

**Making A Difference
Not Just Advancing To the Top
And Surviving There:
An Agenda for the Ambitious Manager**

By

L. Prasad

July 1997

Please address all correspondence to:

L. Prasad
Professor
Indian Institute of Management
Bannerghatta Road
BANGALORE - 560 076

email: Prasad@iimb.ernet.in

Fax: (080) 6644050

Copies of the Working Papers may be obtained from the FPM & Research Office

CHEWING THE CUD

**MAKING A DIFFERENCE,
NOT JUST ADVANCING TO THE TOP AND
SURVIVING THERE:
*An Agenda for the Ambitious Manager***

by

Dr. L Prasad
Professor of Organizational Behavior
Indian Institute of Management Bangalore
Bannerghatta Road
Bangalore 560 076.

“Our management is dominated by eminently unqualified zeros, who have wormed their way to the top. In fact, probably the only larger and more impressive collection of zeros was with the Imperial Japanese Air Force during World War II. And we all know which side lost.”

Please Note: For private circulation only in order to elicit comments and suggestions. Not to be quoted or referenced without permission. I would like to thank Messers Ahmedali and RR Nair, and Prof. Bill Liddell for their comments on various drafts. One caution. Since this piece is intended primarily for the practitioner and not a more scholarly audience, references are not given in a manner conforming to generally accepted academic practices.

**MAKING A DIFFERENCE,
NOT JUST ADVANCING TO THE TOP AND SURVIVING THERE:
*An Agenda for the Ambitious Manager***

Abstract

What are the distinguishing characteristics of people who survive and prosper in organizations that are classifiable as *political entourages*? What is the “price” they pay for “success?” Why do the vast majority of subordinates meekly accept such horrendous work environments? How can senior executives aspiring to become *transformational* leaders rather than just *office superintendents*, usher in *professional cultures* within their organizations?

Introduction

Well publicized incidents like the recent Shaw Wallace and ITC affairs, and the Sukh Ram coterie’s shenanigans in the Department of Telecommunications, highlight the dilemmas confronting individuals at the higher echelons of organizations. In lectures on ***ORGANIZATIONAL POLITICS: Managerial Implications of Playing the Game***, I try to address some of these issues. The objective is to sensitize people to the reality of the corporate jungle, and let them decide for themselves the “price” they are willing to pay for “success.” (See Table 1: The Made in India Label)

As acknowledgment, I am grateful to managers and students at Northwestern University and the University of Wisconsin at Milwaukee, executives attending Management Development Programs at the Indian Institute of Management Bangalore, and students of the Post Graduate Program in Management and the Management Program for Technologists, for narrating their experiences at work. After my lectures on ***Organizational Politics***, I have had many fascinating and instructive conversations with some of the participants. Many of the ideas included in this paper, emerged as I strove to make sense out of their travails, put things

in perspective, and help the audience *understand*, before they can *predict* and *influence*, both people and events in organizations.

The Predicament

Saul Alinsky, in his book, **Rules for Radicals: A Practical Primer for Realistic Radicals**, captures the “price you pay for success” dilemma very succinctly in the following anecdote.

“Each year, for a number of years, the activists in the graduating class from a major Catholic seminary near Chicago would visit me for a day just before their ordination, with questions about values, revolutionary tactics, and such. Once, at the end of such a day, one of the seminarians said, ‘Mr. Alinsky, before we came here we met and agreed that there was one question we particularly wanted to put to you. We’re going to be ordained, and then we’ll be assigned to different parishes, as assistants to--frankly--stuffy, reactionary, old pastors. They will disapprove of a lot of what you and we believe in, and we will be put into a killing routine. Our question is: how do we keep our faith in true Christian values, everything we hope to do to change the system?’

“That was easy. I answered, ‘When you go out of that door, just make your own personal decision about whether you want to be a bishop or a priest, and everything else will follow.’”

Alinsky’s remarkable insight into the dynamics within organizations is reflected by the findings of Alan Mumford. In **Developing Top Managers**, he reports:

“Some of our (respondents)...could identify people with just as much ability, and at certain stages equivalent experience, who had not made it to the Main Board (of Directors). This they (the respondents) attributed not to lack of ambition, but to an unwillingness to surrender other values in pursuit of bigger and more responsible jobs.”

