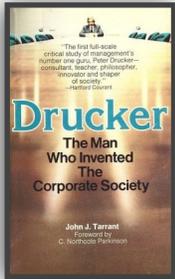


1 **Chapter 27 – The Spirit of Performance**

2 by [Peter Drucker](#) in [Management, Revised Edition](#)

3 **About Performance**



4

5 How is it possible ↓

6 to work toward horizons ↑ ↓

7 that aren't on your mental radar –

8 at the right point in time? ↓

9



Navigating a changing world



10

↑ [larger](#)

11 **Thinking Broad and Thinking Detailed** ↑ ↓

12 **Intelligence, Information, Thinking**

13 ■ "Most of the **mistakes in thinking** are **mistakes in perception**.

14 ❖ Seeing only part of the situation – [broad](#)

15 ❖ Jumping to conclusions

16 ❖ Misinterpretation caused by feelings" – [Edward de Bono](#)



perform better than they seem capable of, to bring out whatever strength there is in its members, and to use each person's strength to help all the other members perform.

- 41 It is the task of organization at the same time to neutralize the individual weaknesses of its members.
- 42 The test of an organization is the spirit of performance.
- 43 The spirit of performance requires that there be full scope for individual excellence.
- 44 The focus must be on the strengths – on what people can do rather than on what they cannot do.
- 45 "Morale" in an organization does not mean that "people get along together."
- 46 The test is performance.
- 47 Human relations that are not grounded in the satisfaction of good performance in work are actually poor human relations.
- 48 There is no greater indictment of an organization than that the strength and ability of the outstanding individual threatens the group and that his or her performance becomes a source of difficulty, frustration, and discouragement for the others.
- 49 "Spirit of performance" in a human organization means that its energy output is larger than the sum of the efforts put in.
- 50 It means the creation of energy.
- 51 This cannot be accomplished by mechanical means.
- 52 A machine cannot deliver more energy than is put into it.
- 53 To get out more than is being put in is possible only in the moral sphere.
- 54 By morality I do not mean preachments.
- 55 Morality, to have any meaning at all, must be a **principle of action.**

56 It must not be speeches, sermons, or good intentions.

57 *It must be practices.*

58 Specifically:

59 1. The focus of the organization must be on  
[performance](#).

60 The first requirement of the spirit of performance  
is high performance standards, for the group as  
well as for each individual.

61 The organization must cultivate in itself the habit  
of achievement.

62 2. The focus of the organization must be on  
[opportunities](#) rather than on problems.

63 3. The [decisions](#) that affect people – their placement  
and their pay, promotion, demotion, and severance –  
must express the values and beliefs of the  
organization.

64 They are the true controls of an organization (see  
[chapter 31](#), page 329).

65 4. Finally, in its [people decisions](#), management must  
demonstrate that it realizes that *integrity* is one  
absolute requirement of managers, the one quality  
that they **must bring with them** and cannot be  
expected to acquire later on.

## 66 ***The Danger Of Safe Mediocrity***

67 The constant temptation of every organization is safe mediocrity.

68 The first requirement of organizational health is a *high demand on performance*.

69 Indeed, one of the major reasons for **demanding**

70 that **management be by objectives** and

71 that **it focus on the objective requirements of the task**

72 is the need to have managers

73 set high standards of performance **for themselves**.

74 **This requires that performance be understood properly.**

75 Performance is not hitting the bull's-eye with every shot – that is a circus act that can be maintained only over a few minutes.

76 Performance is rather the consistent ability to produce results over prolonged periods of time and in a variety of assignments.

77 A performance record must include mistakes.

78 It must include failures.

79 It must reveal a person's limitations as well as strengths.

80 And there are as many different kinds of performance as there are different human beings.

81 One person will consistently do well, rarely falling far below a respectable standard, but also rarely excel through brilliance or virtuosity.

82 Another will perform only adequately under normal circumstances but will rise to the demands of a crisis or a major challenge and then perform like a true "star."

