

## INTERNAL MANAGEMENT

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It's funny, folks tend to espouse philosophies that are consistent with their current world state. My manger, for instance, is currently learning to think like a salesman.

The point is that the focus of *management* is internal. Thus, employee benefit is maximized. This returns happiness and productivity to the company, and INDIRECTLY to the client. The focus of *sales and promotion* is to get the money so that employees can play (yes, play). By providing this grace, promotional personnel make fundamental contributions to the wellbeing of the corporation, and justifiably earn their higher salaries. I would hope that those who choose sales find it as pleasurable a form of play as those who choose technical creativity. By confusing sales motivation with management motivation, my manager condemns us all to the service of others for money. ("I'll let you suck my mind out for a c-bill.")

There's a bit of teaching wisdom: kids learn when they can interact with a rich environment. The teacher's job is to structure a rich, interactive environment, not to force particular experiences.

Analogously, the manager's job is to construct and buffer, not to direct. The idea is to mutually construct a pleasurable environment for us all. Such a joint effort is multi-faceted. Our upper-management, for instance, are excellent at getting the money. The technical staff is excellent at making up the solutions. The problem is that management forgets that it is a *service* to the corporate body, losing its humility. The technical staff (remembering the source of this communication) has forgotten that it too is responsible for the corporate environment, abandoning its authority to manage.

My manager is one of the most successful people at the company in structuring his environment according to his preferences. He shares this protection with his staff, as a good manager would. His comments are correct, but are somewhat sterile in what I would call attitude. Yes we negotiate and compromise. Yes we must match our abilities and preferences against the clients needs. The client-company interaction is also one of negotiation and mutual constructive benefit. But it is foolish to believe that we must sell our talents and our time for only wages. We are all too talented and too much in demand by the culture to be satisfied with a headache and a check. This company has an excellent beginning: now we address how to grow. From the strong foundations forged by the founding fathers, we have have the opportunity to build our paradise. Or we can pretend to forget our purpose for doing this.