What are these “values” that differentiate a *bishop* from a *priest*? Why do otherwise competent “technical” people, feel so out of depth in the administrative hierarchy and/or the

corridors of power? Chris Argyris explains this best in **Overcoming Organizational Defenses: Facilitating Organizational Learning**.

“(The)...defensive routines that we help to create or reinforce...(stem from) the sense of helplessness and hopelessness that we eventually feel as well as the predisposition to live with our self-deception in the name of trying to achieve some important objectives or visions.

“(David) Stockman (President Ronald Reagan’s first Director of the Office of Management and Budget) explains the self-disillusionment as being due to overeagerness and too much self-confidence. I suggest a somewhat different explanation. The self-confidence felt by Stockman and most other brilliant analysts is in the technical area. Stockman may have felt confidence in his ability to bypass the defensive routines within the White House, but the strategies he used were themselves defensive. He soon began to see what any bright and honest individual would see—that he was unintentionally beginning to deceive himself, to delude other people, to use defensive reasoning, and to focus on the non controversial and therefore unimportant issues. He realized that in order to achieve his objectives, he was creating a world similar to the one he was fighting.

“It is this realization, I suggest, that is the most fundamental cause of burnout and of individuals leaving at the upper levels of organizations. How can individuals live with feeling responsible for such inconsistencies? How can they live with the fact that in order to protect these inconsistencies, they would also have to lie, or at least to massage the truth...? How can they live with the fact that they are creating administrative processes that are reliably unreliable?

What does it take to navigate the increasingly treacherous and turbulent waters at the top? Joseph Heller, author of the inimitable *Catch 22*, in a parody titled **Good as Gold**, brilliantly captures the desperation that drives ambitious people. Salivating at the possibility of being made the US Secretary of State, a normally timid Dr. Gold, an obscure university professor, is tantalized and strung along by one of the American President’s fabulous henchmen. The protagonist’s increasingly desperate conversations with his “mentor” highlight the contradictions inherent in occupying positions in a dispensation where nothing is defined or definable.

One exchange goes as follows:

What would I have to do?

Anything you want, as long as it's everything we tell you to say and do in support of our policies, whether you agree with them or not. You'll have complete freedom.

...I can't be bought.

We wouldn't want you if you could be...(We don't) want yes-men. What we want are independent men of integrity who will agree with all our decisions after we make them. You'll be entirely on your own.

In another hilarious example, an over anxious Gold probes incessantly as he tries to understand the scope and nature of his "mentor's" ambiguous responsibilities:

What kind of job do you have?

A good one...

What do you do?

What I'm supposed to.

Well, what's your position exactly?

I'm in the inner circle...

Does that mean you can't talk about it?

Oh, no. I can tell you everything. What would you like to know?

Well, who do you work for?

My superiors.

Do you have any authority?

Oh, yes, A great deal.

Over who?

My subordinates. I can do whatever I want once I get permission from my superiors...

In yet another conversation, the "mentor" tells Gold:

I lied to the public to protect (my bosses)...and I lied to (my bosses)...to protect myself and my colleagues...and do you know something? I never lost even a modicum of respect among my peers for doing so or a single friend...

The difference between crime and public service...is often mainly more a matter of station than substance.

Finally, a sadder but wiser Gold is forced to face the harsh truth: *How much lower would he...crawl to reach the top?*

Characteristics of the boss and the supervisor-subordinate relationship or How mediocrity becomes entrenched and flourishes in Industrial/Post-Industrial Plantations

So we return to the question posed earlier: *What does it take to make a difference, rather than just advancing to the top of the organization's hierarchy and surviving there?*

Could it be the ability to play Organizational Politics?¹ Believing this to be true, some authors have tried to categorize individuals on this score. One such classification by AJ Dubrin goes as follows:

- ☆ **Machiavellian.** A power-hungry, power-grabbing individual. Often ruthless, devious, and power-crazed. Will try to succeed at any cost to others.
- ☆ **Company Politician.** A shrewd maneuverer and politico. Most successful individuals fall into this category. Company politicians desire power, but it is not an all-consuming preoccupation. Will do whatever is necessary to address their cause except deliberately defame or injure others.
- ☆ **Survivalist.** Practices enough power politics to take advantage of good opportunities. Not concerned about making obvious political blunders and will stay out of trouble with others of higher rank.
- ☆ **Straight Arrow.** Not particularly perceived as a politician, nor seen as a person intent on committing political suicide. Fundamentally believes that most people are honest, hardworking and trustworthy. Favorite career advancement strategy is to display job competence and may neglect other important career-advancement strategies.
- ☆ **Innocent Lamb.** Believes fully that good people are rewarded for their efforts and will rise to the top. Remains focused on the tasks at hand, hoping that hard work will be rewarded.

