were doing. So you see, Mr. Weggeman, that's the way things happen here."

Marino looked out of the window, his hands in his pockets, gazed up at the ceiling, then to the points of his Italian shoes and said, while balancing on his heels: "In a way, I can understand the guys. Some years back we had just one single department number for all the different research sectors: 860.41, and in the Scientific Executive Board meeting there was only one real criterion: there is always money for a good project. Now that we have started with separate budgets for each group, I sometimes wonder whether that criterion still applies."

"Naturally, when I found out about this, I confronted the group leader in question. I told him: 'If you don't think those group plans are worth very much, you should tell me to my face – and then we can discuss it together.' His answer was: 'Well, I knew that you would say that I had a point because my group didn't really need it at all but that there are a lot of other groups around that really need to make such a plan and that you cannot make exceptions because that sets a precedent – by the way, I've never really understood that; I'll just keep on setting precedents, so in the end there won't be any more precedents – and in the end I'll still have to do it. So let's save each other the bother of that discussion. You'll get your group plan, but please don't expect me to put my best people on it. We all know exactly what is expected of us. We don't need a group plan to tell us that. But you've got a complete collection of support staff upstairs and they need data to process, otherwise they have nothing to do. So you'll get my data, but it serves no purpose whatsoever in the group.' And then he subtly mentioned Parkinson's Law: $W_s = f(T_w)$: support staff work is a linear function of the time which is available for that work. So you see, professor, managing is not a walk in the park."

Parkinson's Law is still extremely topical

Staff is: management support, HR, IT, finances, administration, legal, communication, services, etc.

A 2006 Berenschot management consultancy study into the effects of a large versus a small workforce showed that:

- Public organizations (such as local authorities, care foundations, or schools) with relatively a large support staff do not deliver a better quality product than organizations with small overheads; they are just more expensive.

- Difficulties can arise with both an extremely large and an extremely small workforce.
- In situations where the workforce is extremely small, the mood of the day prevails and fire fighting is rife.
- In situations where the workforce is extremely large, we see "lots of bureaucracy, an excess of control, interference, an excess of new policy and a constant start-up of new developments."

... but no request was made!

The supervisor of a group of biologists once told me about a recent experience he had had with the bureaucracy at his institute. "You see," he said, "we sit here in an old but attractive building with windows that you can open by sliding them up and down. Due to wear and tear, the frames are not always parallel which means that, depending on the temperature, we cannot always open or close the windows. The incident occurred last February during a rain storm. For some reason, the windows of the computer room on the third floor had been opened that morning and we could not close them. As a result the wind blew the rain in and much of our expensive equipment got wet. In the old days, you simply called maintenance and they would come and close the windows. Not anymore; we've had consultants here and we now have Facilities Management, and that works completely differently. I immediately called their "front desk" – another invention – and told them about our problem and asked if they could come and fix it. "We can't do that," they said, "because no request form has been issued." "Yes," I said, thinking I had a valid point, "but the rain's falling on the computers." "Then you'd better put some plastic over it, because no request form has been filed and unless you file one, our hands are tied. We can't react to each telephone call just like that. That would be crazy. That is why we introduced these new procedures with form pads."

We started hunting around for the form pad and finally found one in a bottom drawer somewhere and quickly filled one out and then they came. The next day I arranged for a meeting with all department heads and told them the story. "This will never happen again," we decided. We ordered a few more pads and filled them all out with every conceivable thing that could go wrong including tsunamis and meteor hits. We took them to the Facilities Management with a grin on our faces. "Now things are just like they were before," we explained to them. "Whenever something happens we phone you and say: 'Can you come, the form has been filled out and all you have to do is fill in the date.' After that we had no more problems. When in need you simply help one another, don't you?"

