The Center for Management Terms & Practices

STANDARDS-BASED MANAGEMENT

THE MILWAUKEE MODEL OF MANAGER DEVELOPMENT™

What is a manager? *Someone who helps people work together*
What is a leader? *Someone who inspires people to take a risk*

They're *not* different people. Managers must have leadership ability and *vice versa*. A *supervisor* is just a synonym for manager; *supervision* is part of management (Quadrant III, below). A *generalist* works cross-functionally.

What do you need to know to be a manager?

The Model is flexible: managers at each level and in all sectors and size organizations use it.   Its Self-Assessment establishes one's starting point and development options.

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
- Managing one's time and tasks
- 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 align their organization with market trends and external forces.

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

The Center for Management Terms & Practices trains people in **Standards-Based Management,** applying its ethical and technical standards through simple tools for meeting management, planning, process improvement ,and project oversight. It gets everyone on the same page. www.theindex.net US (608) 260-9300

What is a manager's career path? Management as a calling

Becoming a manager takes a big change in attitude. The rewards become more indirect, but you get more opportunities to help people reach their full potential:

Manager	Now rewarded for *other's* performance.
Executive	A manager of managers. Depends on data to direct activities.
Chief executive	Leads and manages everyone. Needs external help on sensitive issues.

Why are managers valuable?

A 10% gain in management ability can increase margins 10%. Generalist managers improve Key Performance Indicators (KPIs) by fostering cross-functional collaboration: meeting a big challenge is impossible unless *everyone* in the organization is working together. Search "Lubar podcasts" in our blog (www.theindex.net/blog) for interviews on:

- Sales Growth
- Productivity
- Quality
- Customer Satisfaction
- Retention
- Gross Margin

What personal characteristics make real managers?

Maturity
Working with people takes maturity, means having the emotional strength to deal calmly with co-workers' quirks and upsets. It also means having the wisdom to see calmly into the practical reality of an emotional situation. Put differently, good managers are caring, curious, and courageous.

The moral use of power
Managers have great power: a few careless words can make employees feel unsafe and unwanted. Distrust of their boss is the key reason employees make mistakes, underperform, and quit. The Model integrates the Pledge of Managerial Power.

How is the Model valuable to an organization?

The Model makes it easier to decide who should be a manager—and who should stay in a technical role. Holding every manager and executive to the same standard makes everyone confident that promotions are fair and thoughtful.

Clarity of the manager's job is also essential to a succession plan (chart) which keeps the organization safe and growing steadily. Using the same structure, terminology, and knowledge makes it much easier to share ideas and wisdom as mentors and peers.

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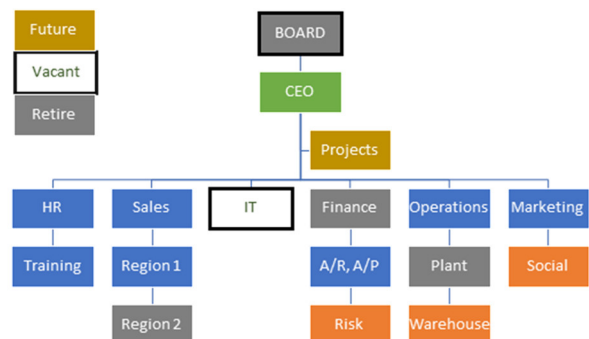
Supervisor	
Date	

Refer to the Milwaukee Model of Leader Development™ and Chapter 6 of *Atoms & Orchestras*

A manager is someone who helps people work together. Being a manager demands different kinds of skills, knowledge, and great maturity. Even experienced executives can learn more about their industry, management practices, human dynamics—and themselves.

Management is a calling. Good bosses believe deeply that *their* success is measured by how they help *others* meet their goals. See Chapter 8.

But people are complicated. People are always changing, and they respond differently to change and stress, failure, and success. Behaviors also change when the group changes.