However, such an one dimensional view is probably incomplete. To address this lacuna, we have classified individuals on both *competence and tendency to play organizational politics*² (figure 1). As Lisa Mainiero found in a fascinating study on the political seasoning of powerful women executives in the United States, breaking the corporate glass ceiling occurs because of "...a political maturation process...(whereby individuals

¹ In this paper, using Robert Miles' definition, we consider **Organizational Politics** as the process whereby differentiated but interdependent individuals or interest groups exercise whatever power they can amass to influence the goals, criteria, or processes used in organizational decision making to advance their own interests. As Iain Mangham emphasises, political behavior, from this perspective, is not a reflection of the darker side of humanity, but a necessary consequence of individuals coming together and seeking to achieve particular goals. For further details, interested readers can contact me for a reprint of my article : " **The Etiology Of Organizational Politics: Implications for the Intrapreneur.**"

² Some have suggested a third axis, viz., **Propensity for Corruption**, scaled from Low to High. I have firmly rejected this, as I do not want to dignify the behavior of vermin or an organization's termites. Just as there is no such thing as "being a little bit pregnant....," as far as corruption is concerned, there can be no shades of gray.

graduated from) political naiveté...to compromising a lot more...(since) results are often dependent not on just technical performance, but political and interpersonal skills.”

Figure 1 around here

The *worker ants* (who are similar to Alinsky's *priest* and Dubrin's *innocent lamb* and *straight arrow*), with an inordinate commitment to their field of specialization, are unwilling to make the numerous political compromises necessary to get ahead. Because of this, they are vilified and soon sidelined by top management in favor of less capable but more pliable colleagues who dance to the boss' tune. The *office superintendents* (resembling Dubrin's *survivalist*) make very good middle managers, but soon falter due to their “inability to see the larger picture,” a critical requirement for succeeding at the policy making levels. Basically file pushers who concentrate their energies on “...spotting a little mouse under the chair,” they are only good at the petty politics of position protection. Those who somehow make it to the top, primarily for their dog-like sycophancy, are invariably unmitigated disasters, as they just cannot shed the clerical mind set.

The *transformational leaders*, in astutely making tradeoffs between seemingly incompatible demands, focus their energies on institution building. These patricians realize, that, while conflict is inevitable when integrating the activities of different functional groups, organizational politics is inevitable when reconciling the interests of disparate coalitions. Therefore, instead of being tied down by the Lilliputians, *transformational leaders* are renowned for orchestrating events like true maestros. By keeping both internal and external stake-holders happy, they are able to achieve results that elude ordinary mortals. The metaphor that best captures this situation is that of a charioteer racing at high speeds in a chariot pulled by half-a-dozen perfectly matched thorough bred. A positive manifestation of

this is *Organizational Citizenship Behavior*, when subordinates are willing to go “above and beyond the call of duty” for the benefit of the organization.

What are the characteristics that differentiate an organization managed by a *transformational leader* vis-à-vis an *office superintendent*? The primary differences are highlighted in figures 2 and 3. In one individuals experience **empowerment**, in the other **helplessness**; in one the organization experiences a synergy called **the assembly effect**, in the other there is a collective **group process loss**.

Figures 2 & 3 around here

Unfortunately, the vast majority of organizations have *office superintendents* at the helm of affairs. Therefore, their cultures are reminiscent of the “political entourages” that flourished in the courts of medieval kingdoms (as opposed to the “professional order” ushered in by the quintessential *transformational leader*. See figure 3).

In these *political entourages*, favored subordinates are sycophants:

- ** they should be mediocre, preferably incompetent;
- ** they should be boot-lickers, preferably ones who enthusiastically kiss arse;
- ** they are spies and informers; and,
- ** on cue, they act as attack dogs for the boss.

