

DELEGATION . . .

(Continued from Page One)

challenge ahead of us this year. I know I can depend on you to do your part."

The contents of this article and this boarding announcement are certainly enough to make us take inventory of ourselves and ask:

What a challenge!! Just think — we — here in this room are entrusted by our company to manage such an indebtedness and challenging future!

From these thoughts and comments I would like to dwell on three important factors I think we have facing us today.

- (1) GROWTH
- (2) COMMUNICATION
- (3) DELEGATION OF AUTHORITY

First — Growth

Growth requires Change — People resist change. We, as management, must attempt to conquer this resistance to growth!

One of the first jobs we have to do to continue growth is to make necessary changes and improvements. Here, cooperation is a big task and we can only expect to accomplish this through suggesting or providing strong common goals for our group or company and providing psychological or physical rewards for members of our group.

Prepare and submit suggestions — after careful thought and consideration has been given to their overall value. Evaluate the suggestions of others before criticising!

Communication Our Need For It

What is communication and its importance, as it applies to Piedmont Airlines? Is it anything pertaining to Mr. Watson's department, the telephone calls, our luncheon discussions or our casual daily greetings?

No. It is the key word to management effectiveness. Management needs to communicate policies, instructions, objectives and goals in such a way that all employees will understand and accept them. No message has any authority if it isn't understood.

Failure of communication among our employees — between managers and/or departments — only tends to weaken the strength of our entire company.

We — as managers — for instance, are expected to try and communicate and straighten out our problems ourselves in a friendly "man to man" discussion — rather than running to higher management, except as a last resort.

I have always enjoyed our telenews reports and would like to see them expanded. Many things happening on our system can be defined as facts through good communications eliminating the gossip problem and eliminating wrong information.

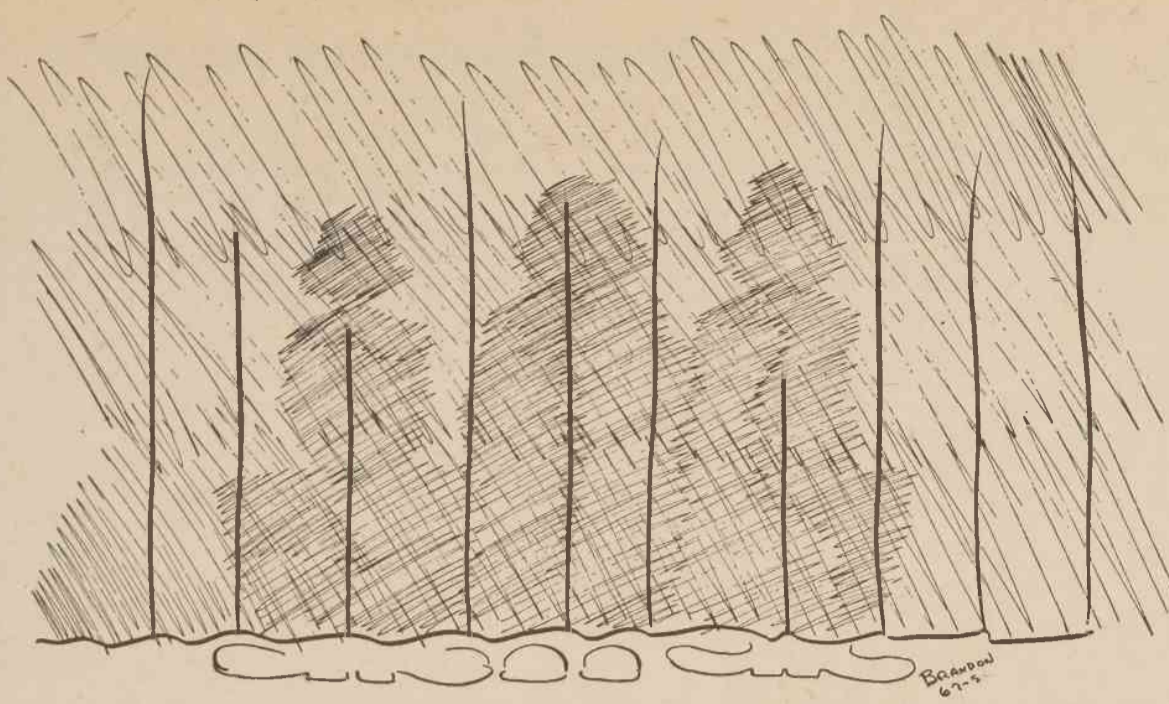
Appraisal Reports

Many recent remarks I have heard in the past year or two concerning our appraisal reports are alarming. Employees are getting the feeling they are of no value or importance. Many said "Haven't discussed." Just signed.