83 Both are "performers."

- 84 Both need to be recognized.
- 85 But their performances will look quite different.
- 86 The one person to distrust, however, is the person who never makes a mistake, never commits a blunder, and never fails in what he tries to do.
- 87 Either he is a phony, or he stays with the safe, the tried, and the trivial.
- 88 A management that does not define performance as a balance of success and failure over a period of time is a management that mistakes conformity for achievement, and absence of weaknesses for strengths.
- 89 It is a management that discourages its organization.
- 90 The better a person is, the more mistakes she will make – for the more new things she will try.
- 91 The person who consistently renders poor or mediocre performance should be removed from the job for his or her own good.
- 92 People who find themselves in a job that exceeds their capacities are frustrated, harassed, anxiety-ridden people.
- 93 One does not do people a service by leaving them in a job they are not equal to.
- 94 Not to face up to failure in a job is cowardice rather than compassion.
- 95 One also owes it to the manager's subordinates not to tolerate poor performance in their boss.
- 96 They have a right to be managed with competence, dedication, and achievement.
- 97 Subordinates have a right to a boss who performs, for otherwise they themselves cannot perform.
- 98 One owes it, finally, to all the people in the organization not to put up with a manager who fails to perform.
- 99 The entire organization is diminished by the manager or career professional who performs poorly or not at all.

- 100 It is enriched by the one who performs superbly.
- 101 At first sight the Japanese seem to violate this rule.
- 102 For few, if any, people are ever fired for nonperformance in the Japanese organization.
- 103 Actually, the Japanese organization may be as demanding and even as competitive as any in the West.
- 104 The poor or mediocre performer is not fired.
- 105 He is quickly sidetracked and assigned to activities that are, in effect, "made work."
- 106 And both he and the organization know it.
- 107 Moreover, while everyone advances in pay and title according to seniority, there is a day of reckoning at or around age forty-five, when the very few who will become top management are chosen over the many others who will, ten years later, retire as section managers or department directors.
- 108 The only thing that is proven by a person's not performing in a given assignment is that management has made a mistake in giving him or her that assignment.
- 109 It is a mistake that managers cannot avoid, no matter how carefully they work on the placement of people.
- 110 "Failure" in such a case may mean only that a first-rate career knowledge professional has been miscast as a manager.
- 111 It may mean that someone excellent at running an existing operation has been miscast as an innovator and entrepreneur.
- 112 Or it may mean the opposite: that a person whose strength lies in doing new and different things has been miscast to head a continuing, well-established, and highly routinized operation.
- 113 Failure to perform on the part of an individual who has a record of proven performance is a signal to think hard about the person and the job.

- 114 And sometimes, of course (see the discussion of the “widow-maker” job in chapter 23), it is the job rather than the person that is at fault.
- 115 George C. Marshall, chief of staff of the U.S. Army in World War II, was an uncompromising and exacting boss who refused to tolerate mediocrity, let alone failure.
- 116 “I have a duty to the soldiers, their parents, and the country, to remove immediately any commander who does not satisfy the highest performance demands,” Marshall said again and again.
- 117 But he always asserted, “It was my mistake to have put this or that man in a command that was not the right command for him.
- 118 It is therefore my job to think through where he belongs.”
- 119 Many of the men who emerged in World War II as highly successful commanders in the U.S. Army were once in the course of their careers removed by Marshall from an early assignment.
- 120 But then Marshall thought through the mistake he had made – and tried to figure out where that man belonged.
- 121 And this explains, in large measure, why the American army, which had gone into World War II without a single one of its future general officers yet in a command position, produced an outstanding group of leaders in a few short years.

## 122 ***“Conscience” Decisions***

123 The toughest cases, but also the most important ones, are those of people who have given long and loyal service to the company but who have outlived their capacity to contribute.

124 There is, for instance, the bookkeeper who started when the company was in its infancy and grew with it until, at age fifty or so, she finds herself controller of a large company and totally out of her depth.

125 The woman has not changed – the demands of the job have.

126 She has given faithful service.

127 And where loyalty has been received, loyalty is due.

128 But still, she must not be allowed to remain as controller.

129 Not only does her inability to perform endanger the company, her inadequacy demoralizes the entire management group and discredits management altogether.

130 What can be done with such a person?

131 Many executives would “kick her upstairs.”

132 Yet this only buys trouble if you put a person into a bigger job for which she is even less competent.

133 So she must be removed, but thirty years of service creates its obligations.

134 So one must both get her out and treat her right.

135 A creative solution is required.

136 One option is to identify whatever strengths she has and either find a position in which she can be effective or provide substantial assistance to her to start a new career in another organization.

