THE MARRIOTT MANAGEMENT PHILOSOPHY
A living tradition of values and beliefs

“A businessman once said, 'A business succeeds not because it is long established or because it is big, but because there are men and women in it who live it, sleep it, dream it, and build great future plans for it.'"

“We have realized for a long time that you can't have a service business with a lot of employees without having people who know how to manage. So we have been teaching our management how to manage, as well as our employees how to take care of their jobs. Good management and trained personnel are the most important factors in our business."

“Good personnel will work for a competent manager. Go to every length to find, hire, and train good employees and treat them like your family. This is the crux of your whole operation.”

“When we had six or seven Hot Shoppes, I'd drive to every one of them every day, sometimes twice a day. Every time I visited, I'd find something was wrong: the root beer was flat or wasn't cold; the lights hadn't been turned on at night; or the barbeque machine wasn't clean. There were just a lot of things our management didn't do or didn't see. So I decided then that if we were going to have a lot of places, we had to hire supervisors to do what I was doing - going from one store to the next, training managers.”

“Some of my remarks may appear to be too detailed, but it's the little things that make the big things possible. The close attention to the fine details of any operation - restaurants, hotels or what-not – makes that operation first class.”

“I think today people have to be better prepared. There's so much competition today that you've got to know your business and what you're doing.”

“The Church and parents taught us to be honest, clean personally, good habits, workaholics. In short, to follow two of the greatest words in the English language: work and pray, a sure formula for success in any endeavor.”

“I don't look back. I think mainly about how to help carry on this great business we have today, how to keep it going, keep it on track and how to organize and manage our business. Of course, my son has taken over full responsibility. He's great to work with. We don't agree on everything, but what father and son ever do?”

“My life experience tells me that success is never final, but the decisions we make along the way determine the end and final outcome.”

J. Willard Marriott

INTRODUCTION

From the moment he started the company with my mother in 1927 until he died in 1985, my dad lived the values we associate with our corporate culture and management style today - concern for all employees, hands-on management, and an unrelenting commitment to meeting customer needs through excellence in quality, service and hospitality. Everything he did was based on his uncompromising beliefs in treating people fairly, working hard, paying close attention to details, and listening to and giving customers what they wanted.

Collectively, these values and beliefs form Marriott's management philosophy - the foundation on which the company was built and the superstructure on which our future growth depends.
This philosophy is behind all of Marriott's policies, procedures, and other management systems. But how well values and beliefs are transmitted to employees ultimately depends on your day-to-day behavior - how you interact with your people; stay in touch with your department, operation and customers; and achieve high standards. When done well, that behavior makes you part of a special management team, sets Marriott apart from its competition, and ultimately results in company profit and growth, and advancement opportunities for you. The material which follows - quotes from my dad's memos, speeches, interviews, and inspection reports - reflects the very essence of our culture. Although many of his comments focus on various shortcomings in operations, they send a positive, simple message to all managers - "take care of the little things every day."

I hope reading this material makes or keeps you aware of the "little things" you are responsible for that make the big difference in serving your customer, be it the public, another business or Marriott departments and employees.

Although time, growth and a changing workforce move us further from the early days of our company, we must never stray from the basic principles that have made us successful. That can only be achieved if the people running the system - from myself to you - understand, support and communicate the Marriott Management Philosophy...A Living Tradition of Values and Beliefs.

J.W. Marriott, Jr.
Chairman and President
Marriott Corporation

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ABOUT THIS PUBLICATION
The material printed in blue is a collection of quotations from J. Willard Marriott which - although practical rather than philosophical - illustrates principles that are the foundation of the company. This material was assembled primarily from memos he wrote to J. W. Marriott, Jr., after he turned over the company's day-to-day operations to him in 1964. Drawing from this personal correspondence between father and son, this publication explains the company's traditional values and beliefs and how they apply to Marriott managers today.
Concern for employees

"Treat your employees the way you would like to be treated - provide them every avenue to success. Get their confidence and respect. Have them like and be interested in their job."

Marriott's concern for employees starts with its "Guarantee of Fair Treatment" policy, an internal, decentralized means for all employees to express problems and have them resolved in a timely manner.

