HCO POLICY LETTER OF 14 OCTOBER 1982

Remimeo

Data Series 55

WHY THINGS ARE EVALUATED

A great mistake can be made if one assumes he has to evaluate everything before he can act. No way! One has to understand why things are evaluated.

Things are evaluated when they have to be corrected.

When one is building something based on tech and experience, one simply programs it and does it. That's it, simple as that.

One builds a car to fill the lack of cars. That is the Sit. The Why is simply that one is not building so there are none. So one builds the cars.

Only when the car does not get driven or worse, does not sell, does one EVALUATE for blood.

If evaluation is used to delay putting something there or getting something done (just plain putting it there and forcing it to run) then you get a misuse of evaluation.

You don't have to evaluate to get a gang of men to move iron pipe. You get a gang, you tell them to move it. If they do it too slowly, you tell them to move it faster.

Where is the evaluation? Sit: Iron pipe needs moving. Program: Move it!

When one can't confront handling something, he can say, "I have to evaluate this situation," take six months and no iron pipes get moved!

Imagine a sergeant on the battlefield with the enemy in his teeth saying to himself, "I cannot tell my men to shoot for I have not had an okay on an evaluation." You get defeated troops.

Now when this sergeant, seeing the enemy charge, issues a silly order like "Dig latrines," one can also say he did not evaluate. But I wouldn't. I'd say he didn't have good sense.

So don't use "evaluation" (a very valuable tool) to avoid telling people to do their jobs. And don't buy that you have to evaluate everything before you can act.

Why do you evaluate? You evaluate when you've got some situation which is non-routine and doesn't resolve and doesn't resolve to a debug.

Why do you debug something? You debug something when it doesn't move along as expected or when it doesn't move along at an expected rate.

The normal way of going about things is to program.

When something isn't running along as expected, you debug it.

When something won't resolve to a debug, when something is consistently bogged, you evaluate.

You can get slowed like mad in trying to handle something if you don't have these straight.

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