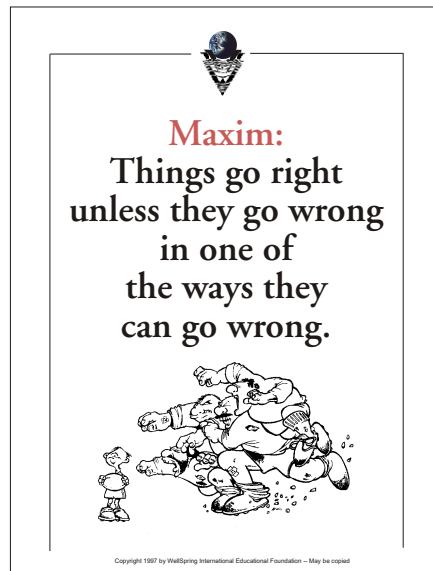




Managing the Balance



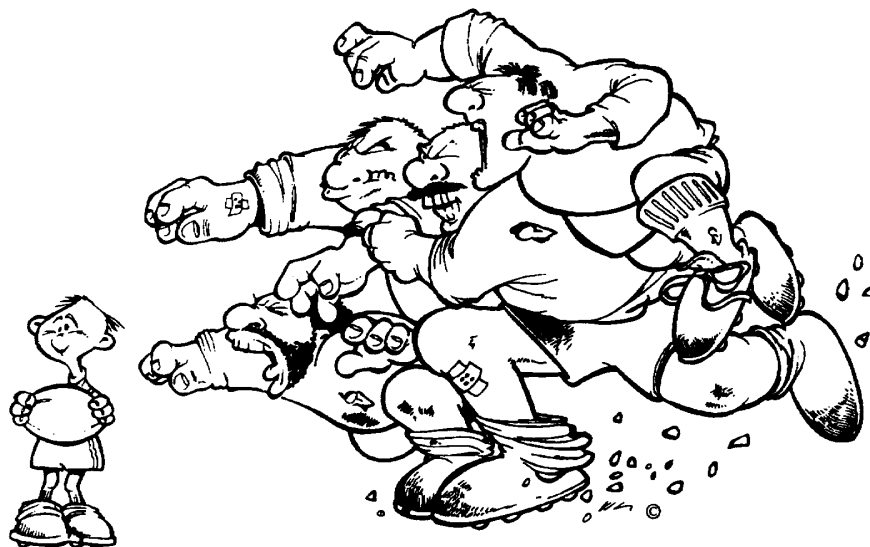


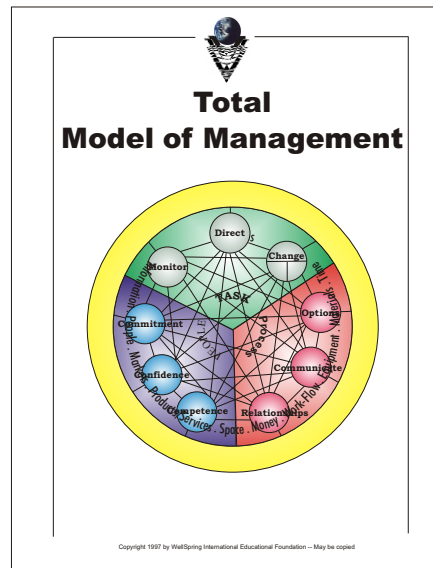
Key Points

- * **At one point in my career I was given the task of researching what makes an organization effective.**
- * **My staff and myself visited a wide range of effective organizations and asked a simple question of their managers, “What makes an organization effective?”**
- * **The answers we received did not help -- each organization had an entirely different answer to the question -- no two of which agreed.**
- * **At the end of my rope I returned to the basics -- to the field of descriptive psychology -- and recalled a maxim that seemed to apply “Things go right unless they go wrong in one of the ways they can go wrong.”**
- * **With this in hand I returned to the effective organizations with a new question -- “How can organizations go wrong -- what makes an organization ineffective?” This time there was a high level of agreement.**



Maxim:
Things go right
unless they go wrong
in one of
the ways they
can go wrong.