As a manager; your role in this formal process is to always listen to your employees and try to understand and solve any problems they may have. Informally, you play a critical role in sensing and preventing problems in the workplace by being involved and treating your people with a pro-employee attitude and style which tells them "you are important." On a day-to-day basis and in your own style, you must sincerely Communicate With Employees, Meet Employee Needs, and Develop And Recognize Employees.

Communicate with employees

"It's important to listen to employees, ask questions of them, say 'Good Morning' to them, ask about their families, and get to know a little bit about their aspirations, ambitions, home life and work motivations."

Communicating with employees is essential to showing your people that you are sincerely interested in them as individuals. This communication also means listening to them if they have a problem with their job or management. Managers need to frequently get their people together and ask them "How are we doing?" and "What can we do to improve?" For the communications process to work effectively, it's important to listen to and act upon the answers to those questions. Employees must know you appreciate their ideas and suggestions. Wherever possible, Marriott is committed to getting its people to participate in every decision that affects them. This communication through participation will result in your employees being more motivated, more enthusiastic about their jobs, happier in their work, and much more effective.

"We have great morale in our restaurants, hotels, and other operations because our employees know we are interested in them and do all we can for them."

In the early years, founder J. Willard Marriott knew most of his employees by name. Even today, Marriott's top executives and managers make every effort to communicate through property visits, memos, rap sessions, and regularly scheduled meetings. Yet, as the company has become larger and larger, the tradition of top management knowing all employees has become an impossibility. Employees, however; still need to feel that they are important and that somebody cares. That "somebody" is you, their manager. The time you take - in your own style - to show a personal interest in your people is an investment that will pay high dividends in building teamwork and increasing productivity.

"In-Flite kitchen managers often tell me their lots are dirty because they can't get under the trucks and the equipment with their vacuums. Can't you supply them with blowers?"

"The hostess on the door was not terribly interested and was not doing a first-class job. The man cashier was smoking while on the job and talking to someone on the telephone at the same time. I gave him a proper reprimand, but the manager should know that he should prevent this sort of thing in the future."

Often, good communication starts with listening to and observing others. Then, whether it's buying equipment, coaching and counseling or reprimanding or praising, your response will be respected the more your employees feel you understand the situation. This respect leads employees to trust and rely on you to meet their ongoing need for information on how they are doing, how the company is doing and where it's going, and how their division and work fits into the overall picture.
Meet employee needs

"Employee loyalty is of great importance. That comes by treating employees the way management would like to be treated."

"I think there is no reason why we shouldn't see that the housekeepers have good, clean-looking uniforms."

"Hose reels must be put so that they roll the hose in the direction the hose is going to be used. They have put up a hose reel that is flat against the building and it is impossible for our employees to roll the hose up."

Building employee loyalty, pride, team spirit, and morale all begin by meeting needs as basic as clean uniforms and proper equipment: You can't expect an employee to provide a good product or service to customers when his or her own needs are not being met. Marriott's founder said it best..."Take good care of your employees and they'll take good care of the customers."

"As with all businesses, we are subject to theft. Managers should be aware of this and take necessary steps to discourage and guard against this."

In enforcing any company policy or procedure, it's important to communicate that the underlying principle behind all rules and regulations is a basic concern for employees. Marriott believes in its employees and the opportunities it has for them, and doesn't want to lose them because of any foolish or flagrant actions.

"I notice that some of our assistant managers have hair down over their collars. I think we should have a regulation that our management team must keep their hair above the collar line."

"We have too many men with beards and mustaches and long sideburns who don't look like service personnel at all. I don't think hair and food go together."

"Our people must maintain high standards of personal appearance and cleanliness."

In addition to formal policies, unwritten standards exist in any business. Since the majority of Marriott employees interact with the public, the image you and your people project to customers is very important.

From grooming to attitude, your people need to know what that image should be and how to convey it.

Develop and recognize employees

"If you don't hire the right kind of people, we can never make anything out of them."

"The right kind of people" are friendly, hard working individuals with a genuine interest in helping others. Since our business demands high levels of hospitality and service, people with those qualities will be easier to manage - responding faster, learning quicker, and advancing further.

"All through the years, I've seen bad habits destroy brilliant, talented and fine men and women. So I know that the basis of my kind of success is good habits and a good character."

"Managers should instill in employees the importance of good work, healthy habits, honesty, and integrity."

