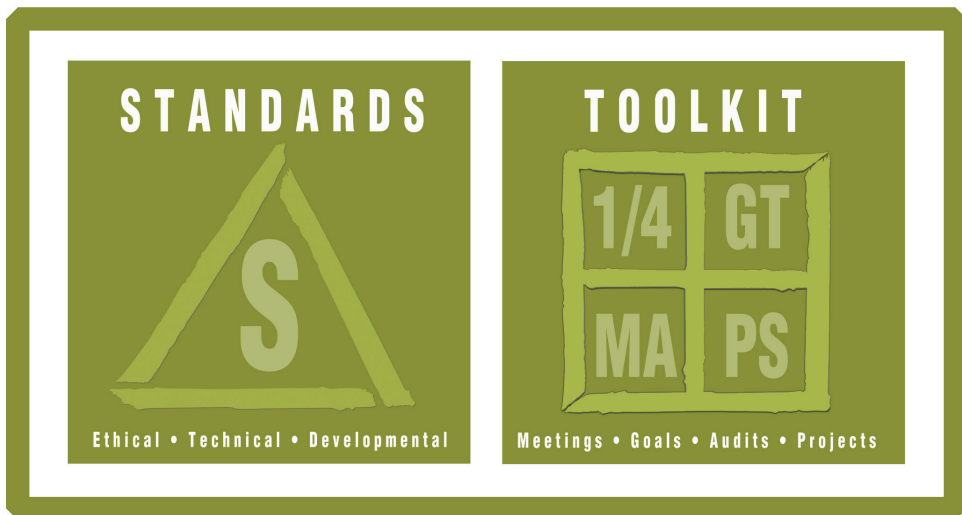


PART IV

Management As A Calling

STANDARDS-BASED MANAGEMENT



ATOMS & ORCHESTRAS



*The Case for
Standards-Based
Management*

*How to Be a
Better Boss*

Derrick Van Mell

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The Center's simple tools and careful facilitation got us moving. We'd been trying to do too much. Our first Projects Summary showed we'd overcommitted ourselves. Our new 1-page Goal Tree clarified priorities and unlocked energy to focus on the big picture.

– Bob Wahlin,
President,
Stoughton Trailers

The Management Self-Audit provided extraordinary results. After an hour's training, our team spotted gaps and strengths and agreed quickly on what to prioritize. The Index gave me and the board confidence nothing was overlooked. The conversation helped everyone see how everyone connects and contributes.

– Ruth Schmidt,
Executive Director,
WECA

I'd used The Center of Management Terms & Practices' Index to conduct our planning, so I was happy to participate in one of their local seminars on its Toolkit. I've rarely seen 30 executives as engaged! It's now a tool we use to help us quickly understand our real priorities: our sales closing rate took a big step up.

– Ed Purcell,
President,
Vertical Greenwalls

As a lawyer, I've used The Center's Toolkit for years and it's not only helped me as head of the office, but also improved my understanding of how my CEO clients think and of the language they use.

– Tim Stewart,
Managing Partner,
Dewitt Law Firm

The General Management Index helped me and other family business members have confidence we were covering all the issues and speaking the same language. The Goal Tree gave all of us powerful focus quickly.

– Jeff Lerdahl,
President,
Lerdahl Business Interiors

My Workgroup at The Center helped me craft the three 'Hard to Ask' questions that our management team used to make a really tough decision. The Workgroup peers listened carefully and gave me both the ideas and the confidence to lead this career-critical conversation."

– Susan Dineen,
Marketing Director,
ACS

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8 - Finding Meaning and Rewards in Service

“It was in my heart to help a little for I had been helped much.” – Khalil Gibran

Managers are mentors and teachers. In 2000, five hundred former students attended the memorial service for Greg Baker, a Chicago high school English teacher and swim coach. One student, William Horberg, now chair emeritus of the Producers Guild of America, said, **“If we are lucky, we all have had that teacher or mentor who touched our core and gave us inspiration or direction or a good old-fashioned kick in the butt...”**

Some people seek management titles for the immediate rewards of pay, power, and status. But dedicated managers treasure the lasting rewards of the successes and happiness of others. This takes exceptional competence and maturity—but having five hundred people at your memorial proves your career was well spent.