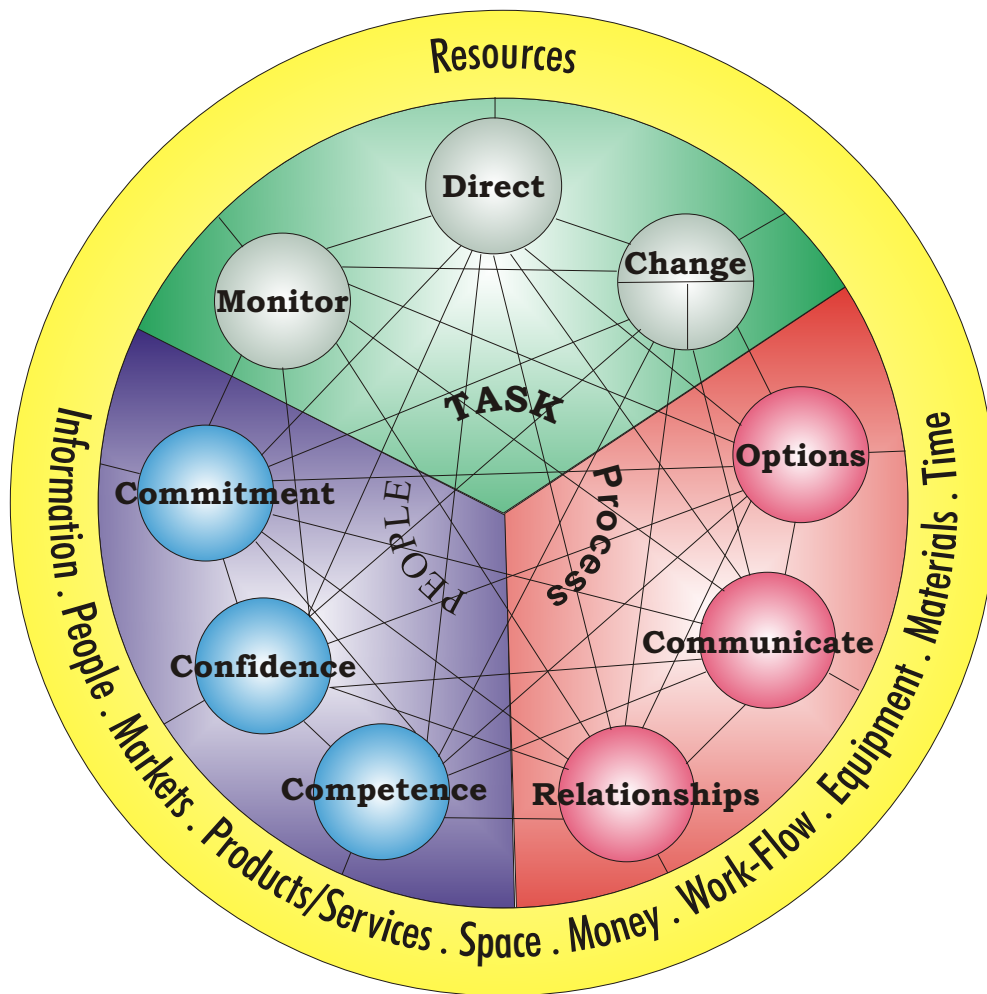


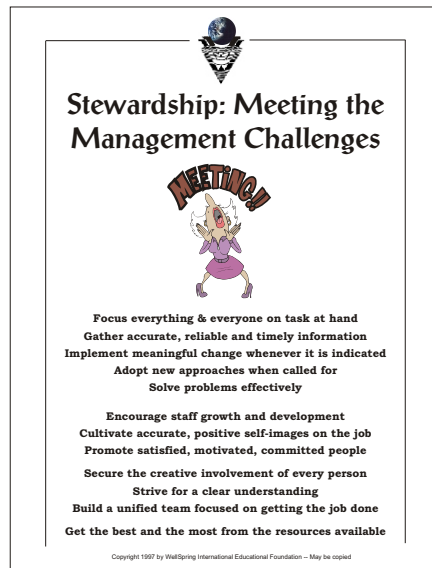
Key Points

- * **What we discovered is a failsafe approach to management -- 12 areas which must be managed successfully to be effective.**
- * **Setting the outer limit of the organization's effectiveness are the resources available to the organization.**
- * **Five different areas impact on the organization's ability to perform the Tasks that get the job done.**
- * **Three areas are involved with keeping the People involved with the organization satisfied.**
- * **Three areas are involved with the Process of integrating the people with the task.**
- * **Each of these areas has a different goal -- present a different management challenge -- seek a different outcome.**
- * **The key to the successful management of each of these areas is the use of the Virtues -- the keys to success in any enterprise.**