137 Such cases – fortunately they are not too numerous – challenge the conscience of an organization.

- 138 To keep the controller in her job would be a betrayal of the enterprise and of all its people.
- 139 But to fire a person who has given thirty years of faithful service is also betraying a trust.
- 140 And to say, "We should have taken care of this twenty-five years ago," while true, is not much help.
- 141 The decision in such cases must be objective, that is, focused on the good of the company: the person must be removed from the job.
- 142 Yet the decision is also a human decision that requires utmost consideration, true compassion, and an acceptance of obligations.
- 143 That Henry Ford II could revive the moribund Ford Motor Company after World War II was in large measure the result of his understanding the crucial importance of these "conscience cases."
- 144 At that time, none of the nine management people in one key division were found to be competent to take on the new jobs created in the course of reorganization.
- 145 Not one was appointed to these new jobs.
- 146 Yet, for these nine men, jobs as technicians and experts were found within the organization.
- 147 It would have been easy to fire them.
- 148 Their incompetence as managers was undisputed.
- 149 But they had also served loyally through very trying years.
- 150 Henry Ford II took the line that no one should be allowed to hold a job without giving superior performance, but he also held that no one should be penalized for the mistakes of the previous management.
- 151 The company owed its rapid revival largely to the strict observance of this rule.
- 152 The frequent excuse in a conscience case, "We can't move him; he has been here too long to be fired," is bad logic and rarely more than a weak-kneed alibi.

- 153 It harms the performance of management people, their spirit, and their respect for the company.
- 154 But to fire such a manager is equally bad.
- 155 It violates the organization's sense of justice and decency.
- 156 It shakes its faith in the integrity of management.
- 157 "There, but for the grace of God, go I" is what everybody will say – even though they would be quick to criticize if management left an incompetent in a position of importance.
- 158 What is done with such a person will largely determine whether you have an organization or not.
- 159 A management that is concerned with the spirit of the organization therefore takes these cases exceedingly seriously.
- 160 They are not too common, as a rule – or at least they should not be.
- 161 But they have an impact on the spirit of the organization way beyond their numbers.
- 162 How they are handled tells the organization both whether management takes itself and its job seriously, and whether it takes the human being seriously.

## 163 ***Focus On Opportunity***

164 An organization will have a high spirit of performance if it is consistently directed toward opportunity rather than toward problems.

165 It will have the thrill of excitement, the sense of challenge, and the satisfaction of achievement if its energies are put where the results are, and that means on the opportunities.

166 Of course, problems cannot be neglected.

167 But the problem-focused organization is an organization on the defensive.

168 It is an organization that feels that it has performed well if things do not get worse.

169 A management that wants to create and maintain the spirit of achievement therefore stresses opportunity.

170 But it will also demand that opportunities be converted into results.

171 A management that wants to make its organization focus on opportunity demands that opportunity be given pride of place in the objectives and goals of each manager and career professional.

172 "What are the opportunities that, if realized, will have the greatest impact on performance and results of the company and of my unit?" should be the first topic to which managers and knowledge professionals address themselves in their performance and work plan.

173 Every product, for example, should be looked at about once a year or so to make sure the organization doesn't put its efforts and resources where there are no results.

174 And there are at least six classes into which products fall:

175 1. Yesterday's breadwinners.

176 These are the products we all love because we grew up with them.

177 And now they are over the hump and going down fast,

and all we can do by defending them is allow them to die a little more slowly.

178 They ought to be deprived of all resources fast.

179 2. Today's breadwinners.

180 These products are at or near their peaks, and now the job is to make sure we don't put more resources into them.

181 3. Tomorrow's breadwinners.

182 This is where people should go and where promotion, sales, and technical efforts should go.

183 4. Specialties.

184 These specialties can be numerous.

185 Here the test is, Do we get paid well for them?

186 Or are they defended by the sales manager on grounds that "we have to have them to have a full product line" and the controller says, "We have to have them because they absorb overhead"?

187 5. The sleeper product.

188 This is the product that is doing so much better than anybody ever expected, but nobody pays attention to it; this is the product to run with.

189 6. The investment in managerial ego.

190 The product that everybody loves; the product that everybody knows is the best quality; the product everybody knows is going to set the world on fire next year, but next year never comes.

191 That is the product that bleeds a company to death, and yet it is the most difficult thing to face up to and get rid of, because everybody has got such an emotional investment in it

192 One has got to face up to a very simple, very brutal, very harsh rule – *one starves the problems and one feeds the opportunities.*

193 And above all, one puts the resources into tomorrow,  
where the results are, and not into yesterday, where the  
memories are.