We are tampering with a very important document — a personnel file item! This is the most wonderful guideline or tool the manager has in being able to sit down and communicate with his employees.

Since all employees have different personalities and come from different environments we need to get acquainted with each one. This report can be most helpful in analyzing their stronger and weaker points.

WILL THE REAL TOP MANAGEMENT STAND UP!!!



I suggest notations be made on report such as: when familiarization trips are made during reporting period, suggestions made (regardless of whether accepted), perhaps attach copy to report.

Maybe the next manager might like it — it will prove initiative anyway.

Years ago, Mr. Turbiville, Mr. Ross or some official was visiting with us nearly every month. Today — they don't have the time. So your only way of advising top management of who we have in our company is your reports. Don't take them carelessly.

Delegation of Authority

Perhaps a few years ago we, as a station manager, a department head, a supervisor may have had time to, more or less, "hold everything in the palm of our hand."

As we grow we cannot do this. If we fail to recognize this, then our action or decision is only detrimental to our success!

Delegate authority, even if only in small ways. Remember, our station or department is not judged on how high the papers are piled on our desk and what we alone can take care of. We're judged on the overall performance and "getting the job done."

Are you worried today and this week while attending this meeting, about the performance of all duties in your station????

If so, then you must have failed in the delegation of authority to your supervisors and assistants.

Bear in mind, those we have left behind this week are those whom we expect to step into management positions as we grow. Are you giving them the chance they need, so you will be proud of them when selected?

We, too, must remember everyone cannot be a chief. Too, remember the very basic psychological need is the feeling of being important. Employees do best when they feel they are playing a vital role — when they are doing something worthwhile and significant. We can accomplish this through the use of "Delegation of Authority."

In closing, let's go back again to just a few years ago when we all rode on an airplane which seated 24 passengers. Just right outside your window was painted Piedmont Airlines. If you haven't already done so, I suggest you take a ride on the Manhattan or Empire State Pace-maker — it too, has Piedmont Airlines painted just outside your window. But think of the different procedures, etc., so necessary in handling both — We can say: "The old Gray Mare ain't what she used to be!"

Good Business Manners Pay Off With Passengers

by ED BEST

Superintendent of Stations

In trying to think of some brilliant and new idea of how our company can produce a better product, I can't help but come back to the old "tried and true" ways that have proven themselves so many times over the past years. I mean the manner in which we treat our customer and the way we perform our jobs. There is only one way to do this and continue to produce a better product.

Courtesy, cooperation and enthusiasm are but a few of the attributes necessary for this performance. I would like to touch on just a few of these qualities that you, as a manager, must have or develop, if you will continue to produce for the company a better product.

Enthusiasm

First, enthusiasm, in my way of thinking, is one of the most important qualities a manager must have, for enthusiasm is contagious, not only with your personnel but with the customers as well. Many people say that enthusiasm is something everybody should have — like virtue. Others say it is dangerous, impelling Junior to kick his new football through a window and prompting baseball fans to throw pop bottles at umpires. What is the real enthusiasm we can put to work in our company? You can't put your hands on it. You can't requisition it and install it in your station. But when a group is imbued with enthusiasm, quality and quantity are up, and the little, but important, things necessary for speed and accuracy are done without constant reminders.

Making the Job Easier

When enthusiasm is lacking, production slows down, house-keeping gets sloppy, rumors fly, people request transfers, minor gripes mushroom into major grievances, petty jealousies flare into open antagonisms and morale is your station is down. You, as a manager, should radiate enthusiasm with a cheerful but businesslike attitude, an enthusiastic voice, an eager manner in tackling tough jobs. These are all catching. Develop your enthusiasm and your personnel will be just as enthusiastic as you. Real enthusiasm is made up of competence, knowledge, work, recognition, cooperation and pride in your company, your station and yourself.