Total Model of Management





Key Points

- * **Management is often like herding fish -- each person has her/his own needs, concerns, ideas and agendas.**
- * **The manager has to help everyone acquire a common purpose, provide her/him with accurate feedback, adapt to changing conditions, adopt high standards and commit to solving problems so the do not recur..**
- * **The manager also has to steward each individual potential so that they grow and develop, know their roles and the power they have in that role, and make them want to give their best.**
- * **A good manager gives people the space to do their job their own way, helps them communicate effectively, and maintains the balance between all the competing interests.**
- * **Finally, the manager stewards all the resources and gets everyone committed to getting 100% from all the resources.**

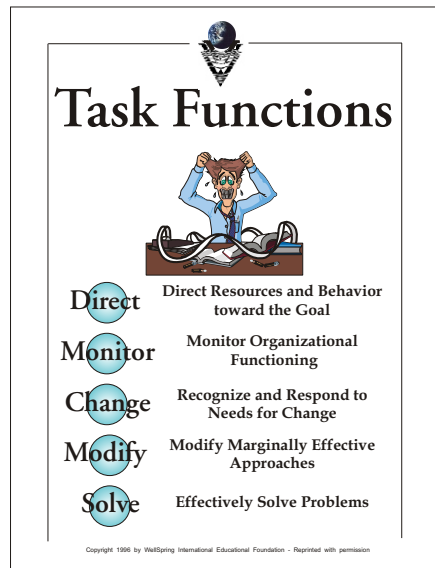


Stewardship: Meeting the Management Challenges



Focus everything & everyone on task at hand
Gather accurate, reliable and timely information
Implement meaningful change whenever it is indicated
Adopt new approaches when called for
Solve problems effectively

Encourage staff growth and development
Cultivate accurate, positive self-images on the job
Promote satisfied, motivated, committed people
Secure the creative involvement of every person
Strive for a clear understanding
Build a unified team focused on getting the job done
Get the best and the most from the resources available



Key Points

- * **To fulfil its purpose every organization has goals to meet, objectives to achieve, tasks to do.**
- * **To do the job there are five inter-related areas to address:**
- * **First, you have to get all of your resources and the efforts of all the people involved focused on getting the job done.**
- * **Next, you have to keep track on what is happening, who is doing what and how all the things are coming together to get the job done.**
- * **Then, you have to decide whether things are going as they ought to be going and to make any changes that need to be made to accomplish what you are setting out to do.**
 - * **You do this by keeping the standards as high as possible.**
 - * **And, by solving problems so that they stay solved.**



Task Functions



Direct

**Direct Resources and Behavior
toward the Goal**

Monitor

**Monitor Organizational
Functioning**

Change

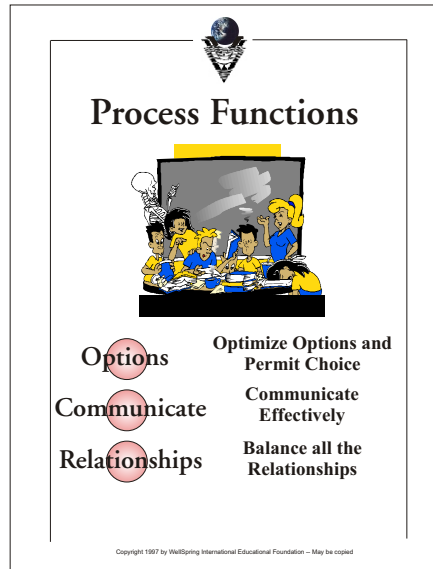
**Recognize and Respond to
Needs for Change**

Modify

**Modify Marginally Effective
Approaches**

Solve

Effectively Solve Problems



Key Points

- * **The Process functions integrate people with the task and focuses on maintaining the balance between the two.**
- * **To integrate people and the task, three inter-related areas must be addressed:**
- * **First, you have to get the creative involvement of everyone by given them all the authority and freedom they can handle.**
- * **Next, you have to keep everyone fully informed by communicating effectively.**
- * **Finally, you have to balance the needs of all the groups, all of the relationships between the individuals in the organization.**



