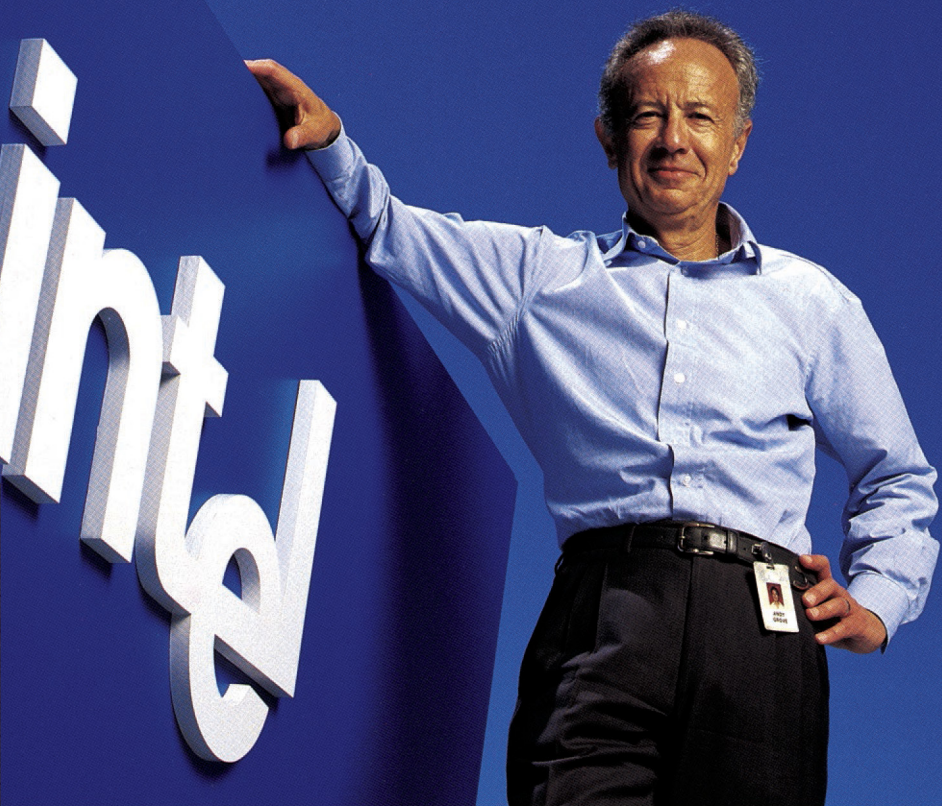


# HIGH OUTPUT MANAGEMENT

WITH A NEW FOREWORD BY BEN HOROWITZ



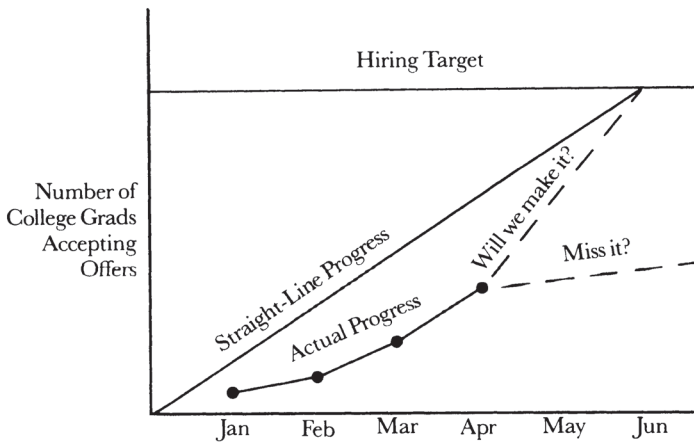
## ANDREW S. GROVE

---

Former Chairman and CEO of Intel

Copyright © 1983, 1995 by Andrew S. Grove

## LINEARITY INDICATOR



*The linearity indicator can give us an early warning that we are likely to miss our target.*

## STAGGER CHART

Forecasted incoming orders for:

Forecast made in:	JUL	AUG	SEP	OCT	NOV	DEC	1982 JAN	FEB	MAR	APR	MAY	JUN
JUL '81	22	28	34	29								
AUG	*23	27	33	31	29							
SEP		*21	30	30	35	33						
OCT			*29	32	32	32	29					
NOV				*27	32	31	32	31				
DEC					*27	27	31	30	40			
JAN '82						*26	28	29	39	30		
FEB							*24	30	36	32	34	
MAR												

(\* means the actual number for that month)

*I have found the "stagger chart" the best means of getting a feel for future business trends.*

## MEETING AGENDA EXAMPLE

To: Far East Plant Manager  
Manufacturing Manager  
Corporate Construction Manager  
President

From: Far East Construction Manager

Subject: Philippines Plant Location Decision Meeting

Friday, October 1

11:00 a.m.–1:00 p.m.

