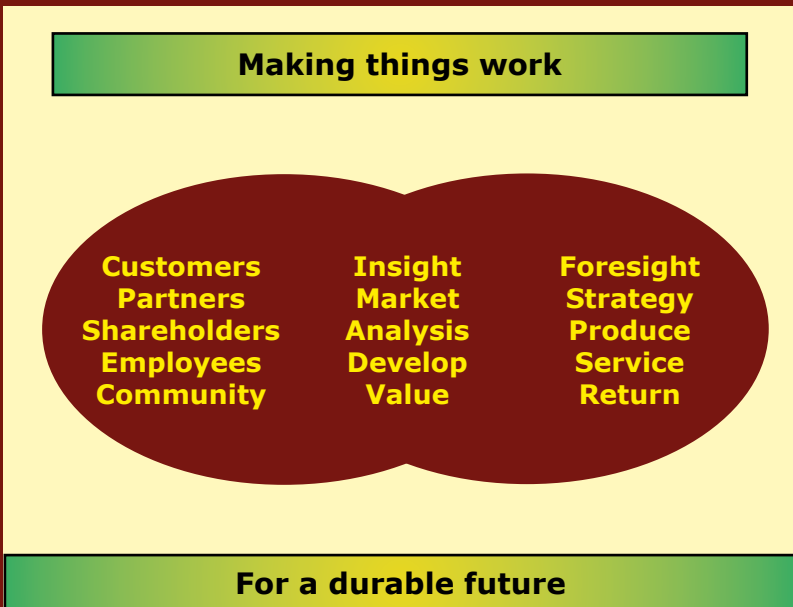


# MANAGEMENT PRAGMATICS



Concise management experience and practices  
presented with a haiku flavour

Harry Hauptmeijer

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Concise management experience and practices  
with a haiku flavour

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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

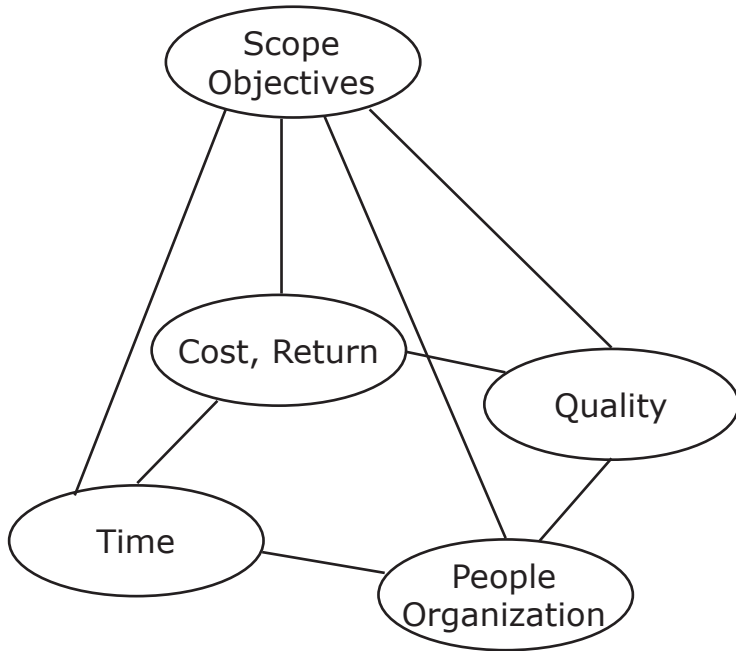
Focused small changes  
Support a sustainable  
Improvement process

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.

## 9. Executive management

Deploy resources  
Economically to  
Reach set objectives

See, sense, know and act  
Gather facts and grasp climate  
Take care of people

Manage the working  
Capital with persistence  
Challenge and support

Listen, ask, digest,  
Understand, share and keep pace,  
Direction and goal

Delegate freely  
To whom you trust and who you  
Entrust fair powers

Be agile and swift  
Timing is of the essence  
Adapt if needed

Project and process  
Reward and celebrate  
Enjoy and carry on

## 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