

# ***CARPE DIEM***

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*PROFILES IN EXCELLENCE:  
UNCOMMON LEADERSHIP & MANAGEMENT EFFECTIVENESS*

# WHAT IS MANAGEMENT?

## 1. A DISTINCT PROCESS OF FUNCTIONS & TASKS

- PLANNING
- ORGANIZING
- STAFFING
- LEADING
- COMMUNICATING
- DECISIONMAKING
- CONTROLLING

## 2. USING RESOURCE M'S

- MANPOWER
- MONEY
- MACHINES
- METHODS
- MATERIALS
- MINUTES
- MISSION

## 3. TO ACHIEVE PREPLANNED KRA OBJECTIVES

- CUSTOMER SATISFACTION
- **QUALITY**
- **PEOPLE GROWTH**
- **ORGANIZATION CLIMATE**
- **INNOVATION**
- **PRODUCTIVITY**
- **ECONOMICS**

## 4. RELATED TO THE BUSINESS STRATEGY

- HIGH SATISFACTION
- **HIGH QUALITY**
- LOW COST
- . . .
- **BEST PEOPLE**



# THE GREAT DIVIDE

## THE BRIDGE OF MANAGING COMMITMENT



# EFFECTIVE MANAGERS

## ORIGIN & DIFFERENCES OF APPROACH

- *BIODATA*: AGE, SEX, RACE, EDUCATION, RELIGION, PERSONALITY—REJECTION OF LIMITS
- *PSYCHODATA*: IQ, CHILDHOOD
- *SECRET #1*: ATTITUDE, DESIRE TO WIN, N/A CH
- *SECRET #2*: DIFFERENT METHODS APPLIED TO:

