

BreakTime

Another Great NMA Member Benefit

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Managing Things and People

"Too many managers treat 'their people' as assets with skin wrapped around them".

High-performing teams and organizations balance the disciplines of systems, processes, and technology management on a base of effective people leadership. Here are some keys of the key distinctions between the two:

The Management-Leadership Balance

Management	Leadership
Systems, processes, and technology	People - context and culture
Goals, standards, and measurements	Preferred future, principles, and purpose
Control	Commitment
Strategic planning	Strategic opportunism
A way of doing	A way of being
Directing	Serving
Responding and reacting	Initiating and originating
Continuous improvement of what Is	Innovative breakthroughs to what could be

Management and leadership skills are needed at the organizational, team, and personal levels. It's not a case of either/or, but and/also. Futurist Joel Barker provides another helpful distinction between the two roles; "managers manage within paradigms, leaders lead between paradigms". Both are needed. Trying to run an organization with only leadership or management is like trying to cut a page with half a pair of scissors. Leadership and management are a matched set, they are both needed to be effective.

Systems and processes (management) for example, are critical to success. You and your organization can be using the latest technologies and be highly focused on customers and those serving them (leadership), but if the methods and approaches you're using to structure and organize your work is weak, your performance will suffer badly. People in your organization can be "empowered", energized, and enlightened; but if your systems, processes, and technologies don't enable them to perform well, they won't. Developing the discipline and using the most effective tools and techniques of personal and organization systems and processes is a critical element of high performance.

But as the sweeping movement to teams, "empowerment", and involvement intensifies, many more daily management tasks are moving to the front lines where they belong. So

leadership becomes even more critical. Unfortunately, many people in so-called leadership positions aren't leaders. They're managers, bureaucrats, technocrats, bosses, administrators, department heads, and the like; but they aren't leaders. On the other hand, some people in individual contributor roles are powerful leaders. Leadership is an action, not a position.

A leader doesn't just react and respond, but rather takes the initiative and generates action. A leader doesn't say, "something should be done", but ensures something is done. An effective leader is a "people person". Effective leaders connect, stay in contact with, and are highly visible to everyone on their team and in their organization. Leaders have developed the skills of supercharging logic, data, and analysis with emotion, pride, and the will to win. Their passion and enthusiasm for the team or organization's vision and purpose is highly contagious. They fire the imaginations, develop the capabilities, and build the confidence of people to "go for it". Leaders help people believe the impossible is possible, which makes it highly probable.

Do you like to be managed or led? You're not alone. Very few people want to work for a manager. Most of us would much rather be led by a leader. To manage is to control, handle, or manipulate. To lead is to guide, influence, or persuade. You manage things -- systems, processes, and technology. You lead people. The roots of the rampant morale, energy, and performance problems found in many organizations are Technomanagers who treat people as "human resources" to be managed. If you want to manage someone, manage yourself. Once you master that, you'll be a much more effective leader of others.

Top Ten Questions to Retain Great Employees

Quick - whom would you HATE to see leave your company and go to the competition? You've just begun your Great Employee Profile (GEP).

Shockingly, a survey by the consultants at McKinsey and Company found that only 12% of executives believe that they retain most of their key people, and only 16% have even identified their top talent! Companies are RIPE [easy targets] to have their BEST FRUIT [great employees] picked off by the competition!

GEP Personal Interview

For our money and time, the greatest element of any GEP is a personal interview with your current great employees. Face-to-face, one-on-one (or small group discussions) with those you see at your top talent can uncover magnificent nuggets of information on what motivates your best employees to stay and to stay productive longer. Here is our Top Ten list of questions.

1. Why do you stay?
2. What would make you leave?
3. What do you see as your next professional step?
4. What motivates you to excel?
5. What two or three things are we doing well to retain you?
6. What three things must we stop doing to help keep you here?
7. What three things should we start doing to ensure you will stay?
8. What really ticks you off about working here?
9. What one benefit do we need to change and why?
10. What haven't we covered so far that we need to discuss that will help us keep you here?

Action Plan: Great Employee Profile

Step 1: Brainstorm a list of Great Employees. Focus on your top 10%-15%. Remember to list employees across all locations and position types.

Step 2: Conduct the Great Employee Interviews. Either individually or in small groups, review the questions and responses, probing for detail and explanations. Avoid disagreeing or arguing with what you hear. Just record their responses and probe for honest answers.

Step 3: Analyze the Responses. Look for patterns, strong and weak areas, things you can easily and quickly improve, correct, modify, or even eliminate.

Step 4: Act NOW! Move quickly with your action plan. Hit the high points first. Create fast moving action teams to attack other key areas and force (yes, force) responses.

“What do you call a membership association that can bring you opportunities to network, a chance to sharpen your personal communication skills, have your efforts recognized and be part of the organization that cares about you as an individual?” The National Management Association!

NOTES FROM HEADQUARTERS:

Updates Please

Chapter leaders... if you have a change of officers or your address, phone number, or e-mail changes, PLEASE let us know. You can download the Election Results Form from the website or simply drop us a note at nma@nma1.org.