Mentors are forceful

Making Work Meaningful: Reminders About Social Value

Humans are social beings, so they crave work that’s valuable to society. Happiness isn’t material gain, perfection, or comfort: employees are made happy with meaningful work and competent, caring bosses. Sadly, a lot of people no longer believe they can be happy at work. Let’s turn that around.

Remind them of the good they already do. It’s human nature to dwell on problems instead of achievements. Even police officers lose track of how they help. So, a manager’s first challenge isn’t usually to create meaning but to remind people of it. One vivid story about how your product or service changed a customer’s life will inspire your organization for years.

Everyone counts. Firefighters provide obvious social value, but a new accounts payable clerk might lose sight of how they contribute to their organization's financial health. Many of us support people who support other people, and few of us need to be heroes. But we all need to know in at least some small way that our work matters.

Work doesn't have to be unique to be meaningful. Differentiation makes us feel special, but it adds zero to meaning. A Wisconsin hospital blew \$300,000 having a mission statement written. Don't we all know what a hospital does and that it's important? You don't have to be chief neurosurgeon to be proud of how you help: each of America's four million nurses can feel that same pride.

Jargon is a barrier to meaning. The greatest value of The Index is that it breaks the insidious barriers of management jargon. And the jargon about meaning at work is particularly perilous: Mission, Vision, Purpose, Values, "The Why." Don't have more than one document about meaning. Use video and images to show why your work together makes the world a better place.

To Err is Human

Like other callings—as coach, counselor, teacher—a manager must hold mature and realistic expectations of their fellow humans. You can't develop people unless you let them try new things, and trying new things means they'll make mistakes. Good managers' plans provide leeway for experimentation and learning.

E Pluribus Unum ("Out of the many, one"). Section III of the Milwaukee Model (page 30) is "Supervision." Good managers don't just work with individuals, but with duos, trios, and quartets. Team-building also takes experimenta-

The COO of a Chicago-based manufacturer of springs was asked if it was disappointing that their products disappeared into the guts of cars, medical devices, and appliances. He answered with a piece of industrial poetry about being a small cog: **"Our springs bring equipment to life."**

There's a story about Tom Watson, the CEO of IBM who transformed it into a global powerhouse. A manager had made a \$10 million error and thought when he was called into Watson's office that he was going to be fired. Watson said, **"Fire you? I just spent \$10 million educating you!"**

tion and forgiveness. Managers know patience and forgiveness pay off in loyalty and innovation. The whole is greater than the sum of the parts. That's why we create companies in the first place.

The Key Personal Characteristic is Maturity

"Maturity begins when one lives for others." – Hermann Hesse

The Model makes plain that most of management is about working with people, what's often called "supervisory ability." Working with people takes maturity, which includes two things: the emotional strength to deal calmly with co-workers' quirks and the wisdom to see into the practical reality of a charged situation.

The three other characteristics of mature managers. Managers need the **courage** to make decisions that entail risk and disappointments. They need the **curiosity** to keep exploring new ideas and opportunities for everyone. And they need the **compassion** to make kindness their first impulse, even when they themselves have been mistreated.

"Leadership development" is often a euphemism for trying to make people more mature. But like any comforting jargon, it softens the seriousness of the issue, which means the issue never gets resolved.

The Rewards Are Great but Subtle

"A leader is best when people barely know he exists... they will say, 'we did it ourselves'."
– Lao Tzu

The three rungs of a manager's career ladder are progressively abstract, responsible, and lonely:

1. Manager
2. Executive (a manager of managers)
3. Chief executive

Indirect personal rewards. While an increased span of authority allows you to accomplish more, it's important to be emotionally prepared for increasingly subtle rewards. Switching from specialist to manager instantly switches your reward system from getting recognition for a tangible, technical accomplishment to basking in the indirect glow of your team's success. It's another shift when making the step to an executive job, when you're a manager of managers. You must learn to "fly by the instruments," seeing progress through second-hand reports and opinions.