Process Functions



Options

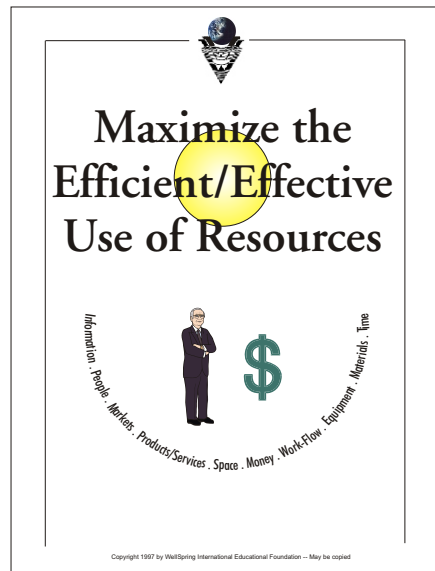
**Optimize Options and
Permit Choice**

Communicate

**Communicate
Effectively**

Relationships

**Balance all the
Relationships**

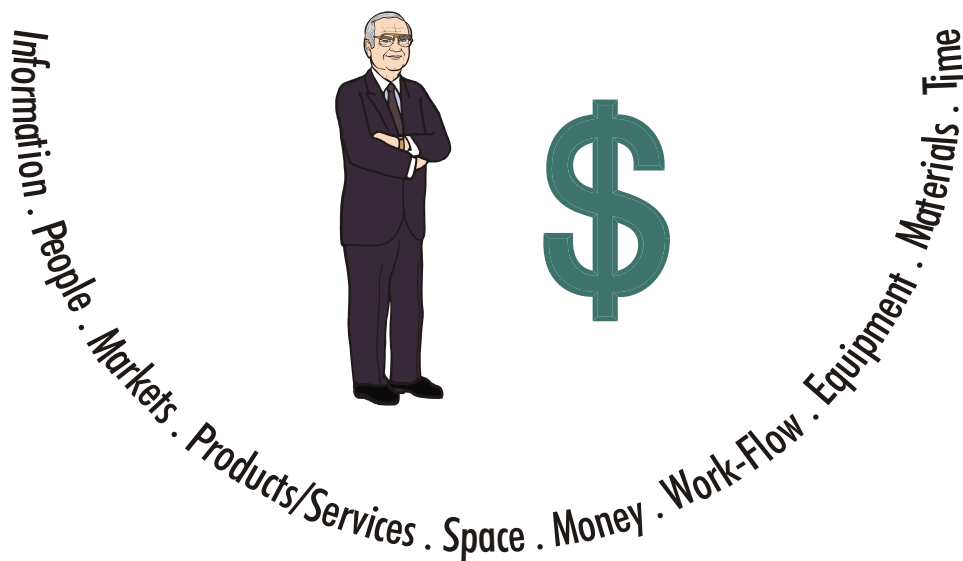


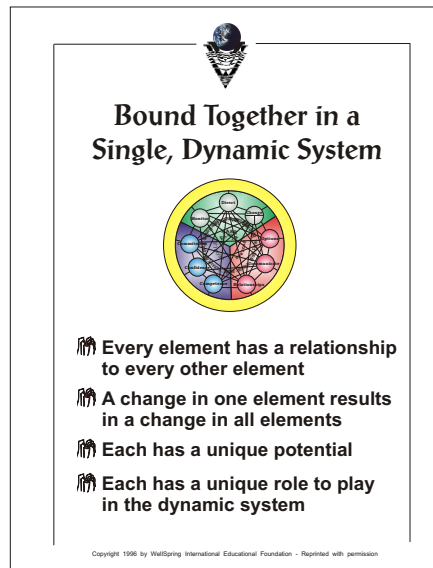
Key Points

- * **Resources limit what any organization can accomplish -- there are ten of them that have a significant impact on the effectiveness of the organization.**
- * **There are two criteria that impact on success in this area -- were the resources used efficiently and effectively.**
- * **Efficiency is making use of all the potential inherent in a particular resource -- was the cash on hand earning interest at the highest possible rate, for example.**
- * **Effectiveness involves focusing all the resources on achieving the goals and fulfilling the purpose of the organization.**
- * **A classic example of how you can have one without the other is a highly efficient buggy whip factory that is in business to make money -- without a market for its products efficiency does not make a difference.**