Remember... corresponding with your NMA staff is easy. It's simply First Name followed by @nma1.org. Try it: steve@nma1.org, darla@nma1.org, etc.

About the Conference

* The NMA staff reminds you that the National Conference will be here soon. If you haven't registered, do it today. There are many other activities in Fort Worth in October, so attendees are urged to contact the hotel as soon as possible. You can always cancel a room, but once the rooms are gone... they're gone!

* The three key honorees at the National Conference are:

Executive of the Year: Van L. Richey, President and CEO of American Cast Iron Pipe Company (ACIPCO)

Hall of Fame Inductee: Milton S. Hershey (posthumously), founder and President of Hershey Chocolate Corporation

NMA Member of the Year: David B. Williams from Lockheed Martin Aero in Fort Worth

* A big NMA tradition involves trading and collecting lapel pins and stickers. Company or city logo pins and other such giveaways have virtually become collectors' items. Passing them out is a great way to meet people. We encourage you to "bring a stash" to share and exchange with other Conference attendees.

* To learn what else is going on in Fort Worth that weekend, log on to <http://www.dfw.org>.

News You Can Use

Attention Chapter Leaders: At the July meeting of NMA's Executive Advisory Committee Meeting, assembled senior leaders from many of our affiliated organizations spoke clearly and candidly about what they expect from their NMA chapters. This is a must-read for ALL chapter leaders. If your assigned National Director did not forward them to you, the "Notes from the EAC" may be found on the website at: www.nma1.org/Minutes/eac0700.pdf. If you do not know how to access the Members Only sections, here's how... the User Name is nma. The Password is: directors. You must use lower case.

Facilitation Corner: Handling New Ideas

By Karen Tobias-Bachman, NMA VP/Professional Development

When an idea is first expressed in a meeting it is almost always quite preliminary in nature. Usually there will be various problems with the idea, which immediately start to occur to the people in the meeting. The meeting participants often find it difficult to suspend judgment, and they begin to focus on their concerns with the idea.

Create a slide or flip chart expressing an idea continuum, where the "perfect idea" scores 100, and a "terrible idea" scores zero. Most ideas, when they are first expressed, typically score about 20-40. The "threshold of acceptance" for an idea seems to be around 60-70 on this continuum. In other words, for people to begin to feel committed to implementing an idea, the group needs to feel that the glaring concerns with the idea either have been addressed, or can be addressed. Also, they need to clearly understand the benefits of the idea.

The role of the facilitator in a brainstorming session must be to encourage the participants to suspend judgment while the ideas are being tossed out. Then the facilitator must work with the group to help them move one or two promising ideas along the continuum, past the "threshold of acceptance".

This visual can be used with groups to highlight to them what is happening with the ideas. When someone jumps on an idea and begins to express a list of concerns, without seeing the benefits, the facilitator can remind the team: "Remember, it's a new idea and so it's only starting off as a 30 on the scale".

Suggested Uses:

Before a group embarks on a brainstorming activity, this concept may allow them to give their idea and their "first try" greater acceptance.

Where used:

This is great as an introductory lead in to a brainstorming activity or as something to read prior to the session or before a break so that they can ponder it.

SPECIAL NOTICE-Facilitator's Meeting at National Conference

We want to encourage opportunities to network at the National Conference. We would like to invite anyone with an interest in facilitation to meet at the opening reception on Sunday, October 15 at 6:00 PM under the Facilitation Sign. We are interested in forming a virtual group to work issues on facilitation. So if you an interest in facilitation, please send your e-mail address to: Karen Tobias at karen@nma1.org and request that you are included in all the group communications. If you are at the conference, please join us.

Very Brief History of Management Theories

Views on management have changed substantially over the past century -- particularly in the past few decades.

Scientific Management Theory (1890-1940)

At the turn of the century, the most notable organizations were large and industrialized. Often they included ongoing, routine tasks that manufactured a variety of products. The United States highly prized scientific and technical matters, including careful measurement and specification of activities and results. Management tended to be the same. Frederick Taylor developed the scientific management theory that espoused this careful specification and measurement of all organizational tasks. Tasks were standardized as much as possible. Workers were rewarded and punished. This approach appeared to work well for organizations with assembly lines and other mechanistic, routinized activities.

Bureaucratic Management Theory (1930-1950)

Max Weber embellished the scientific management theory with his bureaucratic theory. Weber focused on dividing organizations into hierarchies, establishing strong lines of authority and control. He suggested organizations develop comprehensive and detailed standard operating procedures for all routinized tasks.

Human Relations Movement (1930-today)

Eventually, unions and government regulations reacted to the rather dehumanizing effects of these theories. More attention was given to individuals and their unique capabilities in the organization. A major belief included that the organization would prosper if its workers prospered as well. Human Resource departments were added to organizations. The behavioral sciences played a strong role in

helping to understand the needs of workers and how the needs of the organization and its workers could be better aligned. Various new theories were spawned, many based on the behavioral sciences (some had names like theory “X”, “Y” and “Z”).