

• Towards a unified understanding of philosophy, science, religion, and the arts •

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*All things arise and cease due to
interdependent causes and conditions*

~Δ~

Management Mystique Demystified

An Essential Primer

by

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Summa Sophia is a desktop publication in a folded single-sheet format, focusing on significant spirituality subjects for study, meditation, and investigative application, as well as for enlightening discussions in small group meetings.

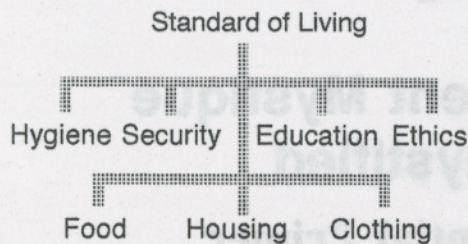
Summa Sophia: Questions for further study and for group discussion
 What do you think? What does it mean? What ought to be done?

Management Mystique Demystified

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Management and labor are not separate, both are partners for a successful enterprise in the service of people. In serving others, "success" is spelled "unity" and "cooperation," not conflict and competition. Service means uplifting the standard of living of human beings. A product or service contributes to the overall living standard of people, a humanity to which we are all interdependent.



Foremost 14 Mgmt Controls	
Self-control	Safety Control
Quality Control	Production "
Inventory "	Cost "
Innovation "	Cash "
Energy "	Risk "
Security "	Environment "
Rules "	Emergency "

Control means optimization, modulation, moderation.

An enterprise is a quality service undertaking with profit, not profiteering. Productivity produces wealth. Then the wealth generated yields a profit or savings that are shared ethically and equitably, uplifting everyone's standard of living. Thus, for the—

- Customer - Affordable pricing (*not what the market will bear*)
- Workers - Just compensation (*not just the bare minimum*)
- Investors - Fair return on investment (*not the unjust maximum*)
- Community - Higher quality of life (*not merely get and forget*)
- Environment - Enhancement, preservation (*not exploit and evade*)

People or persons constitute our humanity. Thus, understanding the true nature of our humanity is basic to molding a model enterprise and serving its customer base. This understanding involves consciousness. Importantly, it is not possible to understand others or any other form of consciousness without firstly understanding that of our very own. For a quick overview, observe closely the definition of management and the diagrams (*Kindly see opposite page*). Management control begins with Self-control onto Emergency Control (*See box above*). It is critical, therefore, to Know Thyself (*See Diagrams, columns on Person and Persons*).

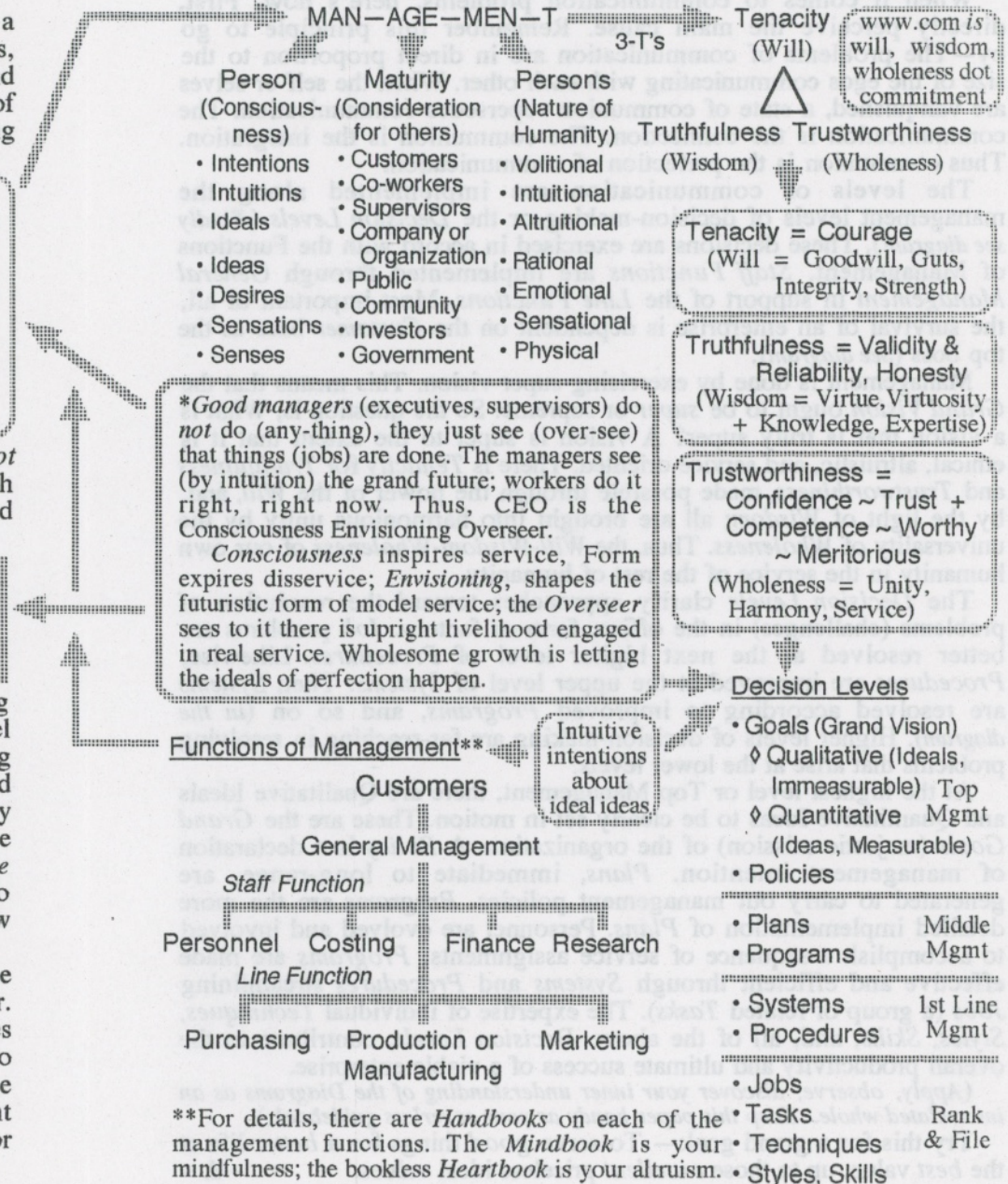
Here's the application. The control of our senses (vices) is done by controlling (moderating) our sensations. Now we move higher. Sensations (attachments) are governed by controlling our desires causing emotions. How? By transforming our selfish desires into unselfish aspirations (*ideas about ideals*). And upwards, in the diagram. Note this principle—The quality of management decisions is determined by ideas imbued with altruistic ideals or ethical values. This is the basis of long-term viable service.

