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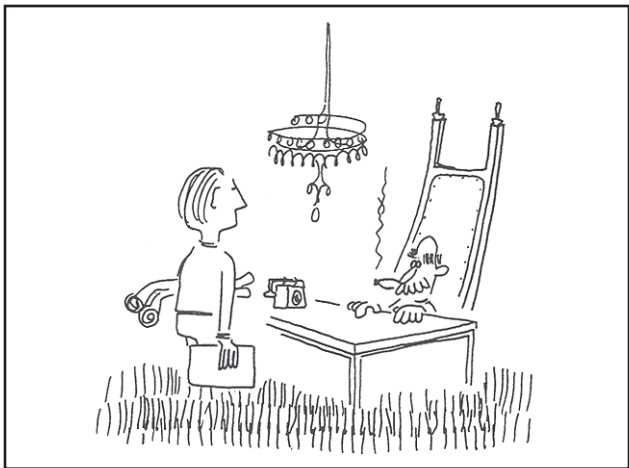
Chairman Emeritus  
CH2M HILL  
Consulting Engineers  
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*cover caricature by Bill Shrader  
cartoons by Bob Wehmert*

## 1. GENERAL THOUGHTS

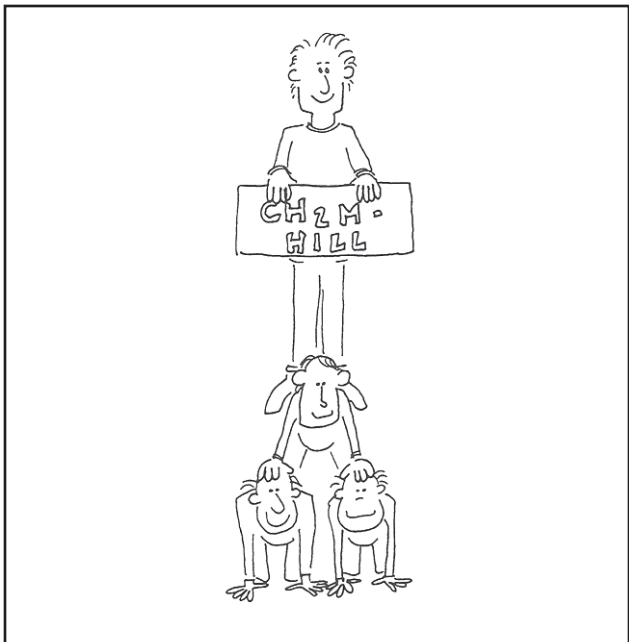


- A. A good test to determine if a contemplated action is ethical is to ask, "Would I want to see it in the headlines tomorrow morning?"



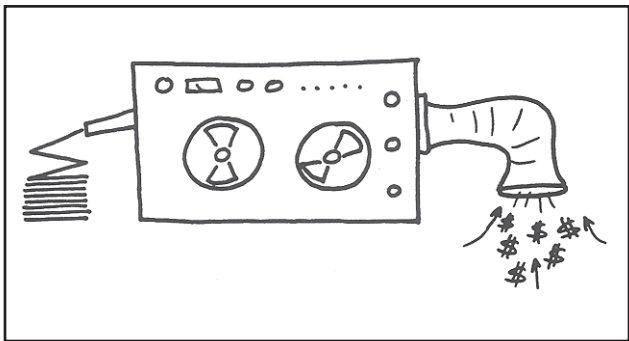
- B. Avoid position perks such as parking spaces reserved for individuals, thick rugs, swivel thrones, and oversized offices. Smaller offices and more conference rooms provide better use of space.
- C. Excessive perks trap the receiver. Conscientious perk receivers knock themselves out to justify the perks and the others let them do it feeling that, “With all those perks, he/she ought to knock himself/herself out.”
- D. The one-page memo is the most effective form of written communication. The number of memos set aside and lost increases as the square of the number of pages.

- E. The 5-minute speech will win over the longer variety. Few points are made or souls saved after the first 5 minutes of a monologue.



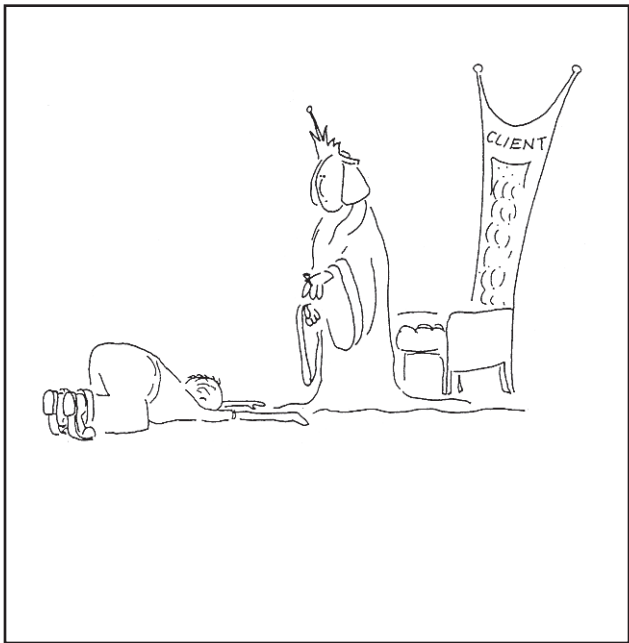
- F. Let's everybody be generous. It is especially important that those at or near the top of the heap be willing to spread the returns in dollars and recognition around. The gymnast on top is dependent on all those solid people who support him.