The image conjured up when we try to picture such organizations is that of shepherds herding their flocks with the help of sheep dogs. In these “pseudo-mutual” group settings, where ascribed status is more important than achievements, subordinates know they are incompetent. The boss also knows that the underlings are incompetent, having assiduously sifted out all the capable ones in order to prop up straw-men who dare not criticize the “...emperor’s new clothes.” The subordinates further know that the boss knows they are incompetent, and the boss knows that the underlings know that he/she (the boss) knows they

know that he/she (the boss) knows they know they are incompetent. A few crumbs from the boss' table and periodically playing one subordinate off against another, is all that is needed to maintain control. The boss-subordinate relationship resembles that of a parent and child, or even worse, one of master and slave, instead of a professional interaction between mature adults. Not surprisingly, these organizations can only flourish in protected economic environments or industrial backwaters. Even the slightest whiff of genuine competition, and they spiral inexorably into bankruptcy.

The question naturally arises: why do people tolerate such oppressive bosses or situations? While some individuals may rationalize their behavior in order, for most the answer could lie in the phenomenon known as *cognitive dissonance*. Realizing that because of their incompetence they have little or no options, ambitious subordinates delude themselves into thinking they are really behaving like responsible corporate citizens. Because of operant conditioning, they have learned to ingratiate themselves. Gradually, this behavior becomes second nature to them. The pecuniary advantages gained by debasing oneself, are tangible and obvious (rapid promotions, choice assignments, etc.), while the true price paid for crawling is intangible and abstract (loss of face/dignity, unprofessional behavior, etc.). Hence, adopting a “*self-actualization be damned*” posture, it is easier for most people to behave like lemmings and succumb to the siren song of overt success, rather than opt to plow a lone furrow or take “...the road less traveled.”

Making a Difference: The Metamorphosis to a Professional Order

In introductory comments to participants of my Executive Development Program on **Achieving a Competitive Edge Through People**, I take the devil's advocate position that a combination of bosses' attitudes and behaviors and the organization's systems and procedures are primarily responsible for the poor performance of groups and individuals in the workplace.

The idea is not to put the participants on the defensive, but to get them to introspect on their role as facilitators. This approach is based on Teddy Roosevelt's observation that "The best executive is one who has sense enough to pick good men (and women) to do what he(/she) wants done, and self-restraint to keep from meddling with them while they do it." As David P. Campbell states, in his foreword to the book on **Leadership** by Richard L Hughes, Robert C Ginnett and Gordon J Curphy, "The *capacity for making things happen* can become its own motivation (italics added)."

Individuals at the upper echelons, except for the *office superintendents* with their problems of low self-esteem, have probably reached the self-actualization stage. Like all high achievers, what motivates them most could be the desire to achieve something which provides a tremendous amount of intrinsic satisfaction. This can only be accomplished with the help of competent peers and subordinates, not through mediocre individuals or good-for nothings.

In their book **Secrets of Executive Success**, Mark Colin, Mark Bricklin and David Diamond of the Rodale Center for Executive Development, identify certain characteristics common to modern, forward thinking organizations. These include.

- ** Treating everybody with respect and as a potential source of valuable insights.
- ** Encouraging people to suggest new ways of doing things.
- ** A willingness on the part of individuals to take on responsibilities and initiate changes.
- ** Feeling free to disagree with superiors and other group members, especially when it comes to bringing uncomfortable issues out into the open.

This is exactly the *professional order* that should be fostered within the organization. Only such cultures can ensure transparency, integrity, equity, fairness and justice, which encourages principled dissent, not mindless conformity to a seemingly mercurial boss' whims and fancies. Unfortunately, the *professional order* does not "happen" because of a *deus ex machina*, but through a conscious decision by one and all to collaborate in establishing something which they can justly be proud off. In this endeavor, the boss is merely the first among equals, not the supreme deity before whom all and sundry quiver. Unless extenuating

circumstances demand it, the control mechanism resorted to should not be the employment or commercial contract, but rather the *psychological contract*. The mind set should be one of partnership, in which individuals are not viewed or do not see themselves merely as “hired hands” but feel a sense of “ownership” towards the organization, its cause/mission and the process, seeking to achieve something worthwhile which is larger than themselves.