Instructions
1. Manager and their boss discuss the Model
2. Manager assesses themselves (perhaps with guidance from The Center)
3. Manager and boss discuss the assessment and agree on what to learn that year
4. They choose development activities (ideas below) and active projects
5. They evaluate progress and adjust as needed
6. Toward the end of the year, they re-assess the manager's performance

Development activities
- Projects or new responsibilities
- Using tools from The GM Toolkit (www.theindex.net)
- Reading and reflection
- Workshops
- Discussion in a mentor/protégé relationship
- Job rotation
- Participation in a peer workgroup

*Standards-Based Management provides consistency
and fairness to manager development.*

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STANDARDS-BASED MANAGEMENT

MANAGER SELF-ASSESSMENT
Manager: _____

I.   Best practices

The standard knowledge base for general management terms and practices. For competent and creative meeting management, planning, process improvement, and project oversight.

See The Index at www.theindex.net. Click through levels 1, 2, and 3 for definitions and context.

Self-rating scale: 1 to 4. 1=Area of focus. 4=Sufficiency for current role. X=Not yet relevant.

A "4" doesn't mean perfection. Rate yourself based on your position and organization—not as if you're 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	____

How do you like to learn? _____

Notes

Development activities for the year (knowledge, skills, perspectives)	% comp.

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STANDARDS-BASED MANAGEMENT

Manager: _____

II. Personal Development

Managing people requires maturity and a personal commitment to service.

Self-rating scale: 1 to 4: 1=Area of focus. 4=Sufficiency for current role. X=Not relevant.

Self-rating

Handling managerial power   ____
Read the Pledge of Managerial Power (Chapter 4) to learn how much your power can help and hurt your staff. Knowing how to monitor and improve how you use your authority in different situations.

Clarifying one's personal goals   ____
Knowing what you want to achieve *and* who you want to be. Thinking objectively about your beliefs and attitudes. Able to put other people first, but also take care of your own physical and mental health.

Managing one's time and tasks   ____
Adapting how you use your time even as your responsibilities change. Having spare time every week to listen to your staff, reflect, plan, and deal with the inevitable surprises. Not over-committing.

Improving decision-making abilities   ____
Using different kinds of quantitative and qualitative information to help you and your staff make good decisions. Being aware of your own conscious and subconscious processes.

Developing career-long learning habits   ____
Having learning goals, healthy personal interests, and channels for finding facts. Seeking challenging perspectives. Even successful chief executives always have things to learn.

Cultivating peer support (e.g., Center Workgroups)   ____
Actively seeking peers for information, ideas, and moral support. Purposely seeking new acquaintances who will challenge your ideas, perspectives, and beliefs.

Notes

Development activities for the year (knowledge, skills, perspectives)   % comp.

Manager: _____

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=Sufficiency for current role. X=Not yet relevant.

Self-rating

Maintaining ethical behavior in others   ___
Anticipating ethical dilemmas and leading those discussions. Responding to unethical behavior. Understanding the letter and spirit of your Values Statement and Code of Ethics.

Communicating and teaching   ___
Asking great questions. Listening with comprehension, sympathy, and objectivity. Sharing ideas in writing, speaking, and 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 personalities when hiring or staffing a project or process. Knowing when to remove or reassign someone or to disband a 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 inspire people to take risks and overcome obstacles.

Working with conflict   ___
Having the sensitivity, patience, and skill to redirect an employee. Having the firmness and skills to negotiate and 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. Setting challenging, but not overwhelming assignments. Managing with little intervention. Delegating goals, not tasks.

Notes

Development activities for the year (knowledge, skills, perspectives)	% comp.

IV. Organization Perspective

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

Self-rating scale: 1 to 4. 1=Area of focus. 4=Sufficiency for current role. X=Not yet relevant.

Self-rating

Creating an inspiring cause and vision ____

Ensuring every employee feels the organization's work has meaning. Expressing the facts and feelings of your cause so everyone will eagerly take on the risks and discomforts of change.

Assessing organizational risks ____

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

Planning (tool: Goal Tree) ____

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

Creating a culture of collaboration ____

Understanding how all the formal and informal rules of behavior help everyone feel safe and 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 network.

Advocating in the community ____

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

Notes

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Development activities for the year (knowledge, skills, perspectives)	% comp.

Do you still enjoy being a manager? _____

Date for next self-assessment: _____