- TIME
- WORK
- PEOPLE
- PRIORITIES
- DECISIONS

### DIFFERENCES ARE:

- *SIMPLE*
- *CONTRARIAN*
- *DISCIPLINED CONSISTENCY*



# EFFECTIVE MANAGERS

## OVERVIEW OF 12 KEY HABITS

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*INNER PERSON*  
MANAGES SELF  
PROACTIVE  
WARRIOR/MISSION

*BUSINESS FOCUS*  
ACTS URGENTLY  
GETS TO YES  
CEO MANTLE



*WORK HABITS*  
TIME RUTHLESSNESS  
S & S PRIORITIES  
WORK GATING

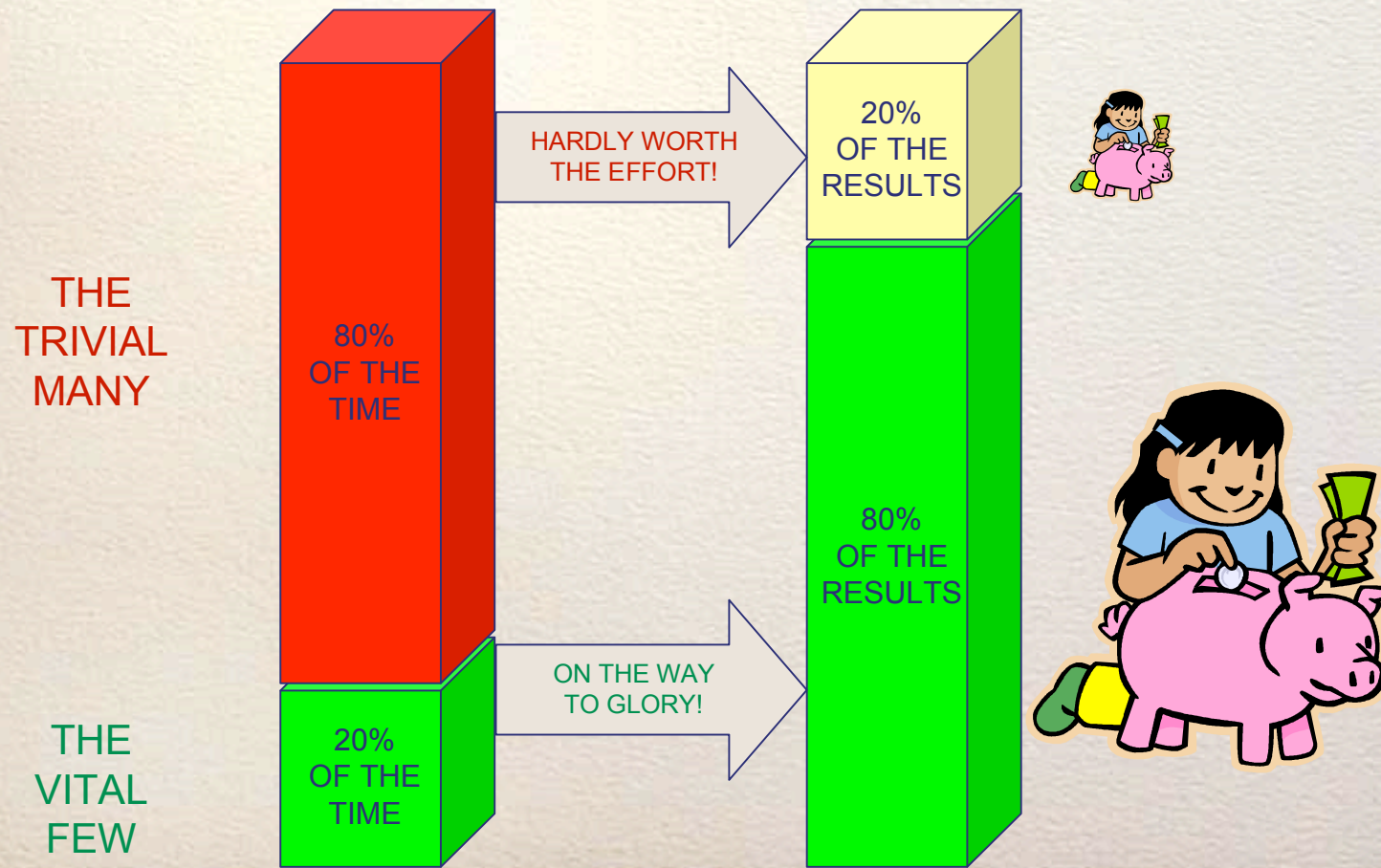
*TEAM IMPACTS*  
GROWS PEOPLE  
SYNERGY/ENERGY  
IDEATION RELEASE

*EFFECTIVENESS = RESULTS*



# THE PARETO PRINCIPLE

*IT IS NOT ENOUGH TO BE BUSY—SO, TOO, ARE THE ANTS.  
THE QUESTION IS, WHAT ARE WE BUSY ABOUT? —Thoreau*





# EFFECTIVE TIME



## 1. BIG PROBLEMS = BIG TIME

- SPEND CHUNKS, NOT DRIBS
- CONSOLIDATE DISCRETIONARY TIME INTO KRA HOUR

