WHO CARES

Excerpt
Chapter 3 - Managing for Power

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January 2011

Better Systems for Managing People

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Chapter 3 – Managing For Power

People are most effective when they are in harmony with themselves and are behaving authentically and pursuing personal growth. Good managers understand this intuitively and develop ways of helping people manage themselves on the job. Leaders often do this by managing themselves well. Their own harmony gives them the confidence and extra available energy to mentor and lead by example.

Most management systems, however, are designed for the purpose of managing the job at hand rather than the behavior of the players therein. The processes described in this book include a management cycle designed to encourage authentic and motivational behavior. It's all about employee engagement. We call it managing for power.

The Characteristics of a Power Management Process - Setting the Scene

We have chosen to describe these characteristics here because they are common to all of the management processes to follow; and because they may provide an understandable transition between managing yourself and managing others in various milieus. Since managing is a behavioral activity rather than intellectual, the processes that follow bear little intellectual substance. Consequently they make little sense without an appreciation for the behavior discussions in chapter 2, "Managing Yourself", as well as in this chapter. In fact our experience is that the benefits are not really understood until you have experienced the process for some period of time.

A client called me a couple of years after we had implemented a Customer Satisfaction Management process in his department. He told me he had been asked to describe the process and the rationale behind it to the Vice President of another division.

"I tried to write something, Mike", he said, "and I couldn't describe it. Then I remembered that you had written a manual to go with the original implementation. I pulled it off the shelf, dusted it off and found that it's all here, perfectly described, easy to understand."

"Peter", I said "it was all there two years ago, didn't you read it?"

"Yes", he replied, "but it didn't make any sense then."

I warned him that it likely wouldn't make sense to his colleague now either and that he might be more successful if he were to keep the description short and get him into a pilot process quickly. I guess I'm warning you, the reader, too. We've learned some about describing

these processes in the many years it has taken to write this book, but it still appears to be one of those "you have to be there" situations.

Also keep in mind that although we've chosen to start with the theory and build a case for the processes, all of this came about the other way around. The success of the processes came first, evolving empirically through the experience of many organizations and thousands of people. The theories came from curiosity about the human behavior patterns that were emerging from the consistencies in the successful models. They were refined with Guy's research in management studies, and vindicated by our reapplication of them into further improvements. We're not sure that our theories are described here properly, but we and our clients know the processes work.