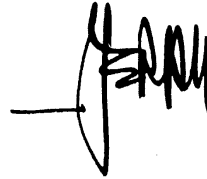


To The Staff:

This represents random thoughts about some areas that are important to me. I hope they will be important to you, also. I have put them in writing so that you will know my personal credo and where I stand on certain issues.

I want us to be primary in our field. That is all I seek. I want all of our staff to be challenge-seeking and success-driven—for themselves and for the firm. I feel that the principles I write about are applicable for those who answer the phone, manage campaigns, do the stenographic work, keep the books, write the advertising, make the sales presentations, prepare the proposals, and are in contact with our various constituencies.

I only want us to be the best. That's all. We need not be the largest— although I would hope for that, also. I honestly believe you can be both the largest and the best. But I want us to be a stand-out organization, a towering force within the field, a firm of first choice. And I want our staff, all of us, to be considered an elite corps.



THIS I BELIEVE . . .

My Mission. I truly believe that what I do is a ministry. I feel that in my own way, I make a significant impact on the lives of people. I am convinced that our staff who feel they are helping better the world through their work—do a more effective job. There is no question in my mind that through our firm, and the work and commitment of all our staff—we save and change lives, we build new buildings, we send young people to camp, we cure disease. I can't think of any field that could possibly be more exciting, more challenging, more consequential. I can't speak for others, but for me—this work is my life. It burns like fire in my bones.

The Highest Quality. My foremost and overriding objective for the firm is to make it the best and most highly esteemed in the nation. I want us to have a reputation and a practice for being a firm of high quality and standards, superb service to clients, creativity, style and flair. The goals of all staff members—no matter what their position, should be compatible with these.

Profitability. In order to perform effectively for our clients and compensate our staff properly, the firm must make a profit. Each member of the staff must do everything possible to make certain that expenses within their purview are carefully controlled and that everything possible is done to generate income.

Communicate. One of the primary jobs of the staff is to keep me out of trouble! The way you achieve this is to make certain you are providing high level service and effective performance in all you do. You also keep me out of trouble by having me fully informed. I do a pretty good job of staying in contact, but it's your responsibility to be certain I know what is happening in your area of work. You can do this by maintaining regular telephone contact and by sending memos.

Be Certain to Ask. It is your responsibility to understand fully the firm's philosophy of operation and the factors that relate to your job and govern how you succeed. If anything of significance is unclear, you have a responsibility to ask questions. I should communicate with all staff about the status of the firm, our progress, and our vision for the future. But I don't always do as good a job as I should. It's my job to keep the staff informed but it's also your responsibility to ask.

Remembering. Through whatever method you find successful, you must remember items of importance and those requiring some sort of action. Find a technique that works for you, whatever it is. I give high marks, by the way, to staff members who have a good memory—and that's an attribute that can be learned and acquired. But if you don't have a good memory, find a system that works for you. And use it.



Responding. I am compulsive about writing memos, perhaps to a fault. But usually, you know where I stand. In many of these memos, I ask for a response or an evaluation. I expect this to be done as quickly and thoroughly as possible. I get upset when I ask for a response and don't receive one.

Overtime. It is the nature of our service that it is often necessary to work long hours. This is not necessarily desirable, but on the other hand, it is not unusual in other professions. Overtime and long hours seem to be essential because that's what it takes to get a particular job done—on time, with effectiveness, and a high level of quality. I believe firmly that it's important to work hard, work long, and work joyfully.

Your Health And Vitality. You are expected to maintain a high level of physical fitness in order to function at full mental capacity and at a proper level of zeal for the work. We are judged by the way we act and look. You should be perceived as vital, vigorous, and charged with energy. Through good physical conditioning, you can maintain a proper attitude and disposition that allows you to cope with stress and a demanding job. I'm a great advocate of vitamins, exercise, and positive mental attitude. Anyone who considers this mumbo-jumbo will have a difficult time dealing with me! Snap, crackle, pop—that's what I expect. I demand it from myself and hope for it from all on our staff.

Your Problems. I shall try to be sensitive and anticipate your problems. But don't make me guess or allow something to go on that is unknown to me. It is your responsibility to tell me about concerns and problems that you have—personal and professional.