And the chief executive's job is yet again vastly different and more subtle. After being promoted from CFO where he'd worked for thirty years, one CEO said, "Two days later, no one asked me out to lunch anymore." It was lonely, but a year later he felt in his bones how he'd helped the entire organization grow and stabilize.

Developing Oneself as a Manager with a Calling

"The eyes see everything but themselves." — Yugoslavian proverb

Learning the technical standards of general management is straightforward (see The Index and Chapter 5), but developing emotional maturity and wisdom is subtle. Our egos blind us to mistaken ideas about ourselves and our relationships, so managers must be able to look inward with courage.



I see me

Take the Pledge of Managerial Power (Chapter 4). But it's not enough to read it, sign it, and shelve it. It takes constant study. You might rewrite your answers to the Pledge's four test questions each quarter:

1. When was I recently reminded of the effects of my managerial power?
2. How is being a manager making me a better person?
3. How have I treated people differently in similar situations?
4. When did I last use my power to help an individual or group?

Journalling is also helpful for developing your calling. In *How to Win Friends and Influence People*, Dale Carnegie wrote about himself that

"For years I kept an engagement book showing all the appointments I had during the day. My family never made any plans for me on Saturday night, for the family knew that I devoted a part of each Saturday evening to the illuminating process of self-examination and review and appraisal. After dinner, I went off by myself, opened my engagement book, and thought over all the interviews, discussions, and meetings that had taken place during the week. I asked myself: What mistakes did I make that time? What did I do that was right – and in what way could I have improved my performance? What lessons can I learn from that experience? ... This system of self-analysis and self-education continued year after year, [and] did more for me than any other one thing I have ever attempted."

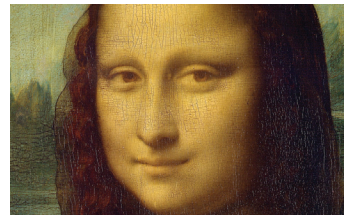
You owe your staff careful thought. Perhaps in the same journal (kept locked up at home), you could write and update profiles of the people you manage. What are

their skills? What are their interests both at and outside of work? Are they introverts or extraverts? Having used a personality profile system can help. You might discover you'd underestimated someone's potential because you hadn't thought hard enough about them. You might also come to realize that one of your staff just isn't suited to their job or ready for a promotion.

Don't manage alone. Working with people is a subjective, emotional, and limitless study. Having a mentor as well as a small and trusted peer group is so important to developing yourself and as a check against impulsive decisions.

Read the right management books. Many management books focus on quick fixes, so for deeper understanding, try the books in Appendix C. Book discussion groups can help expand and challenge your thinking.

Great art and the mystery of being human. Great art opens deep insights into human nature. Charles Dickens's *Pickwick Papers* has 356 characters. But if you don't have time for Dickens or for *War and Peace* (written the same year Mendeleev recorded the table of elements), try any other of the 10,000 classics. Don't waste your life reading junk.



People are mysterious

A Sensitive Subject: Management as Spiritual Practice

"My religion is kindness." – The Dalai Lama

Not everyone is comfortable linking their work with their spiritual or religious life. It's unethical to use one's managerial power to pressure anyone—even gently—to believe as you do. It's a conversation to have only with yourself or your spiritual teacher.

But for many people and many cultures, work and faith are intrinsically linked. Christianity, Islam, Buddhism, Hinduism, and Judaism are rich with scripture about work and working with others. All the world's religions command us to practice kindness, patience, and humility. They all call us to promote the common good by obeying the Golden Rule, to "Treat others the same way you want them to treat you." It's up to the reader to reflect on how being a manager—having power—can be a spiritual test and teaching.

