

Leading and Managing People and Processes

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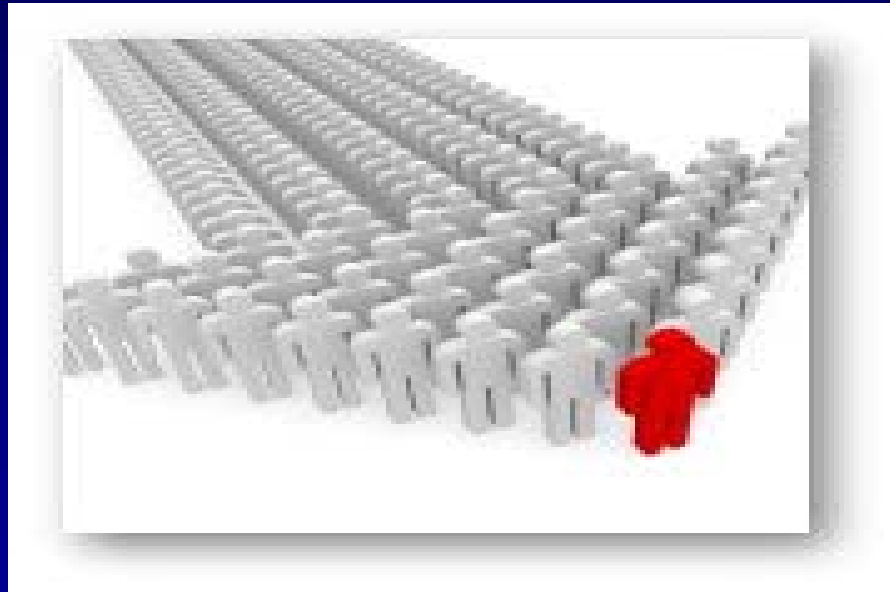
“Managing People and Processes”

Armed Forces Comptroller, 53-1 (Winter 2008), 35-38

Gave Seven Points

- 1. Demonstrate a Desire to Serve**
 - 2. Eliminate Process Interference Factors**
 - 3. Continually Improve the Process**
 - 4. Know Your People**
 - 5. Communicate Effectively**
 - 6. Listen to Understand**
 - 7. Be an Encourager**
- *I'll follow a different outline today, but I'll address these points*

Managing People and Processes



Leadership without management is
vision without fulfillment

Over-simplified statements about L and M

- **Leaders lead people; managers manage things**
- **Leaders work for change; managers work for stability**
- **Leaders focus on long-term; managers on short-term**
- **Leaders find new roads; managers take existing roads**
- **Managers do things right; leaders do the right thing**

Let's sort this out

- My 2008 article in The Military Comptroller, “Managing People and Processes,” says, “Leadership without management is vision without fulfillment.”
- Leaders must also be Managers of **both people and processes**.—that is, the processes that produce the product (accomplish the task or mission), and the people doing it.

Three Challenges

1. Leading/Managing Yourself
2. Leading/Managing **Processes**
3. Leading/Managing **People**

Note: *The three are interwoven*

1. Lead & Manage Yourself

- Know Yourself
- Prioritize Your Life
- Manage Time Effectively
- Adjust to and Manage Change
- Be a Servant Leader and Manager
 - *Servanthood is a necessary prerequisite*

Know Yourself

Believe in Yourself

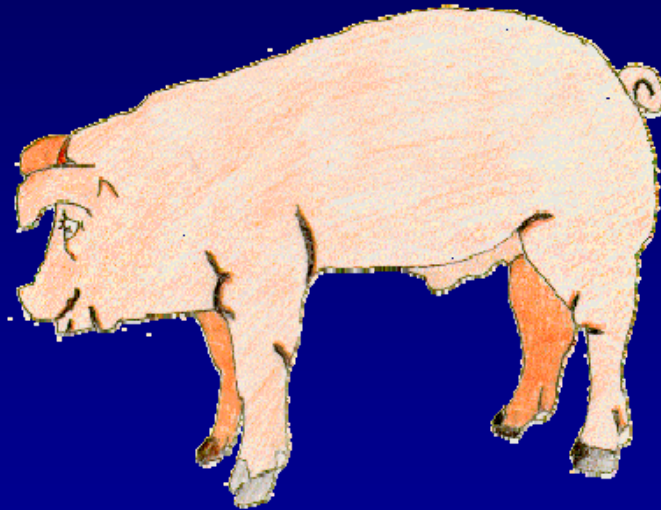
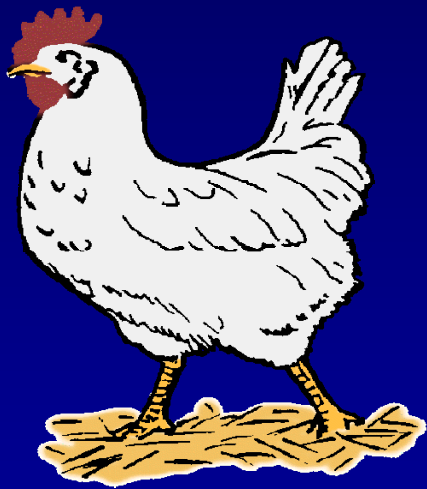


If you think you can, or think you can't—you're right.