194 ***“People” Decisions – The Control Of  
An Organization***

195 An organization that wants to build a high spirit of performance recognizes that “people” decisions – on placement and pay, on promotion, demotion, and firing – are the true “control” of an organization.

196 They, far more than the accountant’s figures and reports, model and mold behavior.

197 For the people decisions signal to every member of the organization what it is that management really wants, really values, really rewards.

198 The company that preaches, “Our first-line supervisors are expected to practice human relations” but that always promotes the supervisor who gets paperwork in on time, neatly done, will not get “human relations.”

199 Even the dumbest supervisor will learn very soon that what the company really wants is neat paperwork.

200 Indeed, an organization tends to overreact to the people decisions of management.

201 What to top management may look like an innocuous compromise to remove an obstacle or to solve a political impasse may well be a clear signal to the organization that management wants one kind of behavior while preaching another.

202 Placement and promotion are the most crucial people decisions.

203 They, above all, require careful thinking and clear policy and procedures with high standards of fairness and equity.

204 They should never be made on the basis of opinions or on a person’s potential.

205 They should always be based on a factual record of performance against explicit goals and objectives.

206 But the best placement and promotion procedures do not by themselves ensure that these crucial decisions strengthen the spirit of the organization rather than impair

it.

- 207 For this, top management must build itself into the promotion process.
- 208 Above all, it must make sure that it participates in the key decisions on promotion, the decisions that spell out to the organization what management's values and beliefs really are and at the same time determine – often irrevocably – the top management of tomorrow.
- 209 All top managements take an active role in the decisions on promotion to the jobs directly below or in the top-management group: promotion into the position of general manager of major divisions or into the position as the head of major functional areas, such as operations or marketing.
- 210 But few top managements, especially in larger businesses, take much interest in the promotion decisions just below the top group, that is, into such jobs as head of market research, operations manager, or even marketing manager of a division.
- 211 They leave these decisions to the top people in the respective functions or divisions.
- 212 Yet these upper-middle-management jobs are truly the management to the organization.
- 213 People further down, and especially the younger managers and career professionals, know very well that their own careers depend on these upper-middle people rather than on the big boss.
- 214 And it is the decision on filling these upper-middle spots that, in effect, determines who, a few years hence, will be eligible for a top-management assignment.
- 215 Above all, these promotional decisions have great symbolic value.
- 216 They are highly visible and signal to the entire organization, "This is what this company wants, rewards, and recognizes."
- 217 For this reason, old and experienced organizations, such as the U.S. Army and the Catholic Church, focus their main concern on upper-middle-management promotions – in

the army, on promotion to the rank of colonel, and in the Catholic Church, on selecting an auxiliary bishop.

## 218 ***Integrity, The Touchstone***

219 The final proof of the sincerity and seriousness of an organization's management is uncompromising emphasis on integrity of character.

220 This, above all, has to be symbolized in management's people decisions.

221 For it is through character that leadership is exercised; it is character that sets the example and is imitated.

222 Character is not something managers can acquire; if they do not bring it to the job, they will never have it.

223 It is not something one can fool people about.

224 A person's coworkers, especially the subordinates, know in a few weeks whether he or she has integrity or not.

225 They may forgive a great deal: incompetence, ignorance, insecurity, or bad manners.

226 But they will not forgive a lack of integrity.

227 Nor will they forgive higher management for choosing such a person.

228 Integrity may be difficult to define, but what constitutes lack of integrity of such seriousness as to disqualify a person for a managerial position is not.

229 Someone whose vision focuses on people's weaknesses rather than on their strengths should never be appointed to a managerial position.

230 The manager who always knows exactly what people cannot do, but never sees anything they can do, will undermine the spirit of the organization.

231 A manager should, of course, have a clear grasp of the limitations of subordinates, but should see these as limitations on what they can do, and as challenges to them to do better.

