

Marriott's Success Principles

1. Keep physically fit, mentally and spiritually strong.
2. Guard your habits—bad 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.
6. Decisions: Men grow making decisions and assuming responsibility for them.
 - Make crystal clear what decision each manager is responsible for and what decisions you reserve for yourself.
 - Have all the facts and counsel necessary—then decide and stick to it.
7. Criticism: Don't criticize people but make fair appraisal of their qualifications with their supervisor only (or someone assigned to do this). Remember, anything you say about someone 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:
 - Short conversations—to the point.
 - Make every minute on the job count.
 - Work fewer hours—some of us waste half our time.
11. Delegate and hold accountable for results.
12. Details:
 - Let your staff take care of them.
 - Save your energy for planning, thinking, working with department heads, and promoting new ideas.
 - Don't do anything someone else can do for you.
13. Ideas and competitions:
 - Ideas keep the business alive.
 - Know what your competitors are doing and planning.
 - Encourage all management to think about better ways and give suggestions on anything that will improve business.
 - 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.

