

Figure 1-1. The biologic and social appetites.

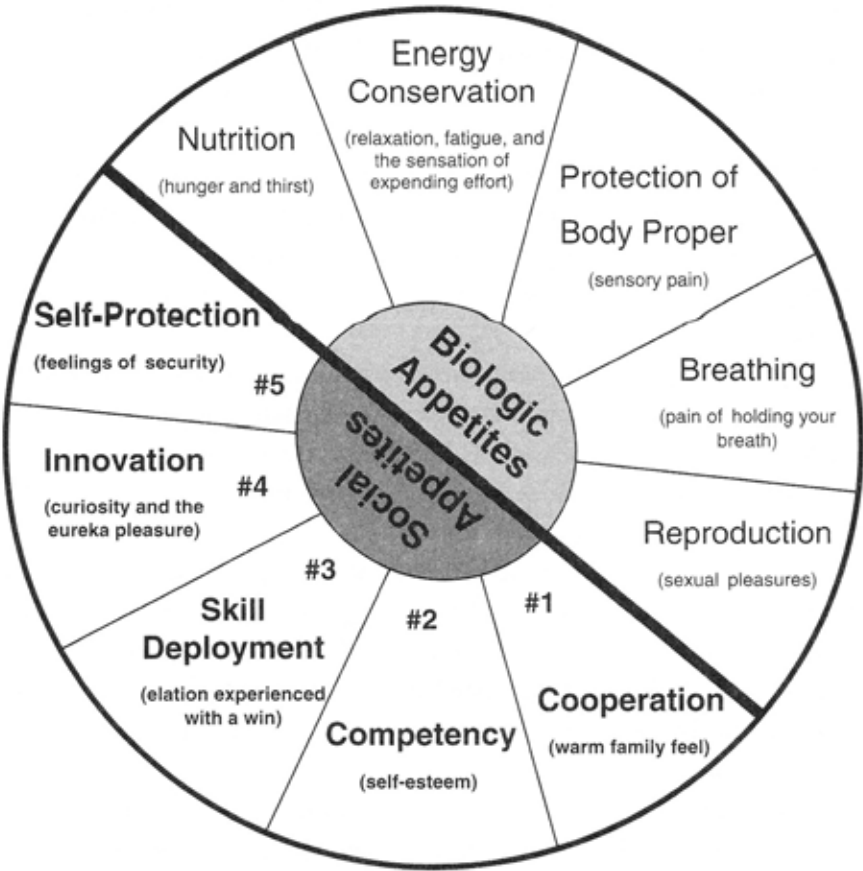


Figure 2-1. Horsepower metric, company XYZ.

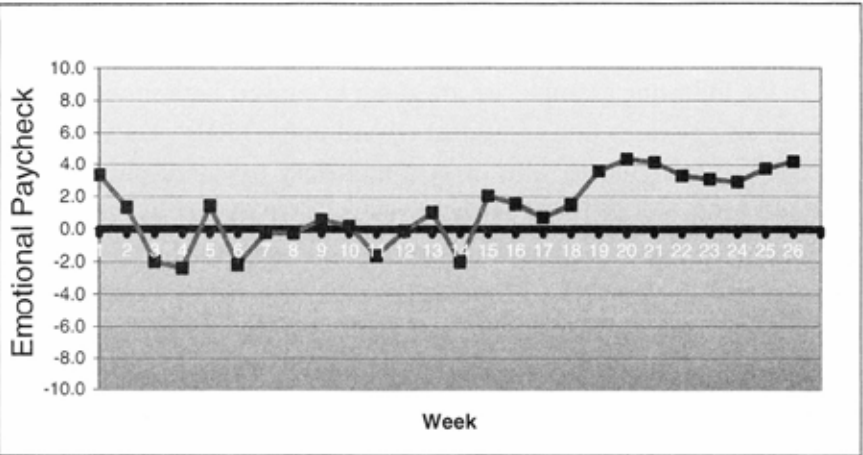




TABLE 4-1. COMPARISON OF A ME-BASED MANAGER TO A WE-BASED MANAGER

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**Attitudes of a Me-Based Manager**

Employees are inherently lazy and untrustworthy and must be carefully watched. I need detailed rules, regulations, and systems to keep them in line.

It's all about me. Employees who don't cater to my needs are history.

I make all the decisions and complete most of the work because my employees are either incompetent or untrustworthy.

I don't really care about my employees. They are like pawns on a chessboard to me. I just want to make a killing and retire early. They can fend for themselves.

When employees screw up I make public examples of them, sort of like a public hanging.

I feel nothing for my employees. They are units of production, nothing more. If an employee is smarter than me, he or she is a potential competitor so I get rid of him or her.

**Attitudes of a We-Based Manager**

Human beings, when embedded in a tightly bonded group, instinctively want to be productive and to serve the group. My employees don't need constant supervision because they care about me and their co-workers and eagerly pursue our shared goals.

I value and serve my employees and thereby motivate them to volunteer their best efforts.

I trust my employees to do the right thing and make good decisions so I delegate freely. My employees seldom disappoint me.

My employees matter to me and we have an exciting and productive work group. We enjoy tackling difficult challenges and achieving success as a team. We also enjoy getting together outside the workplace. In essence, it hardly feels like work.

When employees make mistakes I correct them in private in a positive way to make them stronger. They never take offense because they know I have their best interests at heart.

I enjoy my employees and feel good when they succeed. Their success feels like my success.

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