

<b>Contrasting the Manager's Role With the Wise Counsel's™ Role</b>	
<i>Managers Trust...</i>	<i>Wise Counsels Trust..</i>
Managers trust policies and procedures to make sure people are doing what they should be doing.	Wise Counsels trust people to be responsible for creating policies and procedures that <i>flexibly</i> serve their customers.
Managers trust incentive systems to motivate people to do what management wants them to do.	Wise Counsels create a work environment that builds trust, enables and empowers people to be self-motivated and personally accountable.
Managers trust performance standards because people perform better if their work is measured.	Wise Counsels trust people to develop their own measurement and performance standards for their accountability.
<i>Managers Assign Responsibility</i>	<i>Wise Counsels Create Responsibility</i>
Managers delegate responsibilities to people who have the most experience and/or time on the job.	Wise Counsels encourage people to voluntarily <i>venture</i> on new projects and to take responsibility for the outcome.
Managers assign added responsibilities to the most competitive people on their staff.	Wise Counsels encourage people to cooperate with others as they tackle new responsibilities.
Managers use performance reviews and forced ranking systems to determine who should be given added responsibilities.	Wise Counsels allow people to <i>choose</i> responsibilities that are intrinsically motivating to them.

## Manager Versus Wise Counsel V3

<i>Managers Expect Performance</i>		<i>Wise Counsels Encourage Performance</i>	
Managers expect their people to comply with policies and procedures without questioning authority.		Wise Counsels expect people to challenge any <i>TransAction Block™</i> , including policies and procedures.	
Managers expect their people to compete aggressively with their peers for pay, status and promotions.		Wise Counsels help people grow, which makes them more valuable to themselves and the organization.	
Managers expect their people to conform to the performance standards without exception.		Wise Counsels expect people to continually raise standards by delivering the right solution to their customers.	
<i>Managers Assign Accountability</i>		<i>Wise Counsels Offer Accountability</i>	
Managers directly supervise the people who perform tasks and are accountable for their staff's performance.		Wise Counsels never directly supervise people; people are accountable for doing their work <i>without</i> supervision.	
Managers offer incentives to their staff and are accountable for their people meeting production and sales goals.		Wise Counsels never distract people with internal competitions and incentives because they know this encourages cheating.	
Managers are accountable for their staff conforming to the performance standards.		Wise Counsels support people who are accountable for finding creative solutions for customers.	