A manager's character can be a powerful influence on employees. The best managers know and like themselves and, by their very actions and ideals, provide guidance and direction to their employees.
"I spent last night at the Boston hotel and visited with the GM and his staff. The engineer is doing a terrific job on the exterior of the building, I have never seen it looking better - lawn and flowers looked great. All of the people are very cooperative and want to do a good job."

"The whole property was clean. It looked like it was very well run. I am very impressed with the manager, who I think will make a good person for us."

Although pay is an important component of employee satisfaction, being recognized for a job well done is often more rewarding and motivating to employees. Recognition does not have to be reserved for superhuman efforts. The person who consistently does a high quality job in a low profile position also deserves and needs to hear positive feedback. Timing and sincerity are the keys to meaningful recognition.

"Most of the things we sell in a restaurant are prepared that day. This takes skill, imagination, and ingenuity. It requires a great development of talent and primarily an interest in one's work."

"There is a great opportunity for advancement in a large company. In our business an hourly employee can become a department manager and general manager in a short time, as compared to many other businesses."

Good managers develop employees for tomorrow's opportunities by encouraging them to work toward their full potential today. How rapidly they develop their talents, however; depends on how interested they are in their work. Employees need to know that they are largely responsible for their own growth and that the best training and management will be useless if they don't take advantage of it.

**Hands-on management**

"Managers should know their business thoroughly and how to follow through."

The more a manager has a sense for the details which make an operation or department succeed, the more successful that manager will be. Operation managers learn these details best from habitually managing "on the floor" - getting out of their offices to directly supervise employees and interact with customers to learn what they want and how well they are being served. Staff managers stay in touch with the operations and people they support in order to understand and meet their needs. You exert a powerful, positive influence on your people and customers through your willingness to Set The Pace, Be Involved In Details, and Follow Through.

**Set the pace**

"The price of success is hard workout - not just 8 hours 5 days a week, but nearly all our waking hours. At least that has been my experience. When I started, it was about 6 1/2 days and nights a week for many years. But it paid off. I set an example for others and gave many who were willing to pay the price an opportunity to grow and have the good things of life."

When employees see that you sacrifice for your business, they are more likely to do the same. The more you can show employees the benefits of making their work a high priority, the less you will have to work at getting their support - they will gladly give it to you.

"Entrepreneurs are never satisfied. They want to do things better. They strive for perfection and use all the ingenuity at their command to achieve it."

"In all the lounges where we have recessed lights, we should consider covering them with shields, like we have done in Atlanta, so that the bright lights don't shine directly on our guests."
"I suggested that they put more juice into the pan with the barbeque meat so that it would not be so dry, and use a perforated spoon to let the juice run out, and turn the barbeque over on the roll like we used to do. It would make a better barbeque."

"If we wait until we have to compete, it's too late. We must keep up and do as well as - or better than - the others do."

"If we are going to get the prices we are charging in these units, we must have a better variety and we must merchandise each item and make it look important and appetizing."

Marriott managers constantly focus on results by continuously reevaluating and challenging what they and their people are doing. One question is constant: How can I, my people or my operation better meet the needs of customers?

**Be involved in details**

"In Chicago they have no sprinkler system for their lawns, shrubs, and flowers. I think this should be a must in all of our operations because we can't afford to hire people to stand and water lawns and shrubs, and most of the time they don't do it and a lot of the shrubs and flowers die."

"They served a whole platter of mushrooms for each guest who had steak. There must have been nine or ten mushrooms on the plate. No one can eat this many mushrooms and a steak and all the other things that they had. I think better judgment should be used. A couple of mushroom caps on the steak would have been plenty, in all of our places, I think we should really start pushing portion control. The first thing I learned in the restaurant business was to get portion control in order to get a decent food cost. I don't mean, by portion control, that we should cut down below what a customer should get, but in many instances we either give less or a lot too much."

Whether it's inside or outside, on the lawn or on the plate, managing details is essential to day-to-day operational success. Knowing the operation lets you know how and where costs can be better controlled.

The challenge is managing costs without compromising what the customer wants. J. Willard Marriott seemed to master this difficult challenge by following a simple technique. He would constantly put himself in the shoes of customers, always viewing things from their perspective and asking himself what he would want or expect as a guest.

"The sirloin steak was trimmed too closely. There should be enough suet on the steaks so they won't cook so dry. If the tail were left longer there would be sufficient suet for cooking."

