#### Revisiting the Doctrine of Completed Staff Work

24 JUL 2013 JOHN DILUNA SERVICE MANAGEMENT

Early in my career, a respected boss and mentor left an article on my desk about the doctrine of "Completed Staff Work." The author's thoughts on followership were presented in a memorandum from the early 1940s and present a relatively straightforward concept, when presenting a solution, the only remaining action should be approval or disapproval of the completed action. Your views should be placed before the decision maker in finished form so they can use them to achieve results.

While the language of the original version appears a bit crass (I have included it below for its dramatic effect) by today's standards, it is largely accepted as appropriate guidance for staff-level professionals and appears to be equally entrenched in both military, government, and commercial best practice. If otherwise inappropriate, the tone certainly reflects the frustration and exasperation of the author, a senior military officer, at the moment he put pen to paper and fits into the hierarchical military structure of World War II.

In my particular case, we were not at war, per se, but I guess my boss was equally frustrated with the amount of additional research and rework that was needed in order for him to make a confident decision. The article was a subtle way of educating the staff into a change in behavior. Unfortunately, the article never sat well with me. Instead of the intended effect, it only served as a reminder of the formal power relationship between a supervisor and subordinate. The challenges we faced were too big for any one of us to handle so we naturally faced them as a team. To suddenly be reminded of my place in the organization was not the kind of empowerment I become accustomed to and I was left feeling that the doctrine was severely out of touch with our reality. But as I reflect back on the experience, I wonder if we can recast the principles of this forlong doctrine to teach the trained initiative that is highly regarded but apply it to today's team- oriented atmosphere.

Let's start with the basic premise that

- a) everyone is busy.
- b) resources are tight and
- c) our team trusts us because of our knowledge, experience, and expertise.

We were hired to shoulder the responsibilities expected of our position. Even if the decision- making authority formally resides somewhere else on the team, that person or group is relying on us to provide a recommendation for how to proceed as if it were our decision to make. To present a recommendation, the following objectives must first be met:

- The issues are clearly articulated in a fair, balanced way.
- Issues are thoroughly analyzed including internal and external influences.
- Several alternatives have been considered.
- The solution is complete. It accounts for resources, staffing, time, & risk.
- The recommendation has been coordinated with stakeholders.
- The final product is prepared in final form for signature and requires simple approval.

# **7 Steps To Completed Staff Work**

Marcel A. Müller

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