



Permission to Manage



Overview

- Give Yourself Permission
- Management Systems
- Managing Organizational Performance
- Managing Key Projects
- Managing Direct Reports
- You Have Permission



Give Yourself Permission

- Role of the manager is achieving a balance between ensuring day-to-day services are provided by employees and creating the optimal environment
- Create an organization that attracts talented employees and leads to high performance and quality services



Give Yourself Permission

- Many managers worry about being labeled a micromanager
- Interpret the feeling that they should be focusing on relationship-building as a requirement to be soft and hands-off with staff



Give Yourself Permission

- When managers begin their job, primary focus is usually on current issues – not usually on a management system or business of managing the organization.
- Those bombarding the manager with specific, urgent issues may include:
 - Staff, managers of the organization
 - Members of the governing body
 - Community members



Give Yourself Permission

- Key to effective leadership and management is asking the right questions – do not be consumed by issues and forget that the “big picture” of the organization must be actively managed
- Do not let others set the agenda and/or define the strategic direction of the organization



Jim Collins – Level 5 Leadership



Management Systems

- Organization must have a corporate system for ensuring that important measures of effectiveness and efficiency get to the top
- Management systems allow the manager to monitor the results of the organization and ensure that day-to-day work of the organization is focused on strategic objectives and long term goals.
- Absent intentional management focused conversations you will become trapped managing issues when things go wrong instead of addressing performance trends before they become a crisis



Management Systems

- Managers need three systems in place to manage effectively:
 1. System for managing organizational performance through individual work plans
 2. System for managing key projects
 3. Discipline of structured, regular one-on-one meetings between managers and their direct reports



Managing Organizational Performance

- Most program managers track "things" - workload data
- It is necessary to translate workload data into measures of efficiency and effectiveness that provide useful information for management at various levels of the organizational hierarchy



Managing Organizational Performance

- At each level of the organization, knowledge of the detailed data required to manage decreases
- Usually information that executive management really need to know relates directly to the organization's strategic plan or the governing body's goals and objectives
- Organizations should have a system for reporting information up through the organization and a system for discussing that information



Managing Organizational Performance

- Performance management systems include:
 - Routine data gathering, evaluating program performance, and developing solid improvement plans; and sometimes benchmarking against similar organizations or service providers
- System should instill a culture of accountability and continuous improvement
- System links strategic planning and performance measures to create an outcome-based reporting system that is fact-based and data-driven



Managing Key Projects

- Same type of information gathered and analyzed in performance management system is important to know about projects - both big and small
- Need to know:
 - Who is accountable for executing project plan
 - How are projects progressing - any projects that are starting to go off course
 - What projects require immediate redirection



Managing Direct Reports

- Most effective way to ensure that people within the organization communicate thoroughly and usefully about both projects and programs is through routine, structured meetings
- In one-on-one meetings:
 - Review operational performance issues, project management information, and hot issues happening in respective departments
- One on one meetings between managers and direct reports is where management actively happens in the organization



Managing Direct Reports

- One-on-one meetings provide opportunities to review work plans and project schedules, review data on operational trends, and track progress toward strategic objectives
- Regular staff meetings are wonderful for sharing information and for collaboratively strategizing about issues of organizational importance – do not confuse Communication with actual Management (both are important)
- Best practice organizations have consistent methodologies for management in every department



You Have Permission

- Managers have a duty to actively manage the organization by ensuring that:
 - Intended results are produced for the organization
 - Core services are provided in a cost-effective and efficient manner
- Best organizations:
 - Execute well
 - Invest in their people
 - Know where they want to go and have clear plans for getting there
- Lead and manage - **you have permission!**



Stay in Touch

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