

TERRY HARDEL (Navigational Systems)

(Secret Instructions)

You are utterly exasperated by Josephine McNair. Aerospace money has been drying up, and the field is extremely competitive. Navigational Systems is now competing internationally and the pace is fierce. You've had no vacation for 18 months. In fact you have worked nearly every weekend for 18 months. Navigational Systems may get a huge new contract in air traffic control if you can gear up fast enough in the new group and you really want to land this major contract from DOT. But each unnecessary glitch, like McNair's wanting to see you, is one more drag on your ankles, and you are extraordinarily tired.

The promotion for Joe Abernathy is, you think, a perfect idea. You were delighted to be able to offer him such a plum since you want desperately to keep him, in a hotly competitive field. This obviously would do it. There weren't many managers who'd take this kind of risk for a young man, but you were willing to gamble on his abilities. You'd expected him to be damn grateful. Also, promoting Joe tomorrow will save you a lot of time and money. On top of everything else Joe has been something of a recruiter—he's pulled in four more Ph.D.s from Cal Tech, each saving over \$50K in recruiting costs—and best of all, these guys all speak the same language. It will save you some time.

You cannot imagine why Josephine would get in her husband's way. Any adult would have expected Navigational Systems to have an anti-nepotism policy with respect to supervision. Besides, your need for a theoretical physicist is just about over. McNair had gotten her assignment up and running, and someone else could do the computer simulations this coming year. Time to send her to that other project soon anyway, and those guys will be glad to get her. Just as well it's across the city.

You glance at your watch, impatiently....time....time....time. You would like to get Joe up and running in the new group tomorrow. The sponsor's site visit comes in 12 weeks. At a minimum it will take 6 weeks for Joe to get his group together before the site visits. Three months would be enormously better. Josephine's appointment with you has already put things back a day....you want to get Joe appointed....Funny, Joe hadn't accepted immediately yesterday. He said he had to talk with his wife. He should have accepted and then told her. Damn all, you really need him. How soon can you get this show on the road?

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Terry: This manager may not remind you of yourself. If you feel this Terry is "not you," then either play yourself, or, better yet, try out using a tough style. In any case, stick to these facts, and to company policy, in your negotiation with Josephine McNair.