Innovation. I believe that creativity is of great significance in our work and that our firm should reward innovation in our staff. We are known nationally as being one of the most creative firms in the business. This is a battle that is not ever finally won, but must be waged day after day. I believe that the staff must eschew everything that is dull, motionless, backward-looking. It must seek new ways, new solutions. A staff and a firm that is serving today as it did yesterday, is bound to lose. A firm and staff that serves tomorrow as it does today—is doomed.

Appearance. How you dress and your appearance is important because it creates an image of the firm for everyone we contact. I consider appropriate dress to be essential. The firm is often judged, rightly or wrongly, on your presence and appearance. Personally, I do not like facial hair. The great majority of clients, trustees, and major donors we work with are clean shaven. However, I have come a long way on this issue! For a long time, I simply didn't allow facial hair. In my old age, I am mellowing. But I still don't like it. I do not approve of ostentatious jewelry or diamond rings for men—because I hear so often from clients on this issue. I agree with most authorities and books on proper attire that anything that calls undue attention to your dress or appearance is inappropriate.

Smoking. In today's world, smoking is simply not acceptable. Particularly where we are involved in hospital and healthcare programs and organizations that promote fitness, I will not tolerate smoking. Neither will the client. My feeling is that even if we are involved with a client who smokes, our staff should not.

Alcohol. I'm an Episcopalian and by creed and practice, we are moderate in our stand on drinking. As a matter of fact, most would say we "enjoy the grape!" It happens that I don't drink (one of the few Episcopalians in the world who doesn't!). What a staff person does after work is a matter of personal choice—just so it does not adversely effect the work, or reflect poorly on the client or firm. The staff is not to drink during the working day or at special events of the client's, training meetings, and so forth. I can't force a staff person to abide by my personal hang-up in this regard, but I feel sufficiently strong on the issue that it will become a problem in our relationship. Many of our clients will feel as keenly on the matter as I, and a number will take an even stronger position.



The Will To Win. I don't suffer failure easily. And I'm not really pleased with a staff person who does—not anyone, not in anything. That doesn't mean that we compromise our integrity or principles in any way in order to win—it's just that I can't remember undertaking anything in life when I didn't set out to win. I follow the principle of: "Show me a good loser . . . and I'll show you a loser."

Do What You Say. Don't make promises you can't keep. I don't, and I don't expect the staff to. If you say you're going to do something, do it. And if I tell you I am going to do something, you should expect it to be done. That's a commitment I make to you and to our clients.

Surprises Are Bad. I am in the same league with everyone else in this regard. I don't like to be surprised. It is your responsibility to keep me informed on a regular basis. Don't expect me to make regular calls—it is your job to contact me. It is your responsibility to keep me fully informed.

Errors Of Commission. I prefer errors of commission to errors of omission. Often, it is better to do something, even if it is wrong. You'll find that I shall often talk with you about things I consider to be a mistake or not in keeping with the operation of the firm—but I shall always support you. If you do something and it is wrong, we can probably correct it. But we can't correct a nothing! However, I don't like to correct something more than once.

Have Fun. I agree with Auntie Mame: *Life should be a glorious feast. . .but some poor souls are starving to death.* I think your work should be fun, a great joy. If it is, you'll show it in everything you do—and your zest will be contagious. If you're not having fun, that will show, also. You have a right to expect work that's enjoyable and fun. If it isn't, we should talk.

Clients Come First. In almost every single decision I make, I consider first and primary the impact it will have on our clients. The client is foremost in my thoughts and in the expenditure of my energy. I find it intolerable if we have not served a client properly. It is the one area where it is most difficult for me to support our staff. I am the most unforgiving of myself in this regard. I am committed to premier service and want our staff to have the same standards.

Your Objectives. You are expected to develop measurable objectives for the areas of your responsibility. You are expected to indicate how you hope to change, improve, and meet new and demanding objectives. Without these plans, you are drifting like a ship without a rudder.