Striving to build a *professional order* is not easy. It requires commitment and application. As any good gardener knows or soon learns, trying to maintain the perfect lawn or grow roses, involves fighting a constant battle against dandelions, clover and assorted weeds, and numerous parasites, which literally spring up or invade overnight, threatening to negate or ruin any effort put in the previous day. Similarly, in organizations mediocre and incompetent individuals abound; really competent and genuinely dedicated people are an endangered species, needing a lot of protection and encouragement if they are not to be destroyed by the organization’s “immune” system. Like diamonds in the rough, they require a lot of polishing and nurturing in order to acquire and maintain their luster.

In trying to foster a professional culture, something the author’s father said has great relevance. While teaching me to ride a bicycle, motor cycle and stick-shift car over a period spanning more than a decade, his constant refrain was: “Don’t fight the vehicle. Just steer in the direction you want to go.” As a tyro with white knuckles, struggling to control an inanimate(?) object which made a rodeo bull in all its ferocious majesty look like the family pet, these words seemed ludicrous. Today, when I have acquired a degree of dexterity in handling vehicles of various shapes and sizes, their sagacity is patently obvious: *Excessive control is absolutely unnecessary*. The same holds good in the sphere of managing high performance organizations and individuals.

Like thoroughbreds, competent individuals should be given the freedom to perform. The job of top management is to act as facilitators - provide the required resources and then

Post Script: *The Smartaleck's Conundrum*

The whiz kid, graduate of one of the country's premier management institutes, and youngest Vice President of FMCGs at a leading MNC, was visiting his grandmother in their ancestral village. Having received "n promotions in (n-1) years" and a salary in *lacs* exceeding his age, the Veep considered himself the epitome of the twenty-first century's global citizen.

Extremely proud of her grandchild, *nanni* naturally wanted to introduce him to "Mataji," the much revered and respected local religious leader. The Veep rebelled and refused to even entertain the possibility of going to the ashram to see her. All this superstitious mumbo jumbo was strictly for local yokles, not enlightened atheists like him.

However, grandmothers are very patient and persistent. Like drops of water, that, over the centuries, can bore a hole through even the hardest granite, *nanni* gradually wore down the Veep's resistance. Finally, just to please her, he decided to attend Friday evening's bhajans and meet Mataji.

In acquiescing, the Veep had a hidden agenda. He was going to prove conclusively to the assembled villagers that he was smarter than their Mataji. To demonstrate this, he would capture a sparrow and take it along. He intended to hold it in his hand and ask Mataji whether the bird was dead or alive. If she said it was alive, he would crush it in his palm and throw the lifeless body to the ground. If she said it was dead, he would release the bird unharmed and let it fly away. Either way, the congregation would know he had comprehensively outwitted her.

As the evening progressed, there was a lull in the proceedings. The worshippers paused while singing devotional songs, either to catch their breath or for taking time off to get updates on the week's gossip. Seizing the opportunity, the Veep rose to his feet and called out, "Mataji, Mataji."

Puzzled, she turned inquiringly in his direction.

"Mataji, I have a bird in my hand," he said loudly, once he had her undivided attention. "Can you tell me whether it is dead or alive?"

A hush fell over the audience, stunned by such boorishness and the presumption of the questioner for speaking so directly. Mataji quietly closed her eyes. Some twenty or thirty seconds elapsed. The impatient young man's voice again pierced the silence by demanding even more stridently: "Mataji, I have a bird in my hand. Can you tell me whether it is dead or alive?"

Without opening her eyes, a supremely composed Mataji replied softly, yet clearly. "*It is in your hands,*" she said calmly, and with great deliberation, "*it is in your hands.*"

Table 1
The "Made in India" lable

You are a Deputy General Manager (TV Production) in a large private sector firm. The company imports components from Japan, Korea and Singapore, assembles them in its Indian factory and exports the finished product. The most important overseas market for your TV sets are the West European countries. These exports are a valuable source of foreign exchange for the company, and are essential to offset the imports the company needs. Unless the company exports 50% of its production, it will not be eligible to source items from abroad.

In order to prevent the Japanese from cornering their markets, many European countries have placed restrictions on Japanese products. For your company to export to the lucrative German market, management has to certify that 75% of the contents of your TV sets are *manufactured* in India, and not just assembled using imported components and subsystems.