Delegation is also a test of faith. Delegation takes faith in the potential goodness of others. It requires humility: the willingness to admit others are sometimes better. It also takes patience and forgiveness when employees make mistakes, as we all do. And it requires the wisdom to see a sunlit horizon beyond today's inevitable struggles and stumbles.

Everyone's Included

What if every manager in the world used the same terminology? What if they used the same tools and studied the same best practices? And what if you and they were part of a global community helping people on opposite sides of social, cultural, and political borders?



RECAP, ACTIVITIES, & REFLECTION

People still get promoted into management roles because of their technical abilities—always with bad results. A management career is an opportunity to serve others and to develop personally. The challenges and rewards are subtle, but profound.

Individual application: Great managers, like teachers and nurses, are both competent and compassionate. How does being a manager reflect your deepest values?

Group activity: Discuss your organization's criteria for hiring and promoting managers. What makes employees loyal to their bosses? Not everyone is called to management.

3 Good Questions

1. Think of your favorite manager. How many people did they help?
2. When did your core product or service change someone's life?
3. When did a management challenge make you a better person?

By taking up management as a calling, you can be proud of and respected for having helped so many people achieve so much together.

In our next and last chapter, you'll see simple ways to try Standards-Based Management in your work and in your organization.



APPENDICES

Appendix A: Milwaukee Model Self-Assessment

See Chapter 6 about The Milwaukee Model of Manager Development as the Developmental standard. You can also download the Model and Self-Assessment from www.theindex.net.

I. Best Practices

Refer to *The Index* for the next levels. Generalists must be familiar with all these.

- 1.0 Structure
- 2.0 Marketing and sales
- 3.0 Operations
- 4.0 Information
- 5.0 Human resources
- 6.0 Finance

II. Personal Development

Managing people requires maturity and a personal commitment to service.

- Handling managerial power
- Clarifying one's personal goals
- Caring for one's own health and fitness
- Improving decision-making abilities
- Developing career-long learning habits
- Cultivating peer support

III. Supervision

Managers must welcome the psychological challenges of working with people.

- Maintaining ethical behavior
- Communicating and teaching
- Assembling a team or workforce
- Leading individuals and the group
- Working through conflict
- Delegating opportunities and resources

IV. Organization Perspective

Executives must attune their organization with market trends and external forces.

- Creating an inspiring cause and vision
- Assessing organizational risks
- Strategic planning
- Creating a culture of collaboration
- Aligning with other organizations
- Advocating in the community

Manager	
Supervisor	
Date	

Instructions

1. Manager and their boss discuss the Model
2. Manager assesses himself
3. Manager and boss discuss the assessment and agree on what to learn that year
4. They choose development activities and active projects
5. They evaluate progress and adjust as needed
6. Toward the end of the year, they re-evaluate the manager's performance

I. Best Practices

The standard body of knowledge for general management practices. For practical decision-making, applying general principles and industry knowledge.

Open The GM Index at www.theindex.net. Click through levels 1, 2, and 3 for definitions and context. Use the Management Self-Audit tool in The GM Toolkit if helpful.

Self-rating scale: 1 to 4.

1=Area of focus.

4=Mastery in current role.

X=Not yet relevant.

Note: Rate yourself in the context of your position and organization. Don't rate yourself lower because you're not the CEO of General Motors.

	Self-rating
1.0 Structure	_____
2.0 Marketing and sales	_____
3.0 Operations	_____
4.0 Information	_____
5.0 Human resources	_____
6.0 Finance	_____

Top 3 things to work on this year (development activity)	% complete
1.	
2.	
3.	

II. Personal Development

Managing people requires maturity and a personal commitment to service.

Self-rating scale: 1 to 4: 1=Area of focus. 4=Mastery for current role.

X=Not relevant. See samples of tools at The GM Toolkit.

Self-rating

Handling managerial power _____

Knowing how to monitor and improve how you use managerial power in different situations. Read the Pledge of Managerial Power to learn how much your power staff can help and hurt them.

Clarifying one's personal goals _____

Knowing what you want to be and achieve and who you want to be as a person. Thinking objectively about the sources of your beliefs and attitudes. Being confident you can put other people first.