Santa Clara Conference Room 212

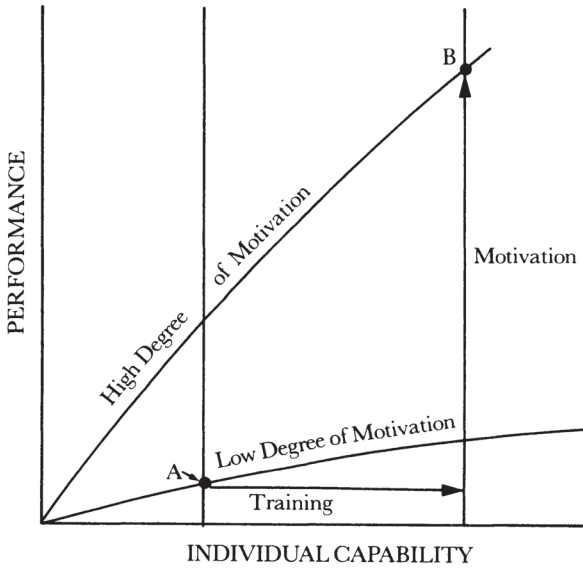
Teleconference connection to Phoenix Conference Room 4

Purpose of meeting: To decide specific location for  
Philippine plant expansion

### *Agenda*

11:00–11:30	Manufacturing considerations	(F.E. Plant Manager)
11:30–12:00	Construction considerations	(F.E. Construction Manager)
12:00–12:45	Review of alternatives, including preferred choice	(F.E. Construction Manager)
12:45–1:00	Discussion	(All)

## IMPROVING PERFORMANCE



*A manager has two ways to improve performance: training and motivation.*

## EXAMPLE WORKSHEET FOR PERFORMANCE REVIEW

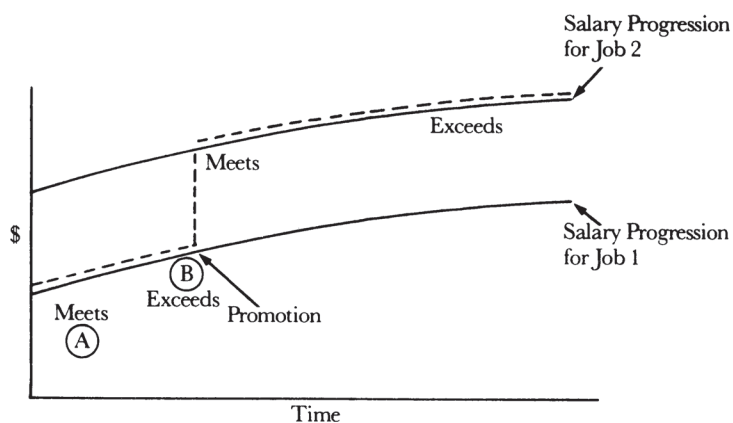
POSITIVES	NEGATIVES
— planning process much better! (quick start)	— spec process: zero!
— good report to Materials Council	— debating society meetings—all mushy
— helped on Purchasing cost analysis project	— poor kick-off for spec training
	— confused on computer use
	— doesn't listen to peers (e.g. manufacturing groups)

### Messages

1. Good results on planning system (analytical/financial background useful)
2. Hard time setting clear, crisp goals—satisfied with activities instead of driving results!
3. ~~Computer knowledge~~ (No—let's just concentrate on #2!)

*Worksheet for performance review.*

## MEETING AND EXCEEDING REQUIREMENTS



*An achiever will alternate between “meets requirements” and “exceeds requirements” ratings throughout his career.*