## 2. SET & WORK BY ABC PRIORTIES

- IDENTIFY THE IMPORTANT
- DELEGATE THE URGENT
- AMPUTATE CLUTTER/WASTE

## 3. IDENTIFY RECURRING CRISES, CHANGE THE SYSTEM

## 4. ↓ OVERSTAFFING: HIDDEN PLANT, PROBLEM PEOPLE— 31% LABOR COST GO TO INEFFICIENCIES & TRAVEL TIME

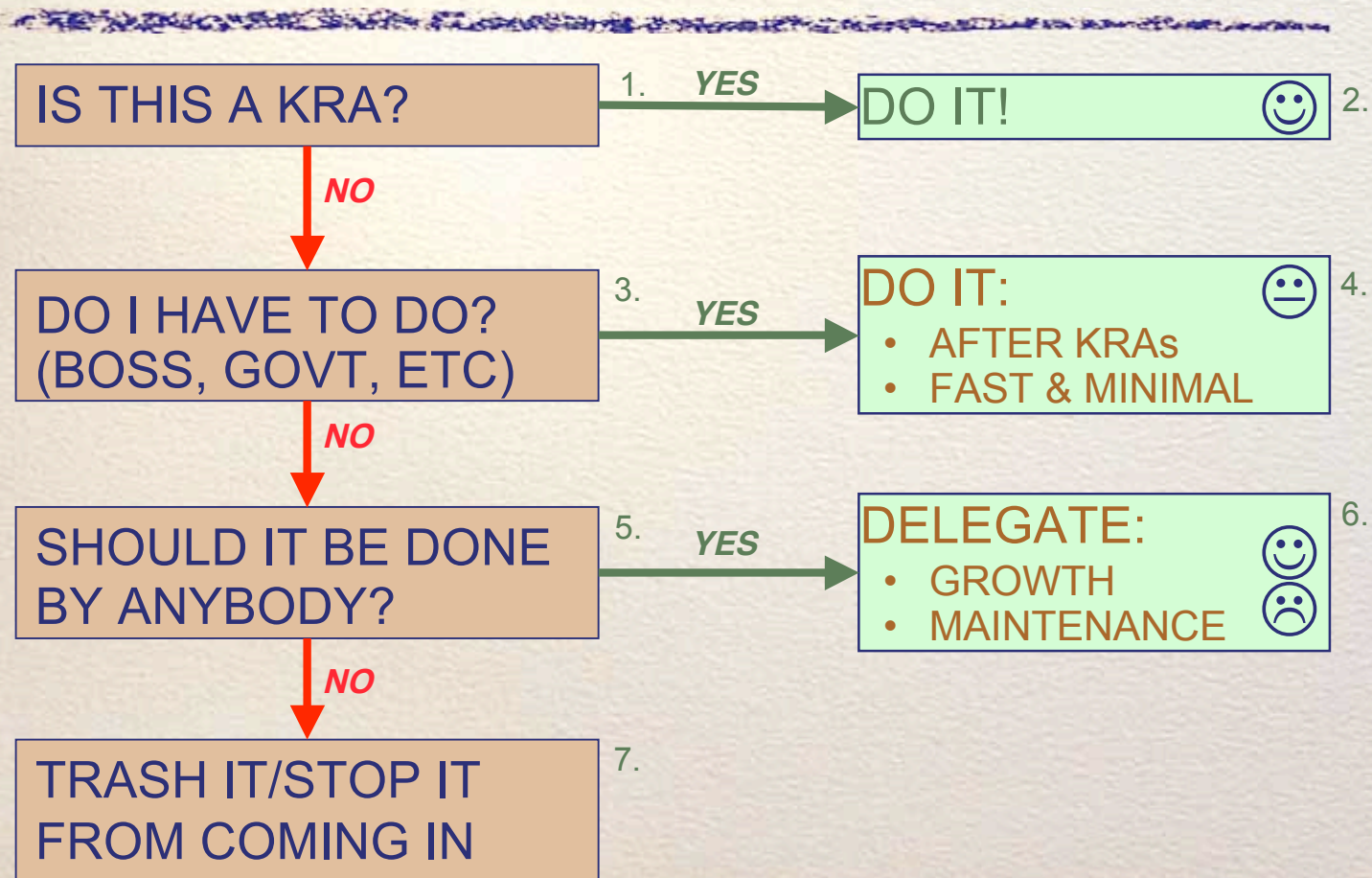
## 5. ↑ ORGANIZATION, ↓ MEETINGS

H I U R G E N C Y  L O	CRISIS FIRE FIGHTING: DELEGATE	TRUE EMERGENCIES: HANDLE
	MOST PAPER, MEETINGS: DISCONTINUE	KRA'S: DELIVER
	LO	HI

IMPORTANCE



# WORK GATING/ACCEPTANCE





# INVENTORY SCORING

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1. TEAR OFF THE RIGHT FRONT MARGIN
2. ADD UP POINTS IN EACH CATEGORY & ENTER TO SCORE COLUMN UNDER "RAW SCORE"
3. TOTAL THE CATEGORIES
4. RANK ORDER THE CATEGORIES (HIGHEST = 1)  
SAME SCORE CATEGORIES GET SAME RANK