Long live the random generator

After submitting and resubmitting, clarifying, defending and again submitting numerous letters, a research consortium finally succeeded in securing an externally financed European Union project that provided work for three years. They were prepared to jump through all the necessary bureaucratic hoops because they were intrinsically motivated by the complexity of the project. But the celebrations soon gave way to the hangover; all project teams concerned had to log their time in units of 6 minutes. Here again Parkinson's Law applies. The subsidizing organization had so many administrative staff, accountants, auditors (actually accountants checking the other accountants) that they needed an enormous amount of data to keep them busy. "Time logging in units of 6 minutes for a project that lasts three years? That implies a huge loss of time! [They had, of course, forgotten to include the time for filling in the forms in the project application.] So of course we're not going to do that," said the researchers. And so they first invested in writing a computer program that would produce fake but credible timesheets. At the start of the project each project member had to provide some personal information (sub-projects he/she was working on, his/her allocation factors in the project, the most likely holiday periods and days off, whether you were an early starter and an early leaver, or the other way around, someone who took long lunches, etc) and then the random generator took care of the rest. One day you went to lunch at half past twelve, the next at five to twelve. One day you left at a quarter past four and the next day you worked until seven. The program processed things in such a way that at the end of the month the accumulated time logging data was just slightly higher than the figure allowed for by the subsidizing organization, based on all their other projects. Every four weeks the project members received four completed week forms from the server with the request to check whether the data was "realistic." If that was not the case for certain items you could make corrections online and in real-time and a new printout was made. After that you signed off four times and you're good to go! Most of the time, all the data was fine. What's more, you could, if you wanted, request a time sheet from the system for the third week in October next year.

Of course, the bureaucrats were fooled, but that was not the aim of the exercise. It was meant to provide maximum time for and focus on the execution of the project for which all researchers were highly motivated. The other day I met one of them and she told me enthusiastically that they had sold the time logging program to another organization that had run into the same problem!

And so we see that it is mainly these "vertical thermometers" that bother the professionals and which management prods and pokes

top-down into the primary processes with an increasing appetite and with ever increasing frequency.

The dominant management paradigm: planning & control using vertical rules and procedures

- Procedures for filling out balanced score cards
- Time writing systems
- Presence and absence recordings
- Directives for maintaining holiday cards
- Department budgets and associated release procedures
- Budget realization overview and final calculations
- Obligatory group plans
- Progress report directives
- Subject lists, criteria and forms for functional assessments
- Travel application forms
- Travel claim procedures
- Purchase orders and justification directives
- Rules for visiting conferences, symposia, seminars
- Regulations for receiving and accompanying visitors
- Directives for speaking with the press
- Key procedures
- Signing powers
- Parking (space) regulations
- Ergonomic guidelines and report regulations
- Payroll systems with indications of how they are applied
- Standard figures for the number of books on order and the number of copies, for ink cartridges per full-time equivalent and for printers per square meter
- Standards for the number of secretaries, caterers, etc. per full-time equivalent
- Standards for the number of plant pots, coffee machines and windows per square meter of office space.
- Obligatory template for letters, faxes, reports, slides
- Quality directives, audit commissions, and ISO 9000-circuses
- Procedures for the "emptying of the head" into databases
- Tasks and job descriptions
- Christmas card sending procedures
- Report procedures for this and that
- Customer relationship management directives ("A customer with an annual turnover > $250,000 should, on her or his birthday, be sent a birthday card from the set of approved birthday cards available from Corporate Communications. It is recommended that the message on the card not deviate too much from what is commonly used on such

an occasion. One could think of things such as: 'Warm congratulations on your birthday', or 'Our congratulations and we wish you a pleasant day', or ...").

The incomprehension for this type of frequently infantile bureaucratic "nothingness" can sometimes express itself in extraordinary forms. Recently, I heard a technician say: "We have no budget for this, so it doesn't matter what it costs."

The proliferation of these vertical thermometers is stimulated by the increasing possibilities of IT, pushy consultants or worse still, a combination of both ...

What manager worth his salt can come to his Rotary Club or Lions club without a "management cockpit?" Never before have there been so many cables laid underground, so many antennas put on the roofs, or cameras hung on the walls of our companies. For this reason – with all those sensors – it does not matter anymore where the Corporate HQ is, as long as the manager has his dashboard. Where does this come from? What is the driver? Is it the insecurity of the manager that has not reached the top by climbing up through the ranks and therefore cannot appreciate the intricacies of the business he is in? Has the process become so complex that one man cannot oversee it without the help of these gadgets? Whatever it may be, it happens.

