

MEMORANDUM ON ORGANIZATION

Any organization must have a unified control. A group of people can decide on general policies. Specific decisions must be made by one responsible head.

This responsible head can delegate authority. However, delegating^{the} authority does not relieve him of personal responsibility; it is his duty to see that the delegated authority is carried out properly, and to make a change if it proves necessary. The responsibility still remains his.

Division of authority usually produces chaos and confusion. If an organization has an administrative head, and he is doing a good job, the directors of the administration organization (?) should support him and back him up. If he is not doing a good job and get someone else. Division of the ~~admin~~ authority does not improve, but always makes things worse.

Some people do not like to take responsibility or authority. When placed in a position of responsibility they simply pass on^{decisions} duties to others and then try to make excuses when they are not carried out right. This is not a practical course. If one is to lead an organization he has to accept responsibility.

It is the duty of the administrator to get all the good advice he can. Those who work under him are apt to be an especially good source of advice. He should be sure to get their advice on every point on which he possibly can. However, he should never do something simply to take an action or a viewpoint simply because one or even all of those working under his direction favor it. He should think things through and reach a decision that he is willing to stand by and then he should enforce that decision.

Sometimes a man placed in a position of responsibility is afraid that people will think he is a dictator if he insists on what he believes to be the right course, and therefore will allow others to plan policies and to make decisions. Such an attitude in the end never makes him popular but has the opposite effect. If he fails ~~not~~ to take the responsibility that belongs to him or to make the