232 A manager should be a realist; and no one is less realistic than the cynic.

- 233 A person should not be appointed if he or she is more interested in the question, "Who is right?" than in the question, "What is right?"
- 234 To put personality above the requirements of the work is corruption and corrupts.
- 235 To ask, "Who is right?" encourages one's subordinates to play it safe, if not to play politics.
- 236 Management should not appoint anyone who considers intelligence more important than integrity.
- 237 This is immaturity – and usually incurable.
- 238 It should never promote a person who has shown that he or she is afraid of strong subordinates.
- 239 This is weakness.
- 240 It should never put into a management job a person who does not set high standards for his own work.
- 241 For that breeds contempt for the work and for management's competence.
- 242 A man might himself know too little, perform poorly, lack judgment and ability, and yet not do too much damage as a manager.
- 243 But if he lacks in character and integrity – no matter how knowledgeable, how brilliant, how successful – he destroys.
- 244 He destroys people, the most valuable resource of the enterprise.
- 245 He destroys spirit.
- 246 And he destroys performance.
- 247 This is particularly true of the people at the head of an enterprise.
- 248 For the Spirit of an organization is created from the top.
- 249 If an organization is great in spirit, it is because the spirit of its top people is great.

- 250 If it decays, it does so because the top rots; as the proverb has it, "Fish rot from the head down."
- 251 No one should ever be appointed to a senior position unless top management is willing to have his or her character serve as the model for subordinates.

252 ***Leadership And The Spirit Of  
Performance***

253 This chapter has to this point talked of “practices.”

254 It has not talked of *leadership*.

255 This was intentional.

256 There is no substitute for leadership.

257 But management cannot create leaders.

258 It can only create the conditions under which potential leadership qualities become effective – or it can stifle potential leadership.

259 The supply of leadership is much too uncertain for it to be depended on to create the spirit that the enterprise needs to be productive and to hold together.

260 Practices, though seemingly humdrum, can always be practiced, whatever a person’s aptitudes, personality, or attitudes.

261 Practices require no genius – only application.

262 They are things to do rather than to talk about.

263 And the right practices should go a long way toward bringing out whatever potential for leadership there is in the management group.

264 They should also lay the foundation for the right kind of leadership.

265 For leadership is not magnetic personality – that can just as well be a glib tongue.

266 It is not “making friends and influencing people – that is flattery.

267 *Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.*

268 Nothing better prepares the ground for such leadership

than a spirit of management that confirms in the day-to-day practices of the organization strict principles of conduct and responsibility, high standards of performance, and respect for individuals and their work.

269 Yet, "leadership qualities" are all the rage just now!

## 270 Leadership "Qualities"?

271 "We'd want you to run a seminar for us on how one acquires charisma," the human-resources VP of a big bank said to me on the telephone – in dead earnest.

272 Books, articles, and conferences on leadership and on the "qualities" of the leader abound.

273 Every CEO, it seems, has to be made to look like a dashing Confederate cavalry general or a boardroom Elvis Presley.

274 Leadership, as we have just described, is something different from what is now touted under this label.

275 It has little to do with "leadership qualities" and even less to do with "charisma."

276 It is mundane, unromantic, and boring.

277 Its essence *is performance*.

278 In the first place, leadership is not by itself good or desirable.

279 Leadership is a *means*.

280 Leadership *to what end is, thus, the crucial question*.

281 History knows no more charismatic leaders than the twentieth century's triad of Stalin, Hitler, and Mao – misleaders who inflicted as much evil and suffering on humanity as have ever been recorded.

## 282 The Undoing Of Leaders

283 Effective leadership doesn't depend on charisma.

284 Dwight Eisenhower, George Marshall, and Harry Truman were singularly effective leaders, yet none possessed any more charisma than a dead mackerel.

285 Nor did Konrad Adenauer, the chancellor who rebuilt West Germany after World War II.

286 No less charismatic personality could be imagined than Abe Lincoln of Illinois, the raw-boned, uncouth backwoods man of 1860.

287 And there was amazingly little charisma to the bitter, defeated, almost broken Winston Churchill of the interwar years; what mattered was that he turned out, in the end, to have been right.

288 Indeed, *charisma may become the undoing of leaders.*

289 *It may make them inflexible, convinced of their own infallibility, unable to change.*

290 This is what happened to Stalin, Hitler, and Mao, and it is a commonplace in the study of ancient history that only Alexander the Great's early death saved him from becoming an ineffectual failure.

291 Indeed, charisma does not, by itself, guarantee effectiveness as a leader.

292 Nor are there any such things as "leadership qualities" or a "leadership personality."

293 Franklin D. Roosevelt, Winston Churchill, George Marshall, Dwight Eisenhower, Bernard Montgomery, and Douglas MacArthur were all highly effective – and highly visible – leaders during World War II.