# IME NORMS

CATEGORY	HOSPITAL MANAGERS		GENERAL MANAGEMENT		GROUP	
	AVG	RANK	AVG	RANK	AVG	RANK
1 CONTRIBUTION FOCUS	30.8	3	30.8	3		
2 TIME MANAGEMENT	22.0	8	23.6	8		
3 PRIORITIES FOR THE FUTURE	28.1	7	29.0	7		
4 BUILD ON STRENGTH	31.1	2	29.9	4		
5 MANAGERIAL COMM./RELATIONSHIPS	32.1	1	31.8	1		
6 RESULTS MANAGING	30.2	5	29.4	5.5		
7 ACTION DECISIONMAKING	30.3	4	29.4	5.5		
8 PERSONAL EXECUTIVE DEVELOPMENT	29.5	6	31.2	2		
TOTAL	234.1		235.1			



# MANSYS MANAGEMENT SYSTEM

## TABLE OF CONTENTS

### 1. BE EFFECTIVE

- A. MANSYS—Effective Management Power
- B. President's Guide to Management Success

### 2. KEEP FOCUSED

- A. Live Our Values
  - What Are Our Organization Value?
  - Your Personal Mission Statement
- B. Serve Customers
  - Who Is Your Customer?
  - Operational Steps to Serve the King
- C. Achieve Objectives
  - What Are Our Stretch Goals?

### 3. LEAD PEOPLE

- A. Make Communication Work
  - The Communications Center
  - Managerial Communication Rules
- B. Get the Best Out of People
  - Select Winners
  - Managing Motivation Release
- C. Grow Winners
  - Development Tools and Techniques
- D. Leadership & MBWA
  - What's In & What's Out
- E. Evaluate Performance
  - 360 Degree Evaluations
- F. Manage Problem Employees

### 4. MANAGE WORK

- A. Time Managing for Results
  - The Key Results Hour
  - Meeting Management
  - Other Time Tips
  - Basic Tools: Calendar, Contacts, To Do
- B. Planned Performance: Work Planning
- C. Planned Performance: Review & Develop
- D. Work Gating
- E. Making Delegation Work
- F. Priority Evaluation & Protection
- G. Improve Work Processes

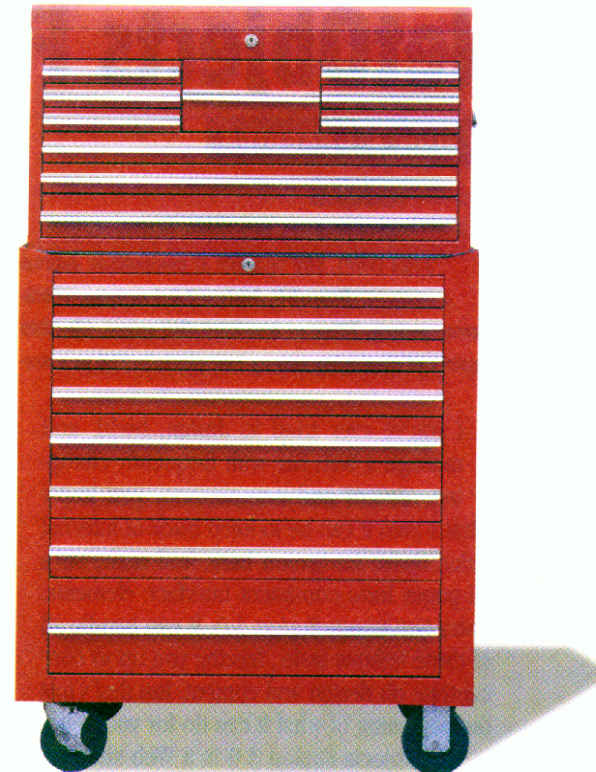
### 5. DRIVE CHANGE

- A. Change Managing
  - Creative Destruction
  - Getting Ideas & Gathering Knowledge
  - Innovation & Intellectual Capital
- B. Fast Action With Teams & Individuals
- C. Proposal Selling
  - What Executives Want In a Proposal
- D. Conflict Management
  - Personal Conflict Management
  - Organization Conflict Management