"The kitchen was putting gravy on top of the hamburgers. This should never be done. Hamburgers should be put in a pan with some nice juice underneath them and not on top. In the snack bar section they were grilling hamburgers, putting them in a steam table, letting them stand and then making the sandwiches."

The closer managers get to the action, the better and faster they can pinpoint and fix problems. By being there to show employees how and why to do things right, managers can reduce the chances of things going wrong.

"This restaurant looked very bad. The tables were completely bare. There was nothing on any of them. I told them to set up the tables with doilies and put something on them, so that the dining room wouldn't look so bare and unattractive."

"Keep steamtable food stirred up with serving spoons and keep lids on all pans to reduce crust. Potato salad portion should be made with serving spoon instead of ice cream scoop."
"Seafood platters are mostly breaded to far in advance. Try breading several times a day. Don't pack down. Take the time and trouble to bread all fish items properly."

Your attention to the little things can send a big message to employees, telling them "If these details are important enough for me to be concerned about, they're important enough for you to attend to as well."

Your people also need to understand why details are important and to see the connection between what they do and the end products: the customer satisfaction that produces the sales which support the business and its employees. The clearer and more consistent our concern, the more motivated and knowledgeable your employees will be to do things right.

"We should pay more attention to getting first-class housekeepers in our hotels. This is a very important job. If housekeepers aren't good, tidy, meticulous people, they are not going to do a good job."

In filling job openings, interviewers may sometimes place too much weight on experience and not enough on other qualities essential for doing a great job. One way to know what the emphasis is placed on in your operation is to sit in on some interview, orientation and training sessions. By involving yourself more in the hiring process, you will help your people know what to look for to get the best employees.

Follow through

"There is not enough follow-up by management on service, planning, getting things done when they should be done, or on supervision of employees. They would probably do all right if they had more attention."

"All management should be in the dining room and kitchen at meal hours."

"Gift shop floors are very poorly attended. The employee usually is at the cash register taking small amounts of money, or in the back room getting the inventory, or doing anything but watching the floor. It seems somebody should be on the floor at all times."

Delegating is an extremely important part of a manager's job. While you need to be close to your people and operation, you can't be everywhere doing everything - nor should you. To develop your people and be more productive yourself, you must delegate. But giving responsibility to your employees also means following up, when needed, to make sure the job is being or has been done correctly.

"Not one operation of the Marriott Corporation should be sub-standard. If it is, the company is injured if not corrected immediately and responsible management obtained."  

Just as no operation should be "sub-standard," neither should any part of your area of responsibility be below Marriott's standards. If it is, you need to know your operation to know what swift corrective action to take. By following up, you make sure the problem has been solved and Marriott's image maintained.

"He told me that he had told a group of restaurant operators about his new dinner houses, what the sales were and how popular they were. He thought that we were interested in publicizing this to our competitors. I told him this is something we should never do. I think that you should send a memo to all division heads to tell them that all our sales are kept confidential as far as the individual shoppes and hotels are concerned."

Staying close and listening to your managers or other employees allows you to sense or discover honest mistakes in judgment. Keeping certain information confidential is an important competitive tool.
Commitment to customers

"I want you to understand that any suggestions I make are not by way of criticism but intended to keep our quality up, keep our image good, and to serve a better product than anybody else who is competing with us. In every division of our company, every operation, we must compete in price, in sanitation, in decor and service if we expect to hold the business."

Never has "holding the business" been more linked to customer commitment than in today's business environment of increased competition. How a unit looks, the way a department functions, how employees act, and what the customer receives are all a reflection of you, the manager; and Marriott's commitment to its customers. You must combine your sense of personal and professional pride with your leadership abilities to build a winning team that will Keep Units Clean And Attractive, Be Courteous And Helpful, and Provide The Best Products Possible.

Keep units clean and attractive

"A real effort should be made to get our people to work clean. I have seen employees in our places with dirt greasy shoes. We must make a special effort to have our people wear white, clean shoes, and to work clean in the kitchens. We would save ourselves an awful lot of cleaning problems, and money."

"We should use carpets in all entrances, with a rubber base and a rubber edge, and have enough of them to keep them clean. This picks up the dirt that will otherwise be carried into the kitchens."

"Every airline kitchen should have a perfect setup for cleaning. There should be portable stainless steel sinks, places to hang mops, and drains in the floors throughout the kitchen so that the floors can be washed down."

