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Subject: Roy Anderson letter

### Punishment and Discipline

#### A Letter from Roy Anderson: Punishmt & Discipline

There have been a couple of instances where I've heard the words discipline and punishment used interchangeably. The bothersome part is that discipline is perceived as punishment, and not a chance to make things better. Anyway, that's the way it was presented to me and I just have to weigh in on it.

First, punishment is not in our purview to administer. Punishment is inflicting pain, and that's not the business we're in. Nowhere have I ever said we need to run a punishing business, however, I did say we should run a disciplined business. Here's the difference as I see it.

Internal discipline is for the good of the organization, benefiting us all. One person failing to discipline himself will ultimately affect everyone. We all tend to discipline ourselves for the good of the organization because in turn, we're better off if the organization is successful. Think about speed limits, working hours, security badges, wearing safety equipment, and the like, and I think you get my drift. So in a perfect world, everyone disciplines themselves.

The only purpose of external discipline is to instill internal discipline. What you're saying by not instilling discipline yourself is that you don't want to be here. After repeated attempts at external discipline, you still don't want to discipline yourself you can't stay here.

Let me give you an example. I have a cousin John who's a farmer. He's a nice guy, gets up early everyday, and works long, hard hours. But my cousin cannot stand having someone schedule his activities, so he can't work here. Not because I don't like him, not because he doesn't work hard, and not because he doesn't care about getting things done, but because he can't stand to work on a schedule.

If we don't discipline ourselves, and external discipline fails to change our behaviors, than we can't stay within the organization where we could potentially hurt someone. So again, my cousin John can't work here, and people who don't choose to discipline themselves can't work here either. This is not to say the right thing is not giving someone a chance when they make a mistake, because it is. That's why we have a multi-step discipline process. So, that's it in a nutshell.

Regards,

Roy