Henry Ford

Know Yourself

Be Committed



Commitment is the key to accomplishment.

Know Yourself

Persevere



Energy and persistence conquer all things.

Benjamin Franklin

Yourself

Prioritize Your Life



Right Priorities are key to Right Results

Yourself

Manage Time Effectively



Manage your time or it will manage you.

Yourself

Handle Change

We'll focus on this next session

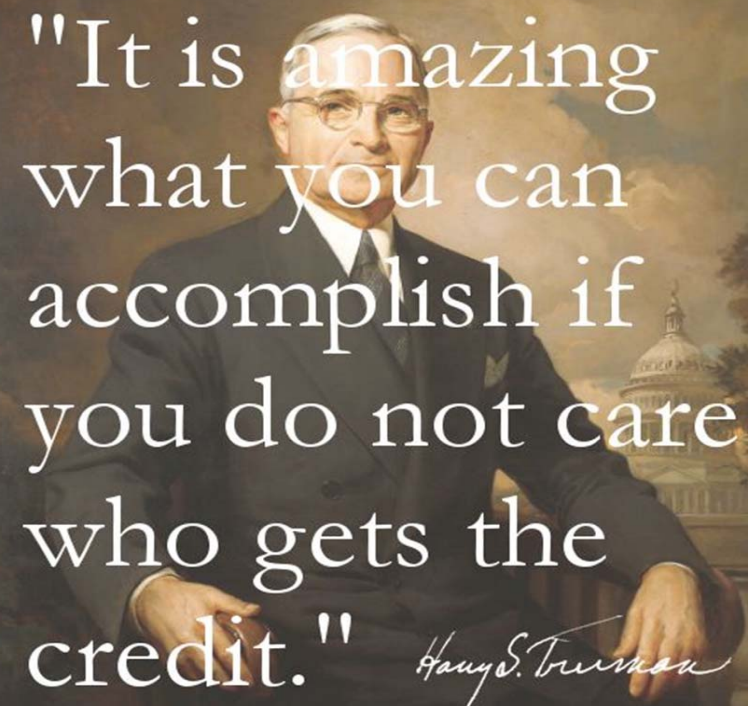


**It is not necessary to change;
survival is not mandatory.**

W. Edwards Deming

Yourself

Be a Servant Leader

A portrait of Harry S. Truman, an older man with glasses, wearing a dark suit and tie, seated. The background of the portrait shows a building with a dome, likely the U.S. Capitol. The quote is overlaid on the left side of the portrait.

"It is amazing
what you can
accomplish if
you do not care
who gets the
credit." *Harry S. Truman*

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Serve others and the organization

Leadership

Salient Points from Previous Presentation

- **Traits**
 - Character
 - Competency
 - Confidence
- **Styles**
 - Authoritarian
 - Participative
 - Delegative

Summary

Salient Points from Previous Presentation

- Know Yourself
 - Believe in Yourself
 - Be Committed
 - Be a Servant
 - Confidence
- Styles
 - Authoritarian
 - Participative
 - Delegative

Right now, you may be asking:

Why spend time on the 1st point, **Yourself**,
when this session is titled

“Leading and Managing *People and Processes*” ??

Answer: Manage yourself; then **Leading & Managing
Processes** and **Leading & Managing People** becomes,

Well ? ? ? ?