"Insist on proper equipment to clean and maintain inside and outside top image."

Clean operations start with people who work clean. Whether it's untrained or sloppy personnel, improper or inadequate equipment, or an unorganized work environment, managers are always looking for the why behind an unclean situation so they can eliminate its cause, not just clean up the mess.

"Carpets must be cleaned if you are going to preserve them and they should be vacuumed with either a hand carpet sweeper or an electric vacuum after every meal."

"Clean front carpets at night or early AM. Hose parking lots around buildings daily - large lots, use blower daily."

"The outside planting in this place is bad. They have mostly cedar chips all the way around. There is practically no planning and no shrubbery."

Exteriors should be maintained as carefully as interiors. Parking lots, driveways and sidewalks should be cleaned daily, or more often if needed. Areas farthest from main buildings should receive the same attention as areas closest to main buildings.

"We should insist that our hotels, where there are fireplaces, have a big stack of wood. The fireplaces should be used at all times during the cold weather. It makes so much difference in the atmosphere of our lobbies."

"It would be a great improvement to have some flowers on the tables. The tables all seem to be so bare. Also, colored tablecloths are much more attractive than white ones. They give a little warmth and color to the room."

"There will always be a demand for a hotel with a homey, charming atmosphere."
Although customer needs often vary, some preferences are common. Customers want a warm, attractive atmosphere that gives them a feeling of quality and security. One of the best ways to make your operation appealing is by creating or maintaining such an environment. Marriott's business is serving people with good food, nice places to sleep and interesting places to meet, relax and have fun. The little, personal touches you add to the look or feel of your operation makes meeting these basic needs of people more meaningful for employees and customers alike.

"Our competition, as you know, has loaded their places with employees, I have seen as many as eleven people behind the counter and always somebody in front cleaning the tables and keeping the outside clean. It is one of the reasons for their success. Let us not cut down our employees in any of our operations at the expense of sanitation and service."

"It was very dirty behind the counter - evidently had not been cleaned all day. They need more employees. They were very busy with only a few customers, but they couldn't handle them. There were two people on the job and the manager came in while we were there, but they could not take care of the business."

Hiring the right people also means hiring the right number of people. This not only leads to cleaner and better service, but higher employee morale as well. Employees aren't overworked and are free to concentrate on doing their job well. This makes them feel better, act friendlier and be more receptive to helping the customer.

"There seems to be no consistency in keeping our airline catering trucks clean. One operation will wash its trucks daily, another weekly, and another monthly. I tried to get them to install a gasoline station paper-towel system for their drivers to keep their windshields clean. The interiors of the trucks are also often dirty as well as the exteriors."

In addition to competing with other businesses, Marriott must also compete against itself. The challenge is to make every component of every unit as clean and attractive as the best operation Marriott has to offer.

The customer deserves nothing less. Consistency among operations is achieved by managers making sure the little things are done consistently and done right.

**Be courteous and helpful**

"Employees should be well groomed, smiling, friendly, and efficient. Their attitudes should suggest, "We're glad to see you!"

Whether it's providing clean linens, an attractive room, a tasty meal or hospitality and cheerfulness, every employee plays a role in satisfying the customer. Managers are responsible for making sure employees treat those customers as they would guests in their own homes. When you give a little of yourself to please a customer, your employees are more likely to give that extra effort - beyond what most people expect - to satisfy the customer as well.

"Cashiers should not be sorting checks during a busy time. I saw one cashier who was terribly busy, holding up a whole line of customers because she was trying to sort her checks. Tills can be done after the busy hour."

By teaching employees the value Marriott places on customer satisfaction, managers can help employees know how to act in the many daily situations not governed by written rules and procedures. Employees must instinctively know to place customer need above their own and never be too busy to help.
Provide best products possible

"Our customers will pay for quality, I believe. I don't mean luxury quality but good quality."

"In all the years that we have been testing for quality, we have found that there is very little difference between top quality and second and third grade. But I have found this - if you take second- and third-grade quality, even though the difference is hardly discernible, you will end up with a second- and third-rate quality product."

Customers associate quality with Marriott. They expect it and will pay for it. Managers must see that customers receive that quality in every area by not compromising on the company's high standards.