Summa Sophia: Dedicated to every sincere seeker
 In the service of the quest for truth

DIAGRAMS

Definition: Management means—*Getting service done thru people.**

Memo: If it does not serve, it will not sell; if it is not serviced, it will not be bought, again; if the server is not up to it, there will be no service at all.



The highest initiative is motivation without motive. There is no self to entertain an inner motive. One is nonself-propelled. Leadership is moved by ideals that govern ideas. Thus there is self-government. Selflessness (the transpersonal *Ideal-Intuitive-Intention*) rules the self or the ego (personal *Ideas, Desires, Sensations, Senses*).

When it comes to communication problems, here's how. First, directly perceive the main cause. Remember this principle to go by—The problems of communication are in direct proportion to the size of the egos communicating with each other. When the self or selves are vanquished, a state of communion supersedes communication. The communication is the connection. The communion is the integration. Thus communion is the perfection of communication.

The levels of communication are implemented along the management levels of decision-making or the *Decision Levels* (*Kindly see diagram*). These decisions are exercised in accord with the Functions of Management. *Staff Functions* are implemented through *General Management* in support of the *Line Functions*. Most important of all, the survival of an enterprise is dependent on the *Customer* base as the top boss (*See diagram*).

Management is done by exercising super-vision. This means that the *Grand Vision* ought to be *super* or *supreme*. So the question is, What is a vision that is truly super? A vision is super to the extent that it is ethical, altruistic, and service oriented. There is *Tenacity* for *Truthfulness* and *Trustworthiness*, made possible through the power of the *Will*, and, by the light of *Wisdom*; all are brought into harmonious unity by the universality of *Wholeness*. Thus, the *Will-Wisdom-Wholeness* of our own humanity in the service of the rest of humanity.

The *Decision Levels* clarify approaches toward the resolution of problems (challenges) in the office, farm or factory. *Job* problems are better resolved at the next higher level of *Procedures*. Likewise, *Procedures* are improved at the upper level of *Systems*. Then *Systems* are resolved according to improved *Programs*, and so on (*in the diagram*). Higher levels of decision-making are far-reaching in resolving problems that arise at the lower levels.

At the highest level or Top Management, there are Qualitative Ideals and Quantitative Ideas to be clearly set in motion. These are the *Grand Goals* (majestic mission) of the organization. A *Policy* is a declaration of management intention. *Plans*, immediate to long-range, are generated to carry out management policies. *Programs* are the more detailed implementation of *Plans*. Personnel are evolved and involved to accomplish a sequence of service assignments. *Programs* are made effective and efficient through *Systems* and *Procedures* streamlining *Jobs* (a group of related *Tasks*). The expertise of individual *Techniques, Styles, Skills*, and, all of the above *Decision Levels*, contribute to the overall productivity and ultimate success of a viable enterprise.

(Apply, observe, discover your inner understanding of the Diagrams as an interrelated whole. Keep this paper handy as your coverless guidebook.)

Try this for a grand goal:— To serve good things for a better life at the best value, up to those excellent priceless ideal values. ~ Δ ~