# WHEN MANAGEMENT IS SYSTEMATIZED



*THIS IS  
YOUR TEAM*



*THIS IS YOUR TEAM  
WITH A SYSTEM*



# PLANNED PERFORMANCE: WORK PLANNING & SPECIFICATION

ASSOCIATE:

TITLE:

MANAGER:

DATE:

A. POSITION FOCUS		B. WORK PLAN					
KEY FUNCTIONS/RESPONSIBILITIES WHAT'S THE JOB?	WT TIME %	PROJECTS/OBJECTIVES WHAT'S TO BE DONE?	PRIOR A-B-C	AUTH A-B-C	SCHEDULING START    END		STANDARDS OF PERFORMANCE HOW WILL RESULTS BE JUDGED?



# SET PRIORITIES

1. IDENTIFY/ANALYZE THE FUTURE
2. GET RID OF YESTERDAY
  - REVIEW PROGRAMS
  - DE-MONUMENTALIZE
  - ORGANIZATIONAL OBESITY
3. DO 1st THINGS 1st, 2nd THINGS NOT AT ALL
4. CONCENTRATE: ONE BITE AT A TIME
5. COURAGE RULES”
  - FUTURE VS PAST
  - OPPORTUNITY VS PROBLEMS
  - OWN DIRECTION VS BANDWAGON
  - SIGNIFICANT VS SAFE & EASY

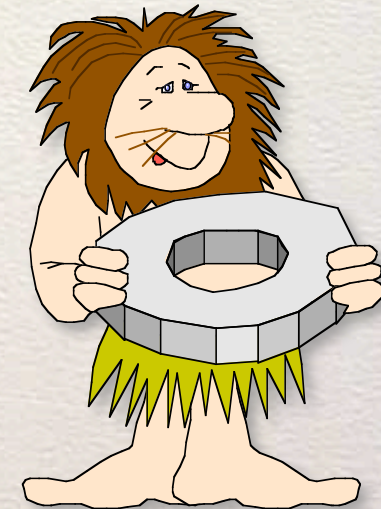
ASK YOURSELF, “WHAT WILL  
HAPPEN IF I DON’T DO THIS?”  
IF THE ANSWER IS  
“NOTHING,”  
**DON’T DO IT!**





# BUILD ON STRENGTHS

1. STAFF FOR STRENGTH > DISCOUNT WEAKNESSES
2. DEMANDING JOBS
  - GIVE AUTHORITY
  - TOLERATE MISTAKES
  - ALLOW GROWTH TIME
3. ASSIGN STRENGTH TO OPPORTUNITIES, PROBLEMS
4. RUTHLESSLY PRUNE ARGUMENTS THAT BLOCK UTILIZATION OF STRENGTH
5. “WHAT OF SIGNIFICANCE WILL I CONTRIBUTE TODAY?”





# EFFECTIVE WORK GROUPS

## *LEADER BEHAVIORS*

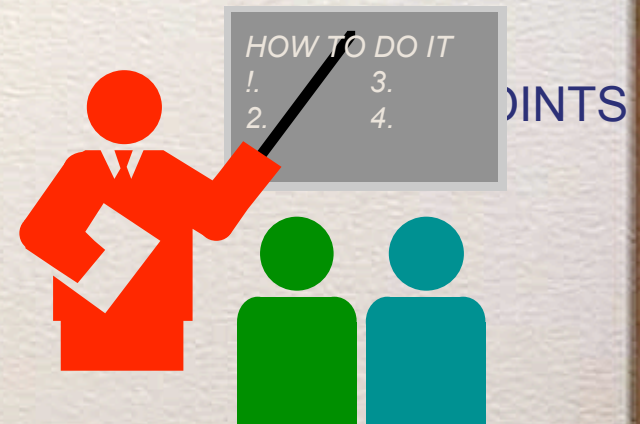
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- GENERAL, NOT TIGHT SUPERVISION
- LESS INSTRUCTION GIVEN
- MORE TIME SPENT IN SUPERVISION  
(75% VS. 33% SPENT 50% TIME THUS)
- TALKED WITH, NOT TO PEOPLE
- GAVE FEWER PROMOTIONS/INCREASES
- MORE CRITICAL OF COMPANY/POLICY
- FREE DISCUSSION > EMPLOYEE CENTERED
- HELD HELPFUL, PARTICIPATIVE MEETINGS
- MINIMIZED STATUS DIFFERENCES