- G. Every meeting should have an agenda and a time schedule.
- H. Work is enjoyable when one is doing a good job.



- I. Approve computerization only if it will be beneficial at twice the estimated cost or if bankruptcy can be avoided when the cost runs five times the estimate.
- J. The quality of our services is of paramount importance. We must do a much better job than our competition in solving clients' problems if we are to succeed.
- K. There is a fine line between failure and success both in getting a project and doing a project. Little things like getting the report in a day early, taking special care to keep the client informed, and going back once more on our own time to check on something or with somebody can be the critical ingredients.

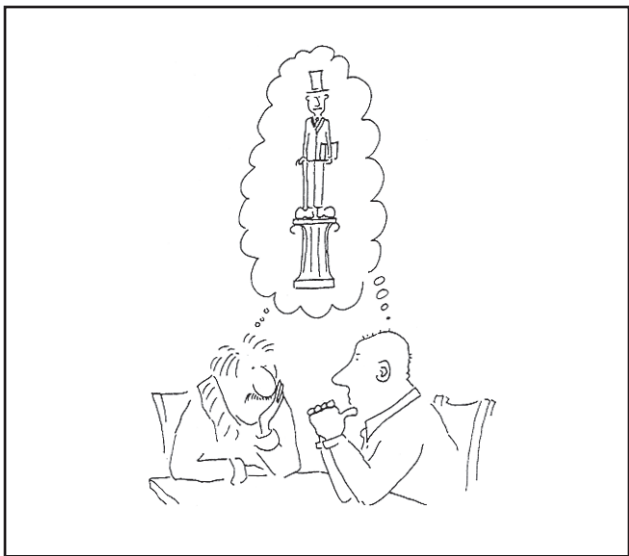
- L. Let us be flamboyant when it comes to dreaming and thinking; conservative in our personal habits while doing interesting, innovative things inside and outside the firm.



- M. The client is king ... or queen. Each one is important. An extra phone call or meeting him/her at the airport are the kinds of things which, in addition to outstanding work in their behalf, can keep clients in our camp.

## 2. PEOPLE IDEAS

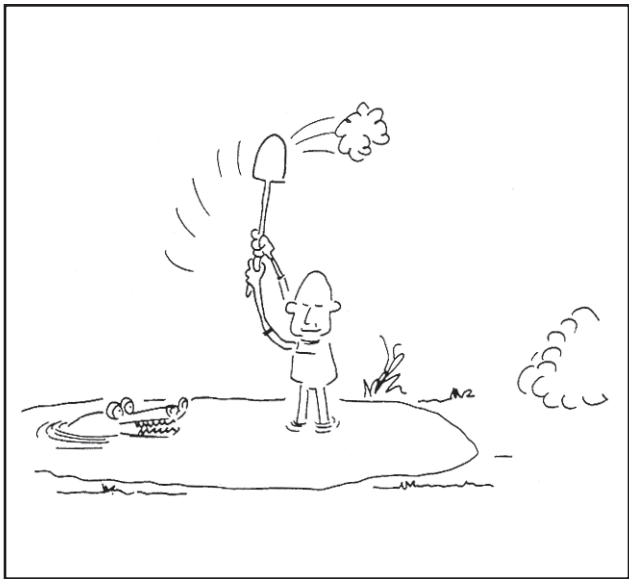
- A. Integrity is the all-important prerequisite to employment. The person must be honest with himself and others or we have no foundation on which to build.



- B. There is strong statistical evidence that the staff's perception of its leaders is a major factor in motivating and holding strong people. Even though many may never have met the top people, if their perception is that the leaders are honest, intelligent humans working like mad to advance the company and those in it, the rank and file will respond in kind.