Punctuality. You are expected to be punctual to all meetings and commitments. Time is a precious commodity for everyone and keeping others waiting is rude. Being punctual is only a matter of habit. I believe in the Vince Lombardi dictum: If you're not twenty minutes early for an appointment, you're considered late!

Mutual Interest. I emphatically believe that what is good for our staff and employees is ultimately good for the firm.

The Good Old Days. People speak of "the good old days." I don't buy it. I celebrate the past—it's been a wonderful life. But it's to the future where I look and expect our greatest challenges, opportunities, and successes. Tomorrow is going to be more exciting, more fulfilling, more productive, more rewarding than all of the yesterdays.

Loyalty. You are expected to support decisions made by your superiors. That doesn't necessarily mean a blind loyalty or that you shouldn't challenge or question. You are expected to inform me, or your supervisor, regarding your opinion. But once the decision is made, it is not to be criticized publicly to peers, subordinates, or clients. My feeling is that if you feel you cannot be loyal, you should seek other employment. I shall help you find a new position.



Enthusiasm. The words come from two Greek words. *En* means *in* or *within*. And *theos*, the Greek word for *God*. That's it! To have enthusiasm is to have God within you. The Greeks used the term to mean: To be in a state of being inspired by God. By nature, I'm enthusiastic. Some would say I'm a roaring enthusiast! I do seem to have a zest for what I do and for life. And I like to be around staff who exhibit this same kind of fervor and passion. It's infectious.

Superior Quality. I abhor anything less than preeminence in our work—for all our staff, and in everything we do. I expect and count on the highest level of excellence from our staff—and they have a right to expect it from me. Nothing less than superior work is acceptable.

What Comes First. Morals. Ethics. Standards. Integrity. For the firm and for each staff member. Deeds not words. For us, *integrity* isn't the best policy—it is the only policy. It can be a rigorous test. For a staff member and the firm, integrity isn't a sometime thing. It is everything.

Optimism and Positive Attitude. For some, it is easy to find the negative and the gray in every situation and in every person. However, I look for and expect a staff that is positive in its attitude, even under the most trying of conditions. This is important and helps influence the total morale of the firm. But from a personal standpoint, it is terribly important to me, also. I need help and I need to be buoyed. Your positive attitude is infectious for everyone, including me. Devote your energy to developing yourself and all others in the organization. Don't tear down. Don't be negative. Be a builder. Seek the bright side, the positive.

The Firm's Goals. I believe in audacious objectives. I feel it's important for the firm and to the staff to have to stand on top-toes, to reach high, to keep raising the bar. For our firm, in all we do, I seek four overriding objectives: To be the best, do the most, get there first. . .and to make a difference. I believe in dazzling dreams and glorious visions. I seek colleagues who share these objectives with the same passion I have.

A Can-Do Attitude. I honestly believe that there isn't anything I undertake that I can't do. I really believe it—and I expect a staff that does, also. Or at the very least, tries like the dickens to achieve it. *I CAN DO IT* is my credo, my hymn. I really believe in it and I try to practice it. And I would like to feel we have a staff that believes this, also. I am convinced that if you feel you can—you can. I believe in miracles. I try to “think a miracle” in everything I do. I believe that saying impossible—always puts you on the losing side. For me, it's— *decide, dare, do*.

Hard Work. I really believe in hard work. I am fully aware that I am a person of only average skill and talent— perhaps a certain flair and style, and some intelligence. I recall that when I was quite young it occurred to me that most people are willing to work 7 to 8 hours a day. But I believed that if I worked 12 or 14 hours—I would have an extra half day on those other folks every day. I don't feel that's right for everyone and I'm not certain that it's even right for me or my family. But I'm probably too old to change. And I do like a staff with the same work ethic. I probably shouldn't feel so keenly about this and I know full well that admonition: “Work smarter, not harder.” But I have also found that the harder you work, the smarter and luckier you get.

Do It Now. TNT— Today, Not Tomorrow. That's the hymn I sing. *Carpe Diem* is a Latin phrase which means: Seize the day, seize the moment. Ah, that's my creed. I rejoice in the present because I know the day is aglow with towering opportunities.

Jerold Panas
1997. Revised 2000, 2003, 2007, 2009, 2013, 2016