So much more manageable

Process Focus

*Without enough attention to People
Because Leaders Believe*

- Followers always need direction
- Followers possess a lack of initiative
- Followers are indifferent to organizational needs
- Leaders should tell what to do and how to do it

People Focus

Without enough attention to Process Because Leaders Believe

- Individual needs more important than organizational ones
- Followers' happiness is most important —But dangers lurk
 - Followers may not like it when they are directed
 - Followers make take out frustrations elsewhere
 - Follower's happiness may not equate with success
 - Followers' happiness may not equate with self-esteem

Dual Focus

Mission (Processes) First; People Always

- **Show group & individual needs consistent**
- **Be flexible, but expect task completion**
- **Expect increased self-esteem and productivity**

2. Lead & Manage Processes

- Align processes with strategic plan**
- Eliminate process interference factors**
- Delegate processes to right person(s)**
- Continually improve the processes**

Process

Align Processes with Plan



- Know vision, mission, plan
- Determine how to fit process with the plan
- Identify needed adjustments to the process
- Make appropriate adjustments
- Monitor your adjustments; tweak them
- *Change and Planning are in the next Presentation*

Process

Eliminate Process Interference Factors

- Anything preventing performance of the process
- Often leadership's failure to provide resources
 - Time
 - Tools
 - Guidance
 - Policies
 - Facilities
 - Training
- Subordinates can't succeed without resources
- Leaders and Managers must monitor process and remedy anything interfering with its completion

Process

Proper Delegation takes

- Time
- Training
- Trust



- *Obviously, Delegation is also very People-centered, but that's the point: You can't separate People and Processes.*

DELEGATE Processes

- **Describe the task and expected results**
- **Explain the purpose**
- **List benefits —for Delegate, Organization, Customer**
- **Examine the skills and abilities**
- **Give authority; set limits —Time, Resources, etc.**
- **Assign resources — or else, Process is Interrupted**
- **Teach and establish control processes**
- **Express appreciation for a job well done**