Next, cooperation is another most important quality. Cooperation as defined is "working to-

gether willingly and intelligently to achieve a common purpose." Cooperation calls for action, not talk. The man who cooperates is giving no more than can be reasonably expected. The man who refuses to cooperate is giving less than is due. The responsibility for promoting cooperation falls directly on you, the manager. Don't let a sense of competitiveness between stations be misconstrued and destroy cooperation.

Good Business Manners

Just how important are good manners in the business world? Says Emily Post, "No one — unless he be a recluse who comes in contact with no other human being — can fail to reap the advantage of a courteous and likeable approach, or fail to be handicapped by an improper, offensive and resented one." A courteous, cooperative and unprejudiced attitude in dealing with others is the foundation of good business manners.

If you are considerate of other people when you ask for their cooperation; if you maintain a helpful attitude when others come to you; if you know how to take orders and to give them; if you avoid irritating attitudes and mannerisms, and if you treat people as individuals, then — and only then — do you possess good business manners.

Certainly, these are the qualities you will have to inspire in your personnel if we are to produce a better product. But first, you, as managers, will have to either already possess or develop these qualities if you expect your people to have them.

KNOWLEDGE . . .

(Continued from Page Four)

way for information and knowledge to reach the agent is through our supervisory personnel who must serve as the vehicle for getting directly to the rank and file employee.

It becomes increasingly clear that anything we do individually, or anything we do collectively, to combat the appalling mass of misinformation and even downright ignorance that exists concerning the production of our product and how it should be marketed is not only promoting our own best interest in an intelligent and perfectly ethical way, but is making life easier for those who work with us. The actual hunger for basic knowledge is demonstrated every time we present information in a form that can be readily grasped and understood by the peo-

LOSING MORE . . .

(Continued from Page Three)

five (5) out of the forty were taken from our baggage area. The remainder were stolen from EA, DL, SO and the other airlines serving ATL. This particular theft ring was operating throughout North and South Carolina and Georgia.

Along this same line, we are quite sure that some passengers are claiming their bags and then coming back to the ticket counter and saying that they did not receive their bag. One man we know of has made at least eight different claims with different airlines, in the last two years, and he has collected on some of these claims, including Piedmont.

Daily Messages

(3.) Please continue to send out ALSTN messages DAILY of all unclaimed bags you have at your station, listing the type, color, bag check, possible owner and contents if not locked. Check the listings you receive from other stations against the claims you have outstanding. If no station claims any bag you have, forward the bag to INT after 48 hours.

(4.) Some of the reports we have received in INT are incomplete. Please instruct your people to complete these forms in detail prior to sending them to INTLZ. And don't forget to include the transfer information if the bag is interline.

(5.) The Civil Aeronautics Board, last October, issued an order to all airlines to increase the amount of liability from \$250 to \$500. This is for checked luggage. In addition, we are also responsible for unchecked or carry-on articles such as hats, coats, briefcases, etc. So you see, we are potentially liable up to \$500 for every bag we handle. The CAB is taking an active interest in customer service.

Good Service

In the interest of good customer service and the pressure of the CAB, it is imperative that every precaution be taken to insure the safe and prompt arrival of the passenger and his bag. You can give the passenger the best flight in the world but if he arrives at his destination without his bag, he is going to remember just one thing about his trip — that Piedmont lost his bag.

From some of the reports we have received in Winston, it seems that the new procedure for handling of damage bag claims at the station is working pretty good. Besides eliminating a lot of paper work and delay in processing the claim, it gives the station supervisor the authority to make "on the spot" settlement. Some stations have mentioned that this expenditure from petty cash is causing a considerable drain and running them short for other expenses. If this is the case at your station, drop Ed Best a note and he says he will consider upping your working fund.

In closing, a great deal will be said at this meeting regarding service to our customers. It isn't enough to ONLY deliver the passenger to his destination. In addition, we must give him prompt, courteous treatment from the time he calls to make his reservation, during his flight and last, but not least, make sure that when he gets to his destination he has some clothes to wear.

ple we are trying to reach.

Teach your personnel, know your customers, learn your product, but above all, "communicate." What we learn here or what is said here during this meeting won't be worth a tinker's dam unless we communicate this knowledge and intelligence to others.