294 No two of them shared any "personality traits" or any "qualities."

295 *Leadership is work* – something just stressed, and stressed again and again by the most effective leaders:

296 Julius Caesar, for instance, or General MacArthur and Field Marshal Montgomery, or, to use an example from

business, Alfred Sloan, the man who built and led General Motors from 1920 to 1955, and most recently Level 5 leaders in Jim Collins's *Good to Great*.

- 297 The foundation of effective leadership is first, *thinking through the organization's mission*, defining it and establishing it, clearly and visibly.
- 298 The leader sets the goals, sets the priorities, and sets and maintains the standards.
- 299 He makes compromises, of course; indeed, effective leaders are painfully aware that they are not in control of the universe.
- 300 (Only misleaders – the Stalins, Hitlers, Maos – suffer from that delusion.)
- 301 But before accepting a compromise, the effective leader has thought through what is right and desirable.
- 302 The leader's *first task* is to be the trumpet that sounds a clear sound.
- 303 What distinguishes effective leaders from misleaders is their goals.
- 304 Whether the compromise a leader makes with the constraints of reality – which may involve political, economic, financial, or people problems – is compatible with his mission and goals or leads away from them determines whether he is an effective leader.
- 305 And whether he holds fast to a few basic standards (exemplifying them in his own conduct) or "standards" for him are what he can get away with determines whether the leader has followers or only hypocritical time-servers.
- 306 The second requirement is that the effective leader sees leadership as *responsibility rather than as rank and privilege*.
- 307 Effective leaders are rarely "permissive."
- 308 But when things go wrong – and they always do – they do not blame others.
- 309 If Winston Churchill is an example of leadership through clearly defining mission and goals, General George C.

- 310 Marshall is an example of leadership through responsibility.
- 311 Harry Truman's folksy "The buck stops here" is still as good a definition as any.
- 312 But precisely because an effective leader knows that she, and no one else, is ultimately responsible, she is not afraid of strength in associates and subordinates.
- 313 Misleaders are; they always go in for purges.
- 314 But an effective leader wants strong associates; she encourages them, pushes them, indeed glories in them.
- 315 Because she holds herself ultimately responsible for the mistakes of her associates and subordinates, she also sees the triumphs of her associates and subordinates as her triumphs, rather than as threats.
- 316 A leader may be personally vain – as General MacArthur was to an almost pathological degree.
- 317 Or he may be personally humble – both Lincoln and Truman were so almost to the point of having inferiority complexes.
- 318 But all three wanted able, independent, self-assured people around them; they encouraged their associates and subordinates, praising and promoting them.
- 319 So did a very different person:
- 320 Ike Eisenhower, when supreme commander in Europe.
- 321 An effective leader knows, of course, that there is a risk in this: able people tend to be ambitious.
- 322 But he realizes that it is a much smaller risk than being served by mediocrity would be.
- 323 He also knows that the gravest indictment of a leader is for the organization to collapse as soon as he leaves or dies, as happened in Russia the moment Stalin died and as happens all too often in companies.
- 324 An effective leader knows that the ultimate task of leadership is to *create human energies and human vision*.

## 325 **Earning Trust is A Must**

326 The final requirement of effective leadership is to *earn trust*.

327 Otherwise there won't be any followers – and the only definition of a leader is someone who has followers.

328 To trust a leader, it is not necessary to like him.

329 Nor is it necessary to agree with him.

330 Trust is the conviction that the leader means what he says.

331 It is a belief in integrity.

332 A leader's actions and a leader's professed beliefs must be congruent, or at least compatible.

333 Effective leadership – and again this is very old wisdom – is not based on being clever; it is based primarily on being consistent.

334 After I had said these things on the telephone to the bank's human-resources VP, there was a long silence.

335 Finally she said, "But that's no different at all from what we have known for years are the requirements for being an effective manager."

336 Precisely

## 337 ***Summary – The Spirit of Performance***

338 The purpose of organization is to enable ordinary human beings to do extraordinary things.

339 The test of an organization's leadership is, therefore, the spirit of performance.

340 This requires specific *practices* rather than preachment or charisma.

341 It requires, above all, the realization that integrity is the one absolute requirement of managers and leaders.