Support comes from an unexpected corner. Thomas Davenport at IBM warns: "Be careful; these systems are less suitable for knowledge professionals. Information technology often makes new process designs possible in operational and administrative areas. The abstract and unstructured inputs to and outputs from knowledge work processes, however, make the application of this technology more difficult. As work becomes more knowledge intensive, rapid manipulation of data across distances has less impact; 'richer,' more face-to-face communications are more important. Technology can support knowledge work processes, but it must be implemented with sensitivity to the nature of the work and its practitioners."

But no one listens, the manager wants or needs his gadget and thus the building of control rooms (in some organizations they even call it the "war room") continues unperturbed. Ideally, a typical "management cockpit" would look as follows: an oval office with at least

two rows of monitors showing – in real-time – a balanced scorecard, the share price, production and stock levels, pictures of the shop floor, pictures of meetings-in-progress, where the manager can intervene if things are in danger of moving in the wrong direction (Major Tom to Ground Control), etc. Tom himself sits in his high-tech chair (in which he is able to make long hours) at a moon shaped desk facing the monitors. Sometimes the chair is mounted on a rail so that with one sweep he can slide from one monitor to the next. On his desk are a few remote controls and on his head a headset with microphone.

This description is taken from a visit to a college friend who had become CTO of a listed company. During my (MW) visit he described in great detail his recently "acquired" Control Room, and when I did not quite share his enthusiasm he probably thought that I did not understand so he invited me into his cockpit. After he had demonstrated everything I asked him: "You showed me how you checked what was happening on the shop floor of Hall 4. But perhaps the guys have burned a DVD showing them working hard. They may have put that film on a screen in front of the camera and now they're off playing cards." I was his guest and so I did not want to appear too assertive. "That's possible," said Tom, slightly irritated, "but I don't think so." Since he still didn't seem to understand what I was getting at I pushed a bit further: "You've just bought a new house. Why don't you put the whole shooting match in the living room, that way you wouldn't need to commute to the office anymore?" He apparently found that a better question and there was a moment's silence. Then he said with a smile that he liked "coming home," eager to know what his partner had prepared for dinner; the dog jumping up at him. If you were home all day you would be part of the preparation, which would take away most of the surprise. "Aha, that's what you mean," he said, after the penny had dropped, "whether I interact with workers on the floor?" "Exactly!" I said, and Tom answered that that was rarely the case nowadays because thanks to modern IT that was no longer necessary. "But you're right. Now that you ask me, I really do miss the direct contact with the professionals in the workplace. I think I'll ask my secretary to plan an MBWA (Management By Wandering Around) each Friday from 3 pm onwards."

It will never be the same again between Tom and me. For that he had already taken too high a dose of that MBA stuff.

Another good example is this one:

Lee Iacocca complained about his time with Ford under Henry Ford II, when workforce and management saw each other only every three years when it was time to negotiate a new contract. "And every three years you'd walk into the room with a chip on your shoulder. You wouldn't know the guy and you'd immediately think: I don't like him, he's the enemy. It's like meeting at a bridge and trading spies. You hate the other side, even though the exchange is a good thing."

When at Chrysler as CEO he had learned:

"People that visit my office at Chrysler are often surprised that I do not have a computer terminal on my desk. Maybe they forget that everything that comes out of a computer, someone has to put in. The biggest problem facing American business today is that most managers have too much information. It dazzles them and they don't know what to do with it. The key to success is not information. It's people. The best way to develop ideas is through interaction with fellow managers. This brings us back to the importance of teamwork and interpersonal skills. The chemistry among people sitting together can be incredible and it has been a big part of my success."

In other words, de-bureaucratization is more necessary than ever. If only to create space for the ever-continuing stream of IT-facilitating gadgets, some of which, by directive of the proper authority, will inevitably, unavoidably have to be implemented. That way the number of vertical thermometers may be kept constant. It gives little conciliation, but without continued de-bureaucratization, the amount of thermometers could easily and unnoticeably increase to more than 120% of what the situation was before. Reality is that at all levels new rules are introduced without removing the old ones.

Let us name four (just four) bureaucratization rules of thumb:

1. Does an organization have a planning system without an associated progress-signaling system? If so, that system can be removed!
2. Is there a progress-signaling system without a related planning system? If so, that progress-signaling system can be removed!
3. Are there planning systems that gather data at a different data ag-