Maximize the Efficient/Effective Use of Resources



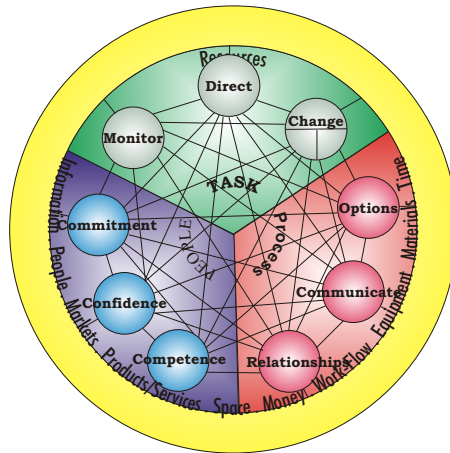






Key Points

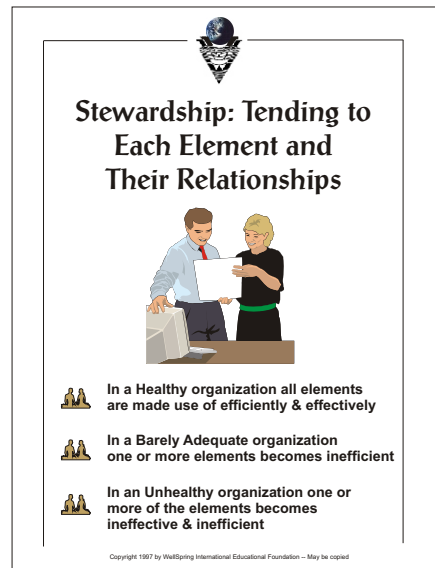
- * **Each area -- each element in the areas -- does not exist in isolation -- each is connected directly or indirectly with all the others.**
- * **A change in any one results in a systematic change in all the others -- positively or negatively.**
- * **It is the area not be addressed that can bring all of the other areas down.**
- * **One area well managed can bring all of the other areas up.**
- * **Each area does has a unique potential and role to play in the organization.**
- * **Each of these areas presents a different opportunity to focus on the virtues and apply one of the five strategies -- the same is true for the relationships between areas and elements.**



Bound Together in a Single, Dynamic System



-  **Every element has a relationship to every other element**
-  **A change in one element results in a change in all elements**
-  **Each has a unique potential**
-  **Each has a unique role to play in the dynamic system**



Key Points

- * **These management challenges are met by paying attention to the people as they do their jobs.**
- * **As they work, a manager makes use of the virtues to acknowledge and correct, recognizes what is needed at the moment to address each element and to do it right, sets clear boundaries to keep the systems on track, makes sure that everyone knows the importance of what each of them does, and empowers and motivates everyone to do their best.**
- * **Unless every one is addressed well, the organization may survive but it will never thrive.**
- * **If any element is neglected or mismanaged or permitted to go astray the organization and people involved will become unhealthy as well.**



Stewardship: Tending to Each Element and Their Relationships



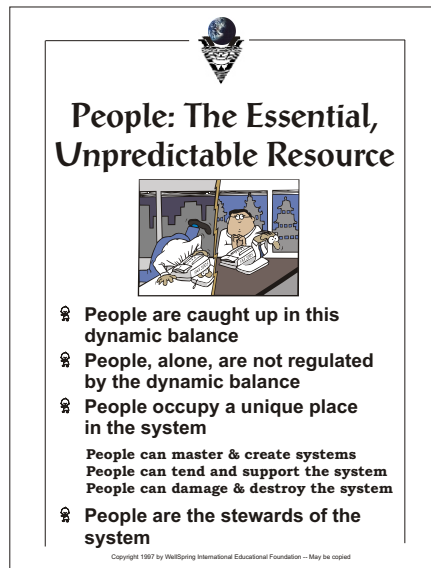
**In a Healthy organization all elements
are made use of efficiently & effectively**