Caring for one's own health and fitness _____

Understanding the level of physical and mental fitness needed to be an attentive and engaged manager. Setting a positive example of sound habits and sensible self-discipline. Avoiding burnout.

Improving decision-making abilities _____

Using different kinds of quantitative and qualitative information to help your staff create good solutions. Being aware of your own conscious and subconscious processes for making different kinds of decisions.

Developing career-long learning habits _____

Accepting that even successful chief executives always have things to learn. Having learning goals, healthy personal interests, and channels for finding facts. Seeking challenging perspectives.

Cultivating peer support _____

Actively and regularly seeking peers for information, ideas, challenges, and moral support. Purposely seeking new acquaintances who will challenge your ideas as well as your attitudes and beliefs.

Top 3 things to work on this year (development activity)	% complete
1.	
2.	
3.	

III. Supervision

Managers must welcome the moral, ethical, and psychological challenges of working with people.

Self-rating scale: 1 to 4: 1=Area of focus. 4=Mastery for current role. X=Not relevant. For background, refer to relevant terms and Approved Resources in The GM Index.

Self-rating

Maintaining ethical behavior _____

Defining morals and ethics. Understanding the letter and spirit of your Code of Ethics. Anticipating ethical dilemmas and leading those discussions. Responding to unethical or possibly unethical behavior.

Communicating and teaching _____

Listening with comprehension, sympathy, and objectivity. Sharing ideas in writing, speaking, and through images. Inspiring people by making the big goals vivid and exciting.

Assembling a team or workforce (tool: Management Self-Audit) _____

Knowing the mix of skills, experiences, time, and support for a project or process. Creating the right balance of perspectives and personalities. Knowing when to remove someone or disband the group.

Leading individuals and groups _____

Knowing each of your staff well enough to stimulate their particular talents and energy. Having the audacity, eloquence, and grit to lead, inspire people to take a risk, and overcome obstacles.

Working with conflict _____

Having the maturity, patience, and skill to direct each staff member. Having the firmness and skills to resolve conflicts promptly and constructively. Eliminating barriers among departments.

Delegating opportunities and resources (tool: Projects Summary) _____

Understanding the staff's workload and personal and collective capacity. Creating assignments that are challenging, but not overwhelming. Managing with minimum intervention.

Top 3 things to work on this year (development activity)	% complete
1.	
2.	
3.	

IV. Organization Perspective

Executives must attune their organization to market trends and external forces.

Self-rating scale: 1 to 4: 1=Area of focus. 4=Mastery for current role. X=Not relevant. For background, refer to relevant terms and Approved Resources in The GM Index.

Self-rating

Creating an inspiring cause and vision _____

Understanding if a challenge will matter deeply to every employee. Expressing the facts and feelings of that challenge so everyone will eagerly take on the risks and discomforts of change.

Assessing organizational risks _____

Having the information to know what could go wrong in each management discipline (The Index). Knowing if the organization can add risks or isn't risking enough.

Strategic planning (tool: Goal Tree) _____

Creating a challenging, yet realistic and balanced mix of short- and long-term goals to advance the organization's cause and vision. Keeping the organization focused on the goals.

Creating a culture of collaboration (tool: 1/4-Page Meeting Planner) _____

Understanding how all the formal and informal rules of behavior help everyone contribute the most, individually and collectively. Knowing when and how to reshape those rules.

Aligning with other organizations _____

Working to the mutual benefit of new and existing customers, vendors, and affiliates. Anticipating and then adjusting to changes to any part of that overall network.

Advocating in the community _____

Working with industry, community, and governmental bodies to protect your organization's reputation, ensure fairness, open opportunities, and protect against threats outside your own control.

Top 3 things to work on this year (development activity)	% complete
1.	
2.	
3.	

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ATOMS & ORCHESTRAS

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THE TECHNICAL STANDARD

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THE PROMISE AND REWARDS OF SERVICE

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