Process

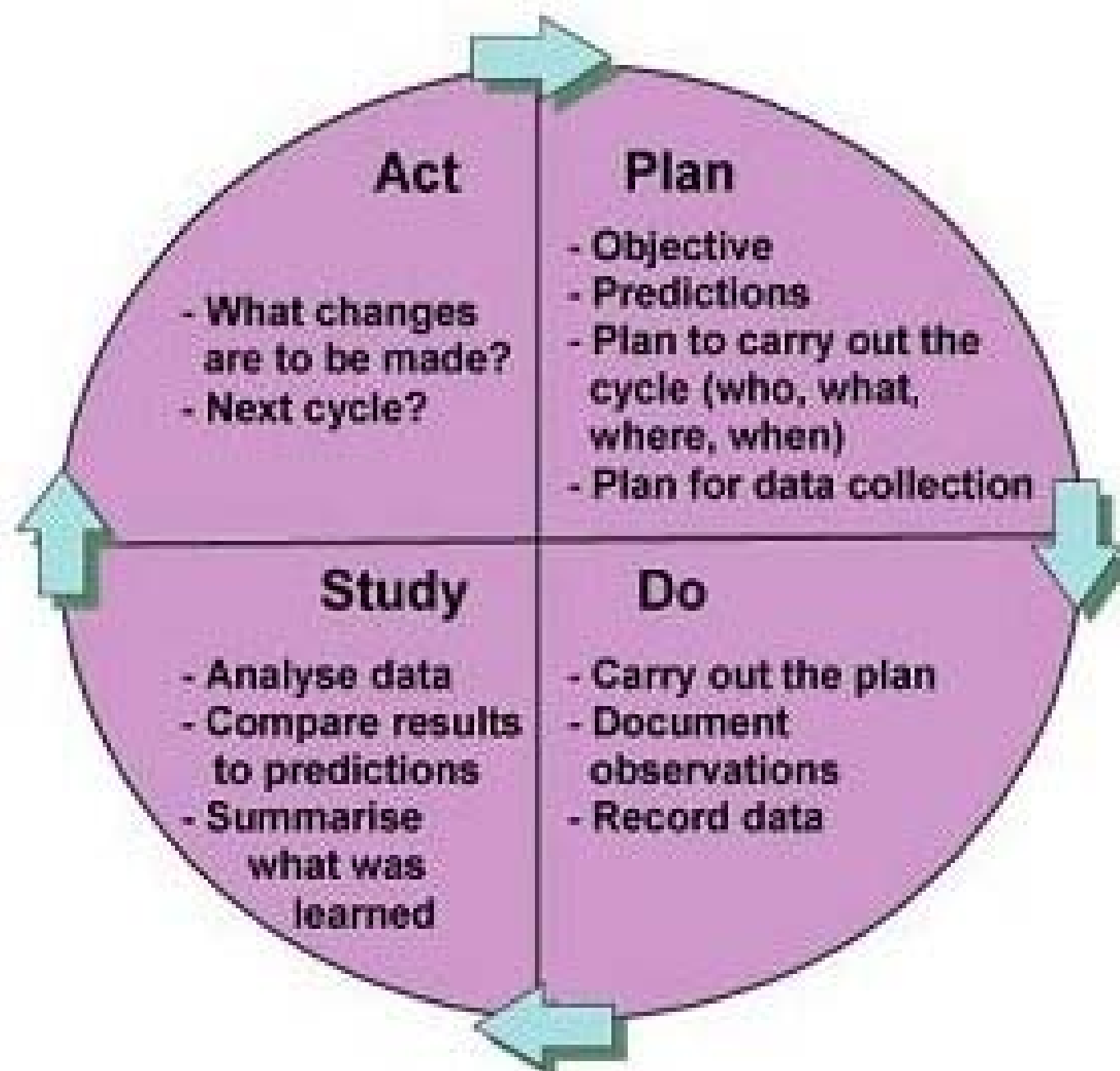
Continually Improve Processes

Deming PDCA Cycle —I quoted W. Edwards Deming earlier

“It is not necessary to change; survival is not mandatory.”

He also said: If you can't describe what you are doing as a process, you don't know what you're doing.”

- **Plan:** Develop a plan to improve the process
- **Do:** Execute the plan on a small scale
- **Study:** Confirm or make adjustments to the plan
- **Act:** Implement plan; study the adjustments



3. Lead & Manage People

Communicate

Relate

Motivate

People

Communicate: Share Meaning Effectively

Yes, we discussed this in the previous session



If you can't communicate, don't try to lead

Communication Inventory

1—never 2—seldom 3—sometimes 4—usually 5—always

- 1. Do your words come out the way you want them to?**
- 2. Do you understand what others say to you?**
- 3. Do you tend to “tune out” those who disagree with you?**
- 4. Do people understand your non-verbal behavior?**
- 5. Is it difficult for you to express your ideas clearly?**
- 6. Can you remain calm when you’re not making sense?**
- 7. Do you try to put yourself into the other person’s shoes?**
- 8. In a group, do you tend to talk more than other people?**
- 9. Do people understand when you explain things?**
- 10. Do you like to hear what others have to say?**

Communication Inventory

1—never 2—seldom 3—sometimes 4—usually 5—always

Maybe not a 1 or a 5, but you'll likely be closest to:

1. Do your words come out the way you want them to? 5
2. Do you understand what others say to you? 5
3. Do you tend to “tune out” those who disagree with you? 1
4. Do people understand your non-verbal behavior? 5
5. Is it difficult for you to express your ideas clearly? 1
6. Can you remain calm when things aren't making sense? 5
7. Do you try to put yourself into the other person's shoes? 5
8. In a group, do you tend to talk more than other people? 1
9. Do people understand when you explain things? 5
10. Do you like to hear what others have to say? 5

Communicate

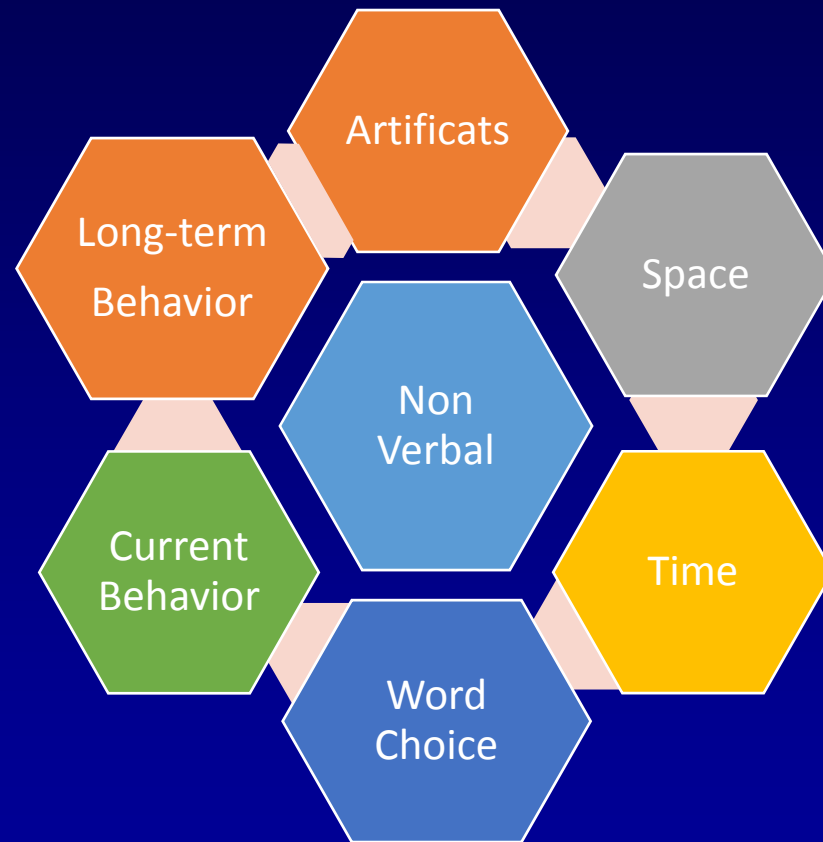
Listening Effectively is key to sharing meaning



**Listening is the neglected
communication skill**

Communicate

Share Non Verbal Meaning



Actions speak louder than words.

