

TO: IRLA, BMC, PSC, WSD, WEF, MH, JMJ, JL, WGR

October 4, 1967

mlm
C. M. Management
Comm

October 4, 1967

TO: Richard L. Anderson
Robert M. Cameron
Peyton S. Cochran
W. Scott Ditch
William E. Finley
Morton Hoppenfeld
John M. Jones
John Levering
Willard G. Rouse

FROM: James W. Rouse

Re: Helping One Another Keep
Columbia Sharp

Columbia is a complex undertaking. It has many pieces; involves many responsibilities--many people. No matter how well organized we become, there will always be the possibility of slippage; of something being overlooked; of something falling in no one's obvious line of responsibility.

Thus, keeping Columbia sharp becomes a general joint responsibility in addition to our individual, vertical responsibilities. We are most helpful to one another when we have a spirit of concern that reaches beyond our direct line of work and assumes that everyone else is grateful for our help. No worry about trespassing into another's field--but mutual concern about helping one another.

To be specific:

Each of us should wear name cards at all times, and remind one another when we fail to do so.

If one of us finds lights out when they should be on; a trash pile where it shouldn't be; a boy or girl performing below standards; poor maintenance; or any other condition that seems out of whack

TO: RLA, RMC, PSC, WSD, WEF, MH, JM, JL, WGR October 4, 1967

October 4, 1967

or undesirable, we should call it to the attention of whoever we think ought to be responsible--and, as elementary as it may seem, we can all set an example and emphasize our concern by picking up trash whenever and wherever we see it--and encouraging everyone under our supervision to do the same.

None of us should worry in giving or receiving such information, whether there is a reason or an explanation. The point is not to criticize, but to help. If we are all doing this in the right spirit, all the time, we can set in motion a contagion for helpfulness throughout the Columbia enterprise. Sometimes we will discover that there are conditions for which no one feels responsible. This will lead to assignment of responsibility.

All of this should be in a spirit of cheer, not grimness; helpfulness, not criticism. It will not only make our work more effective but also more fun.

Re: Helping One Another Keep
Columbia Sharp

Columbia is a complex undertaking. It has many pieces; involves many responsibilities--many people. No matter how well organized we become, there will always be the possibility of something being overlooked; of something falling in no one's obvious line of responsibility.

James W. Rouse

This, keeping Columbia sharp becomes a general joint responsibility in addition to our individual, vertical responsibilities. We are most helpful to one another when we have a spirit of concern that reaches beyond our own line of work and assumes that everyone else is grateful for our help. No worry about trespassing in another's field--but mutual concern about helping one another.

To be specific:

Each of us should wear name cards at all times, and remind one another when we fail to do so.

If one of us finds lights out when they should be on; a trash pile where it shouldn't be; a boy or girl performing below standards; poor maintenance; or any other condition that seems out of whack