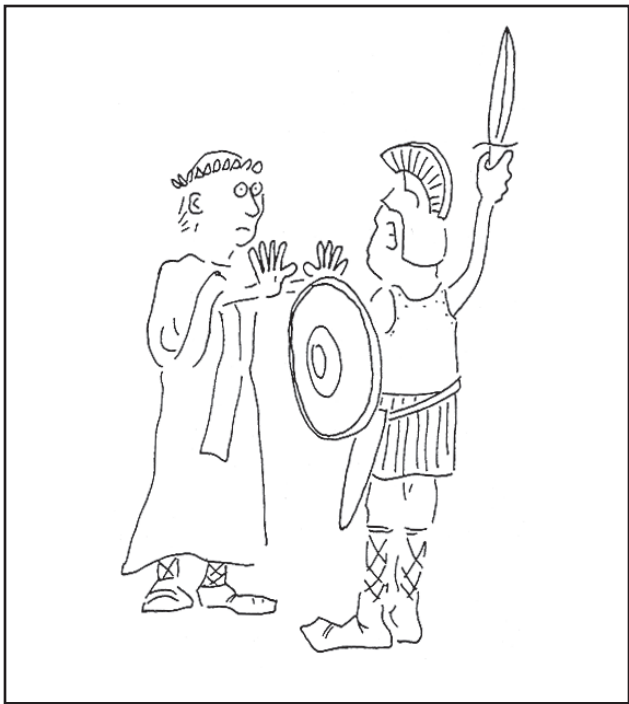


- C. Go to the other person, particularly when you carry bad news. The person is more at ease in his own surroundings and you have better control of the length of the conversation.



- D. The person closest to the action has the best chance of making the right decision — if the person is properly informed of the firmwide implications.

- E. A feeling of unity throughout the firm is extremely important. Yet we must give each unit (office, department, etc.) independence to innovate and fully apply their talents.
- F. Admit your own mistakes openly and in good humor. Everybody will feel better!
- G. We are large enough to be able to employ more than one person from a family, but, like the plague, avoid one working for the other.
- H. A strong aspect of leadership is example. This is strikingly evident in regard to morning punctuality.
- I. There are all sorts of benefits from building from within. We need to be interested in pleasant people of unimpeachable character and strong capabilities wherever we can find them. However, we have long established that great success can be obtained through bringing in bright, young people, giving them challenging work, and encouraging them to expand their capabilities with the help of a good coach.
- J. Coaching people at all levels is of utmost importance.



- K. Respect should follow those who voluntarily move down or sideways on the organization chart. One reason so many kings and emperors met violent death is that their jobs were for life, thus the only way to get a change at the top was to eliminate the top man.

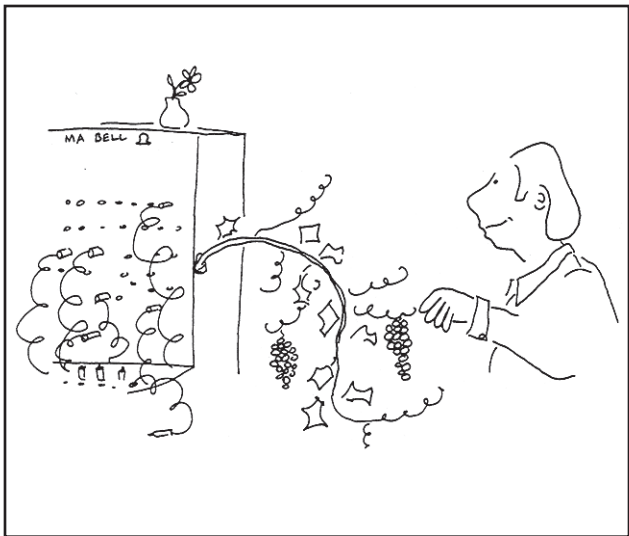


- L. Rules are for everyone.
- M. There is a fine line between a genius and a nut. Which side of the line a person comes down on, can depend on the coaching received from the group leader and the quality of the peer support.
- N. Supervisors so often say, "I want you to do this" or "I want you to do that." Better to say, "It will work best if you do this" or "To conform to the firm's policies, please do that." We do things because it is good for the company, not because of an individual's desires.

### **3. ABOUT THE ORGANIZATION**

- A. No matter what the organizational structure, if the people in it want it to work, it will.
- B. One-on-one assignments result in waste of human resources. It is much better to assign an identifiable part of your job to another to carry out. If both responsibility and authority go with the assignment, the resulting independent action will foster ingenious execution and stretching of the assignee's abilities.
- C. Administrative help is important to both project and nonproject people. However, private secretaries, as generally used, are expensive and insulate their bosses from both the people working with them and the clients ... neither desirable ends.
- D. Ours is a very fluid activity; one of constantly building and dispersing teams all over the world. For people to feel comfortable and to be efficient, all this activity needs to go on within a well-established and relatively unchanging organizational framework.
- E. The organization must be communicated to all who are even remotely involved. The structure does not have to be identical for similar units as no two units can be the same. Each is made up of different people and no two people are alike.

- F. The “grapevine” is a fast, all-reaching communication system. It can work for the company when there is a strong, highly ethical, and open management style.



- G. There is no more important work in the firm than project management. If all the general management people quit for a month, the firm would be hurt but could survive. If all the project managers did the same, we would be out of business.

## 4. BONUSES



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

**CH2MHILL**



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