"A lot of time should be spent on food. Steaks, chops, and vegetables are not seasoned. We need to have more cooked items and less steaks and chops. Enchiladas and chicken a la king could be prepared in various ways, as well as lamb stew and chicken fricassee and so forth. This should be done in all our hotel restaurants. Many people like these items better than they do the heavy steaks, and the food cost is much better."

Providing the best products possible also means giving customers what they want. By paying attention to trends and preferences among diners and travelers, you can better serve your customers.

"Clam chowder good but too thick...green beans - nice color but no flavor...chicken livers and sweetbreads greasy and heavy, not fit to serve...Waldorf salad very bad appearance - greasy and stale looking - apples mushy...scallops too large...no seasoning in scrambled eggs."

It all starts with basic quality. You can change or enlarge menus, increase advertising, reduce prices, increase portions, renovate, change uniforms, or even increase services. But the bottom line is quality.

Restaurants, for example, must offer a variety of food items that are always fresh, tasty, and attractively presented. Regardless of your operation, maintaining quality will do just as much -- and probably more -- to improve financial results than any other actions.

"The man cooking the hamburgers was not putting salt on them, except just a little sprinkle. He was turning the hamburgers over twice. What happened? He lost the juice of his hamburgers, he got a dry hamburger- He was also sprinkling salt all over his griddle instead of putting the salt on the hamburgers."

"Hotel chefs should offer interesting and varied menus that will attract guests to the dining room. They should ensure that food preparation personnel follow standard recipe cards, and that food is served attractively."

"I think the chefs should have some leeway in working up their leftovers. They should be able to put specials on to get rid of their leftovers."

In many cases, employees are instructed to follow Standard Operating Procedures, recipe cards and similar guidelines to consistently produce the best product possible. At other times, managers must rely on an employee's own style and initiative to do the job right. Whether or not your employees must "follow the book," the attention you pay to their actions is the true guarantee of a quality product being produced.

"The expensive menus that we are preparing for our Coffee Shops are a waste of money. When you have to change the prices - which we often have to do so fast - the menus have to be changed."
A manager's job is to deliver an outstanding product at a fair price and make money doing it. Managers must realize that there are always operating costs that could be reduced through more effective scheduling of hourly workers, through more competitive purchasing and through being careful about everything they spend money on. As one of those managers, you must try to control your expenses and carry forth the Marriott traditions of giving value to your customer along with attention to detail and attention to your people. When you do, you will help ensure that the company's other tradition - that of profitable growth - will always continue.

Guideposts to management

As managers, it's important to periodically pause and look back on the principles that J. Willard Marriott used to successfully build his business. These were passed down as guidelines to run the company in a letter from father to son when J. W. Marriott, Jr. became Executive Vice President in 1964.

1. Keep physically fit, mentally, and spiritually strong.
2. Guard your habits -- bad ones will destroy you.
3. Pray about every difficult problem.
4. Study and follow professional management principles. Apply them logically and practically to your organization.
5. People are No. 1 - their development, loyalty interest, team spirit. Develop managers in every area. This is your prime responsibility.
   a. Make crystal clear what decision each manager is responsible for and what decisions you reserve for yourself.
   b. Have all the facts and counsel as necessary – then decide and stick to it.
7. Criticism: Don't criticize people but make a fair appraisal of their qualifications with their supervisor only (or someone assigned to do this). Remember; anything you say about some may (and usually does) get back to them. There are few secrets.
8. See the good in people and try to develop those qualities.
9. Inefficiency: If it cannot be overcome and an employee is obviously incapable of the job, find a job he can do or terminate now. Don't wait.
10. Manage your time.
    a. Short conversations to the point.
    b. Make every minute on the job count.
    c. Work fewer hours – some of us waste half our time.
11. Delegate and hold accountable for results.
12. Details:
    a. Let your staff take care of them.
    b. Save your energy for planning, thinking, working with department heads, promoting new ideas.
    c. Don't do anything someone else can do for you.
13. Ideas and competition:
    a. Ideas keep the business alive.
    b. Know your competitors are doing and planning.
    c. Encourage all management to think about better ways and give suggestions on anything that will improve business.
    d. Spend time and money on research and development.
14. Don't try to do an employee's job for him – counsel and suggest.
15. Think objectively and keep a sense of humor: Make the business fun for you and others.

J. Willard Marriott
January 20, 1964

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