

WHAT DOES AN EXECUTIVE DO?

Some anonymous and tormented business executive once asked himself the above question and then sat down to write the following definition:

A business executive really has nothing to do, except . . .

1) Decide what has to be done; explain to someone why it has to be done; tell someone to do it; listen to reasons why it cannot be done, why it should be done by someone else, or at some other time.

2) Follow up and see if the thing has been done; discover that it has not been done; listen to excuses from the people who should have done it; and think up logical arguments to overcome the excuses.

3) Follow up a second time and discover that it has been done, but done incorrectly.

4) Reflect that it has taken two weeks to get something done wrong when in twenty minutes he could have done it right by himself. And to realize that such an idea would be demoralizing to his subordinates because it strikes at the very heart of their belief that an executive really has nothing important to do.

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