

So here it is. Super Bowl weekend. Why is it that I'm just not as excited as I normally might be? Perhaps I'm just not as enthused about how mismanaged this great enterprise is these days that some of the luster is off the great Lombardi Trophy. Why? I guess a couple of things.

First, I think It's because I think at all times we should all do what's right. At the end of the day I'm always willing to accept a loss if everything was done according to the rules of engagement. It's my own sense of equity, fairness, and understanding of competitiveness. I've been a sports coach for too many years to know immediately if the call was right or if the call was wrong. And if it's wrong, my principles won't be swayed by some misguided authority. If it's wrong it's wrong. Nothing is going to fix it. The completely blown call in the Rams-Saints game that missed a very, very, very apparent pass interference call. It most likely switches the outcome of the game. You're at one of the two most important games of the year the conference championships, the referees are supposed to be the best of the entire league, and not one of the officials makes that call. Yeah I know, their human, but these are the best experts in the game. How'd they miss the call??? The referees calling my 6 year old grandson's game for an illegal shift could have gotten that call. Something is fishy – the defensive back, the opposing coach, the millions of fans watching – they all knew what was coming – BUT ....??? Referees should never be able to determine the outcome of a game – or at least have the opportunity to discuss every call and make or reverse it based on the technology that is available today – after all anyone watching on television saw if from at least 5 different angles – the sixth wasn't available because the blimp doesn't have x-ray vision yet. Doesn't that same thing happen in your places of employment from time to time. You know what was done isn't right. Some promotion for nefarious purposes, or termination to serve someone else's self-serving needs. Everyone knows it isn't right and yet the authorities who can change it – or better yet – stop it – don't. Add that to one more reason Glass Door is becoming such a great source of information about any future employer.

I guess it's why I absolutely love the field of human capital. It's the ultimate challenge. Science, math, engineering, accounting, taxes, most of those disciplines are fairly straightforward. If  $A \text{ then } B = C$  it's always going to be C. Having faced more than 10,000 human capital decisions in my career not one has ever been the same. NOT ONE! Why? Because each involved different people in different circumstances under different rules in different settings. I have been blessed to have worked in exceptional world class organizations where the best talent in that vertical I was able to interface with and partner with brilliant leaders to make some very difficult decisions. I've also been blessed (I didn't call it a blessing at the time I can assure you) to have worked in some of the worst managed organizations. Those taught me much, much more than those that were the best. In one such organization the HR leaders from around the country (this company had more than 30,000 employees) were sent to two weeks of training on how to manage every people decision you would face in your leadership role. They had written a four inch thick manual with more than 1,000 pages of policies and procedures. Having been recruited away from a world class organization where the manual we wrote was about 100 pages long I questioned almost every policy that was presented. Not be to contrarian, those who know me know that is not my modus operandi. But in every policy that was presented I could think of dozens of possible exceptions. At the end of the day after a review of all of the facts and the governance that is available to us by law – we're going to do what is right. It didn't take a 1,000 page manual, but with more than several thousand observable plays – that was very, very obviously wrong – it was pass interference. The referee at the 6 year old players football game would have gotten it right.

Second, I expect more of this league and the leadership that drives it. Diva wide receivers who are paid millions of dollars to do their jobs. Just do your job. I get enough drama watching what's happening in Washington, I don't need to watch it destroy a sport I love. Strong leadership and the ability to communicate from the authority involved should be able to manage that. I don't think it's too much to ask. I think the same thing is expected of the leadership inside any company. Do what's right. Ever wonder why the union movement became so powerful in the early 20<sup>th</sup> Century. Leadership didn't do what was right. That led to more than 40 laws today that govern employment. Each one trying to force employers to do what is right. It's a sad statement on the principle of management.

Third, don't politicize my entertainment. The rule is simple. Out of respect for the men and women who have served I'm going to stand. It's my rule for me, it's out of reverence to the hundreds of thousands who have paid the ultimate sacrifice. Someone knelt. I understand the gesture and the opportunity to bring attention to a reason. But ask 100 people today why he knelt - how many know? Do you? It sold a lot of media. Truth is it sold media. Now that the

notion is passed the media will find the next focal point to sell. After all the pen is much, much more mightier than the sword. Just ask Marin Shkreli if you can find him after he increased the price of Daraprim from about \$13 per pill to \$750 per pill, a 5,000% increase. It wasn't illegal. But in 2015 and 2016 he was referred to as the most hated man in America. Sounds similar to a strategy taken by a local firm and an epi-pen. Who thought that was right?

Keep warm out there and enjoy the game. It'll be good to know which commercial takes top honors this year!

I wish you well,

Dave