

# “Policy Exceptions”

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“**Policy Exceptions**” are expected, normal, even ‘fine & dandy’...especially if the individual requesting them is a hard charging, ‘make it happen’ type who routinely delivers superior results.

Policies & Procedures are in place to give general direction to the workforce. They are designed to handle the great bulk of activities but not every conceivable situation. It’s broadly accepted that about 20% of the workforce delivers around 80% of the results so it is expected that numerous requests for exceptions to policy will originate among the group of high performers.

In a fast paced, rapidly changing environment often experienced by high growth entities (or new departments or task forces within more established organizations), “**Policy Exceptions**” can, at times, become the rule because it is nearly impossible to anticipate enough of the expected future events to enable the formulation of general policies & procedures. These environments dictate that everyone operate within the ‘spirit’ of the general direction given by those in positions of leadership, utilize a wide span of ‘good judgment’ and seek prior approval only when their anticipated ‘right action’ involves something which exceeds the authority inherent in the position occupied. Obviously, managers operating in this type of environment require a great deal of ‘higher authority’ which can be quickly utilized as needed to keep their ‘high speed freight train’ moving in the direction desired. Due to these conditions, only the ‘best & brightest’ are recruited and assigned to operate within these environments.