**In a Barely Adequate organization
one or more elements becomes inefficient**



**In an Unhealthy organization one or
more of the elements becomes
ineffective & inefficient**



Key Points

- * **Back to the virtues and why they are so essential to the effectiveness of organizations.**
- * **The virtues are present, in potential, in every human being whether they are being acted on or not.**
- * **Acting on them releases a spiritual power that makes success possible -- and to (re-)create systems that work.**
- * **Acting on the virtues is risky, it requires effort and a complete investment in doing the right thing for right reasons -- but it assures success.**
- * **Many people are always willing to compromise if their is advantage or profit in doing so -- advantage or profit is not necessarily the same as success.**
- * **The challenge for the manager is to develop systems that predispose success and then watch over these systems to see that they have a chance to work -- to be a good steward.**



People: The Essential, Unpredictable Resource



People are caught up in this dynamic balance



People, alone, are not regulated by the dynamic balance



People occupy a unique place in the system

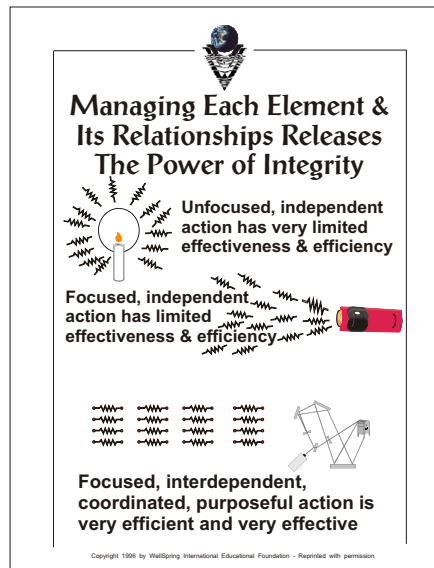
People can master & create systems

People can tend and support the system

People can damage & destroy the system



People are the stewards of the system

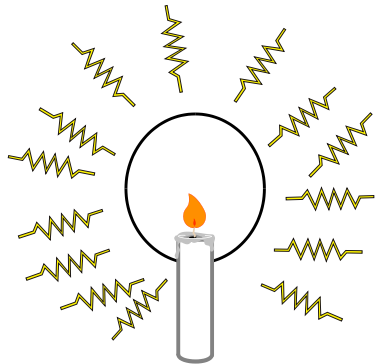


Key Points

- * **The goal of maintaining a healthy organization is so that everyone can thrive as the organization thrives.**
- * **For that to happen everyone has to work together for a common purpose.**
- * **The words of the mission statement match the methods and means chosen to accomplish the mission.**
- * **The right thing is done for the right reasons..**
- * **Unity and integrity mark all the interactions, the behaviour align themselves with goals, and the goals with the purpose.**
- * **The result is an effective, efficient organization in which all of the participants thrive.**

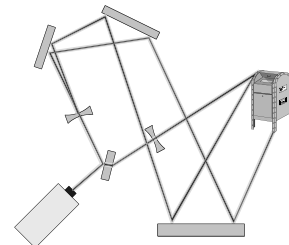
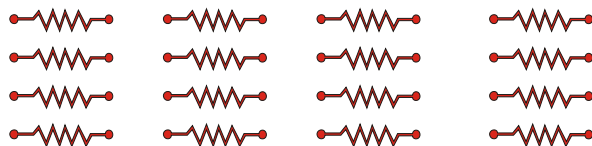
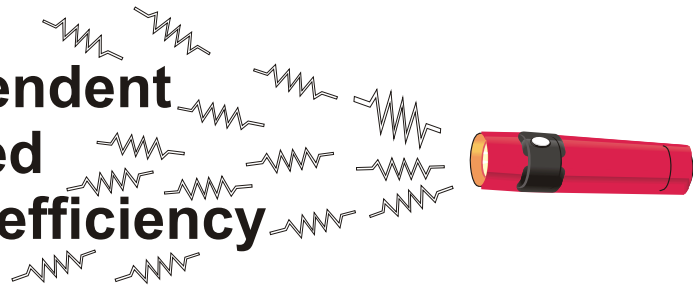


Managing Each Element & Its Relationships Releases The Power of Integrity



Unfocused, independent action has very limited effectiveness & efficiency

Focused, independent action has limited effectiveness & efficiency



Focused, interdependent, coordinated, purposeful action is very efficient and very effective