The most expensive part of a TV set is the color picture tube, which accounts for 40% of the cost of a set. For the last three years, your company has been trying to indigenise its production, but has not been successful in producing high quality color tubes in the required numbers at its Bangalore plant. The Japanese collaborator has been reluctant to transfer the technology, and help you debug the various technical problems that crop up. This means that you have to continue to import the item from them. Consequently, the import content of your finished TV set is nearly 50%. Under German law, such products are subject to a very stiff tariff, and would not be competitively priced.

The Managing Director called you to his office to discuss the company's predicament. He is an old family friend. You come from the same village, and your families have known each other for many generations. In fact he "rescued" you from a dead end job in the public sector, and you now earn more than five times what you did a few years ago. During the course of the discussion, he casually suggests that you place an opaque "Made in India" sticker over the Made in Japan label on the picture tube. This should help the TV sets pass the cursory inspection conducted by the German authorities. The MD hints that if you cooperate, it is just a matter of time before you are promoted to the post of General Manager (Production). After that, the sky is the limit as far as your career progression within the company is concerned.

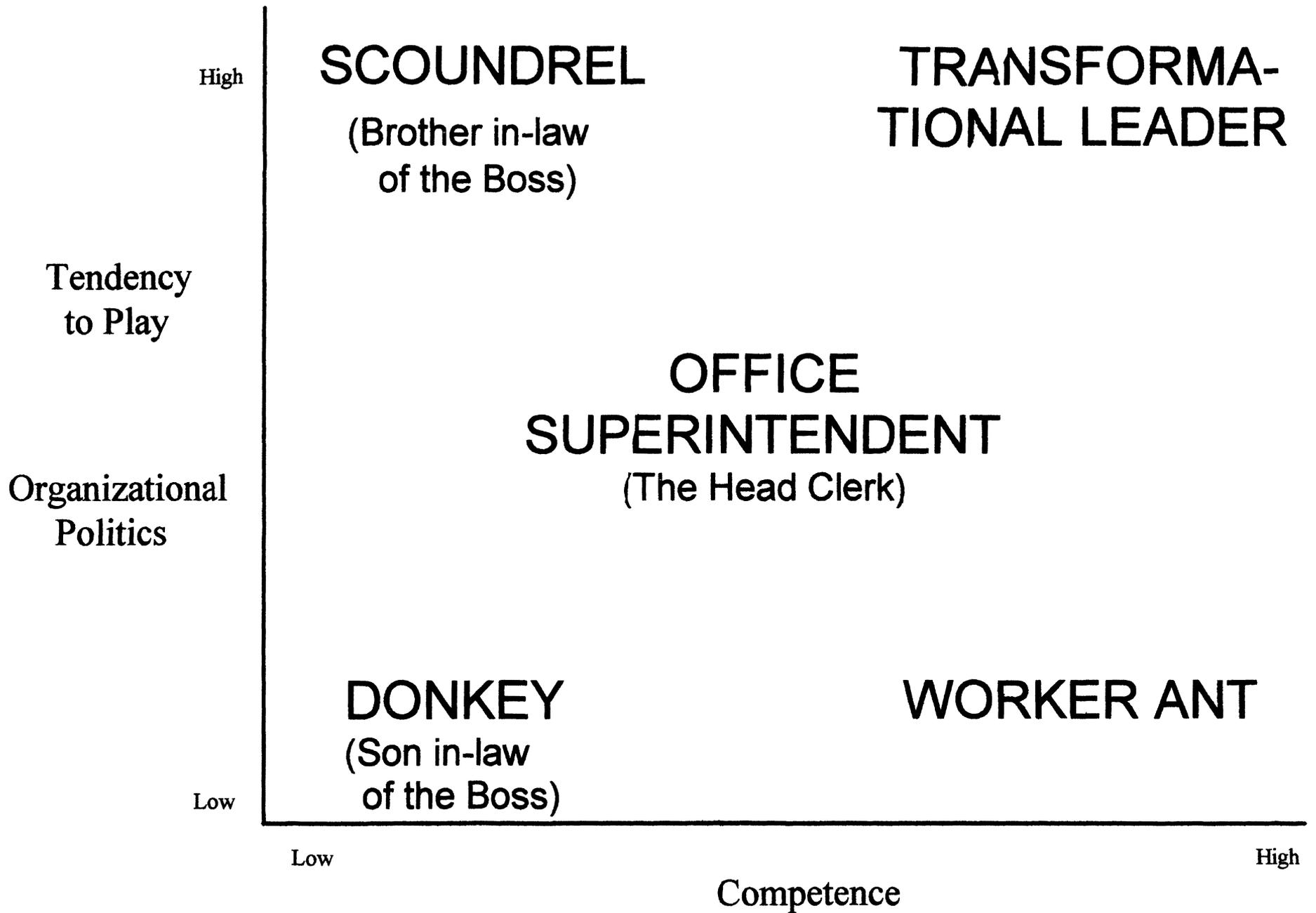


Figure 1: A New Classification of Individuals in Organizations

Figure 2
IMPACT OF TOP MANAGER

	TRANSFORMATIONAL LEADER	OFFICE SUPERINTENDENT
INDIVIDUAL	<p align="center"><u>EMPOWERMENT</u></p> <ul style="list-style-type: none"> *Career Advancement *Recognition, Status *Power, Position Enhancement *Personal Goal Accomplishment *Getting the Job Done *Ideas, Projects, Programs Sold *Feelings (Achievement, Ego, Control, Success, and so on) *Survival 	<p align="center"><u>HELPLESSNESS</u></p> <ul style="list-style-type: none"> *Loss of Power, Strategic Position, Credibility *Loss of Job, Demotion, and so on *Negative Feelings of Others *Passive Loss of Promotion, Transfers, and so on *Internal Feelings, Guilt *Promotion to Level of Incompetence *Job Performance Hampered
	ORGANIZATIONAL	<p align="center"><u>ASSEMBLY EFFECT</u></p> <ul style="list-style-type: none"> *Organization Goals Achieved, getting the job done *Organisation Survival, Health, Processes *Visibility of Ideas, People, and so on *Coordination, Communication *Team Development, Group Functioning *Esprit de Corps, Energy Channeling *Decision Making, Analysis

