

From The Desk of Peter Aloï:



POLICY POLICE (Control is a Mirage)

In most companies there would be anarchy and chaos without policy or procedure. It is reasonable to assume; the bigger the company, the more people, the more situations, the greater the need for basic rules and regulations. Innovation and entrepreneurship often go down as the number of policies goes up. The best policy is to get the job done, and get the job done right the first time. Great bosses understand how and when to use policy. They focus on people, performance and outcomes. Policies should not hinder getting and keeping customers, but many do.

Why do we love process so much? It offers a way to measure progress and productivity, which makes people feel more efficient and accountable, right? When used correctly, processes standardize and simplify the necessary tasks that keep business running smoothly, right? But it's not good when the processes constrain the people they're supposed to help. If your team needs to ask for permission before executing; takes a lot of time to complete reports, attending redundant meetings, or answering irrelevant emails when will employees have the time to innovate and win over new customer accounts?



Don't let policy blunt creativity and performance. Abundant policies are often a warning sign that a company is hiring weak people, people who can't think for themselves; or bosses who rely on power rather than influence to manage. Great bosses hire people who don't need policing. That shifts the focus from rules to control, to interactions that involve and build commitment. Processes are supposed to help organizations meet their goals, scale up, improve efficiency for new hires and existing employees, and so on—but without a clear focus on their propose they can quickly get out of control. Managing people requires common sense, not books of policies. Weak bosses hide behind policies; the great boss regularly revisits policies to check relevance, effectiveness, and fairness.

I am interested in your feedback about this article. Please contact me at Peter@reitmanpersonnel.com.

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Peter supports our senior recruiters as the Candidate Development Specialist, recruiting candidates locally for a wide variety of positions including health care, IT, accounting and finance and engineering as well as nationally and internationally for **Reitman Security Search**. His recent successful searches include a GM, Americas for an enterprise network IP video provider, Director of Research and Development for a medical device manufacturer, IT Network Administrator for a web based HR solutions provider, a VP of Integration Operations for an Enterprise Security Solutions provider and a Director of Nursing for a non-profit skilled nursing facility.

Peter has a Bachelor's Degree in English from Central Connecticut State University, and is a graduate of University of New Haven's Industrial/Organizational Psychology Master's Program.

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