Communicate



Communication is necessary for Relating

People

Relate: Know your People



**“What could I learn about my people
that would help me be a better leader?”**

Relate



You won't do great if you can't relate

Some Things to Know

- **Does the person like his/her job or position?**
- **How does the person get along with others?**
- **How well does the person perform on the job?**
- **What are his/her strengths and weaknesses?**
- **How does she/he react to criticism and crisis?**
- **What motivates the person to do his or her best ?**
- **What are the person's desires/aspirations/goals?**
- **Can I empathize (walk in the person's shoes)?**
- **How can I build an appropriate relationship?**

Ask WIFO

What's in it for others?



We are in the world to help others.

Laurence Kline

I will read 12 statements. Describe how often you act or think in the way indicated when you are attempting to motivate others.

VI Very Infrequently

I Infrequently

S Sometimes

F Frequently

VF Very Frequently

My Approach to Motivation

Very Infreq Infreq Sometimes Freq Very Freq

1. I ask others what they hope to achieve.
2. I give them a reward before they begin.
3. Tasks can be designed to be self rewarding.
4. I figure if I am happy others will work hard.
5. I tell them if they are meeting expectations.
6. I believe fear motivates people to work.
7. I give much feedback to others.
8. A job well done is reward enough without praise.
9. I try to find what reward would appeal to them.
10. I recognize good work as soon as possible.
11. Heel-dragging usually means the person is lazy.
12. I assess their ability before assigning tasks.

Scoring

- For questions: 1, 3, 5, 7, 9, 10, 12
- $VF = 5$, $F = 4$, $S = 3$, $I = 2$, $VI = 1$
- For questions: 2, 4, 6, 8, 11
- $VI = 5$, $I = 4$, $S = 3$, $F = 2$, $VF = 1$

You must Communicate and Relate If you want to Motivate



***The keys of Communication and Relation
unlock the door to Motivation***

How Timothy Mouse Motivated Poor Little Dumbo

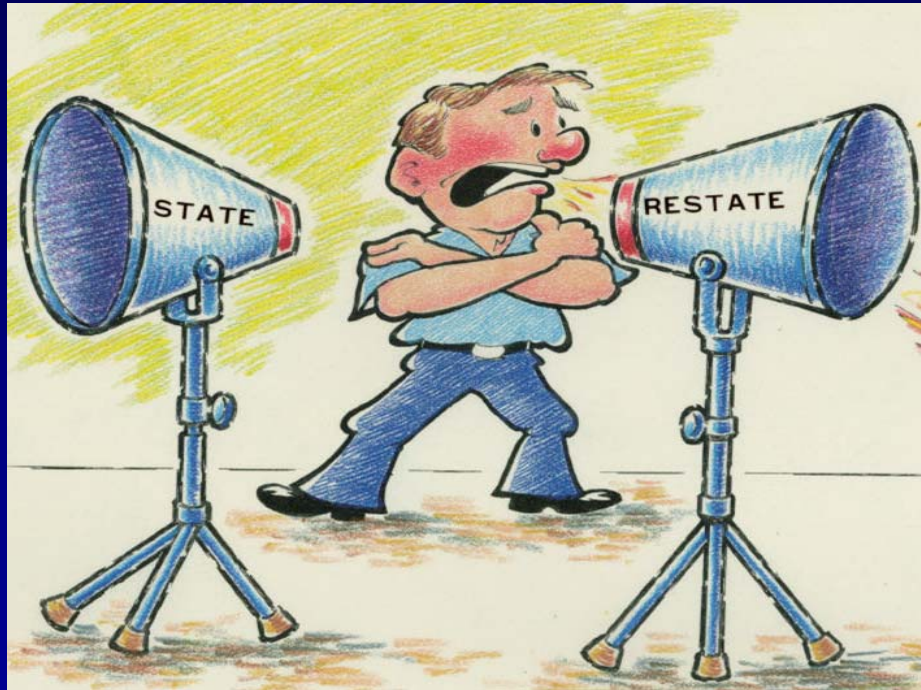




DUMBO

Motivate

Be an Encourager



Encouragement is the Breakfast of Champions
Ken Blanchard

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