

“Fair but Firm”

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“**Fair but Firm**” often refers to the ‘authority aspect’ of the management style of a decision maker who also occupies a leadership position in a family, school, company or local / state/ national government.

“**Fair**” means open-minded in fact finding, untainted by non-related considerations and absent of private agendas. It incorporates decisions that are fully justified by the evidence, the facts of the matter.

“**Firm**” means final. Firm decisions are embedded in cement. They can be relied upon. They are not subject to ‘reconsideration’ or subsequent amendments. They may not be appealed to a higher authority. These decisions must be accepted as fact.

Managers who consistently make “**Fair but Firm**” decisions are a pleasure to have at the top of the heap in any corporate culture. They can be relied upon as steady and predictable. They tend to be strong, self-confident leaders who get things done and fully credit others where credit is due. They also generally:

- Expect the best from themselves and from others;
- Delegate authority freely;
- Do not hesitate to resolve situations needing immediate attention;
- Disdain political maneuvering;
- Appreciate straightforward discussions;
- Limit paperwork & meeting attendance for themselves & subordinates;
- Consistently maintain a significant field presence;
- Take the heat for subordinates who make mistakes through human error;
- Embrace a comprehensive, long term career development policy; and
- Promote from within.