# DELEGATION EFFECTIVENESS

1. MY PROBLEM vs CAN DO, SHOULD DO, TRAINED TO DO
2. WHO IS MY PRO?
3. DIALOGUE: CLEAR EXPECTATIONS, S.O.P., OBJECTIVES
4. "DON'T BUG ME" (CONTROL LIMITS), & FREEDOM TO COMMIT RESOURCES (TRUST)
5. WRITTEN CONFIRMATION OF REVIEW
6. ASK FOR COMMITMENT
7. REWARD EXCELLENCE





# EFFECTIVE DECISIONS

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## 1. UNDERSTAND NATURE OF PROBLEMS

- ETERNAL OVERSUPPLY OF “UNSOLVABLE” PROBLEMS, NEVER ENOUGH RESOURCES. STOP WHINING & GET ON WITH IT!
- PROBLEMS DON'T DISRUPT ROUTINE, THEY ARE THE ROUTINE—“THE WAY THINGS ARE” WON'T BE AT 5 PM!
- FOCUS ON THE FEW: IS DECISION REALLY NECESSARY? NOW?

## 2. CREATE ADVISER DISSENT

- OPINIONS RUN FOR FACTS > IMAGINATION
- INSIST ON MULTIPLE ALTERNATIVES

## 3. RULES: ACT WHEN BENEFITS > COST & RISK

- ACT OR DON'T—DO NOT COMPROMISE
- SPEED—FAST WITH REVERSIBLE, SLOW WITH IRREVERSIBLE
- LISTEN FOR BIO/PSYCHO FEEDBACK
- AVOID STRESS-STRETCHED DECISIONS



# UNCOMMON LEADERSHIP & MANAGERIAL EFFECTIVENESS

## *DISCUSSION TOPICS*

1. HIT LIST! WHAT PROJECTS, PROCEDURES, POLICIES, PRACTICES & PAPERWORK SHOULD BE KILLED OR AMPUTATED?
2. WHAT CHANGES WOULD MAKE YOUR MANAGEMENT JOB EASIER/FASTER? WHAT BARRIERS NEED REMOVAL? WHAT NEEDS FIXING TO SMOOTH MANAGEMENT OPS?
3. HOW CAN WE BE MORE EFFECTIVE IN OUR TEAM INTERACTION? WHAT BUMPS NEED TO BE SMOOTHED OUT NOW TO MAKE EXCELLENCE MANAGING POSSIBLE?
4. HOW CAN WE DEAL WITH THE WORKLOAD? WHAT DEFENSIVE & OFFENSIVE STRATEGIES MIGHT WE USE TO GET THIS STUFF DONE?
5. HOW CAN WE MAKE MORE EFFECTIVE USE OF OUR PEOPLE? WHAT CHANGES WOULD INCREASE THEIR RESULTS?
6. HOW CAN WE PUSH THE VALUES STATEMENT DEEP INTO THE ORGANIZATION? HOW HANDLE THE ROLLOUT?
7. WHAT SHOULD WE COMMUNICATE TO STAFF WHEN WE RETURN? CREATE A SCRIPT. HOW WILL WE MAKE THEM A PART OF THE CHANGE EFFORT?
8. EXECS: WHAT ARE YOU THINKING? WILL WE GET SUPPORT FOR ALL THIS CHANGE? WHERE DO YOU STAND?