Source: L Prasad, *Consequences of Organizational Politics...*, ASCI Journal of Management, vol. 22, no. 4, 1993.

DL Madison, RW Allen, LW Porter, PA Renwick and BT Mayes, *Organizational Politics: An Exploration of Manager's Perceptions*, Human Relations, vol 33, 1980.

Figure 3

THE CULTURE OF HIGH PERFORMING ORGANIZATIONS

THE POLITICAL ENTOURAGE

- ** Mandarin with a retinue of toadies**
- ** Emphasis on loyalty to one's superiors**
- ** Control through a network of spies and informers**
- ** Reward for complying, following instructions and cronyism**
- ** Individuals seen as subjects to be exploited**
- ** Pseudo-mutual group**
- ** Organizational rules, systems and procedures used as instruments of domination**

THE PROFESSIONAL ORDER

- ** Mentor assisted by capable proteges**
- ** Emphasis on trust and intellectual honesty**
- ** Control through a sense of intellectual commitment to excellence**
- ** Rewards based on competence, merit and performance**
- ** Individuals viewed as assets to be nurtured**
- ** Well-meshed or integrated team**
- ** Rules, systems and procedures used to assist capable employees**

give people the autonomy they need to deliver. Back seat driving or constant second-guessing should be eschewed. For most bosses, it takes time and effort to internalize this philosophy, because great self-control is required not to meddle in operational matters. When the positive results of this approach become evident to all, the boss can then bask in the limelight and say modestly, "It was nothing, really. My people deserve all the credit." Envious peers will not believe it, but that is another story...

Concluding Comments: *"It is in your hands, it is in your hands."*

In recent years, the bottoms-up push for greater participation by competent people, who would otherwise leave the organization for greener pastures, has assumed ominous proportions. *Office superintendents* ignore this development at their own peril. While some top managers cognitively appreciate the need to change, ensuring that one's behavior is actually modified is much more difficult. Saying the right things no longer suffices, one has to do the right thing. Fundamentally altering one's transactional behaviors, instead of just paying lip service to progressive human resources management practices, is a move in the right direction. Going beyond just people pleasing, the message conveyed and reinforced should be: **We care for and value those who contribute.**