

Basic Management Concepts

C S Rao

N.Brahmanandam (Cad conversion)

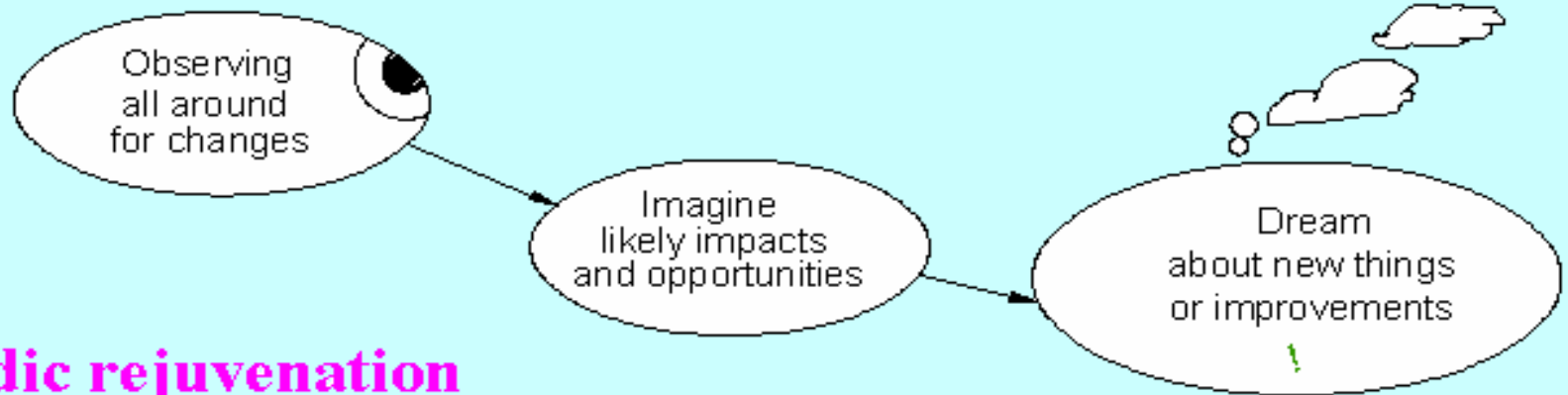
The question

WHY?

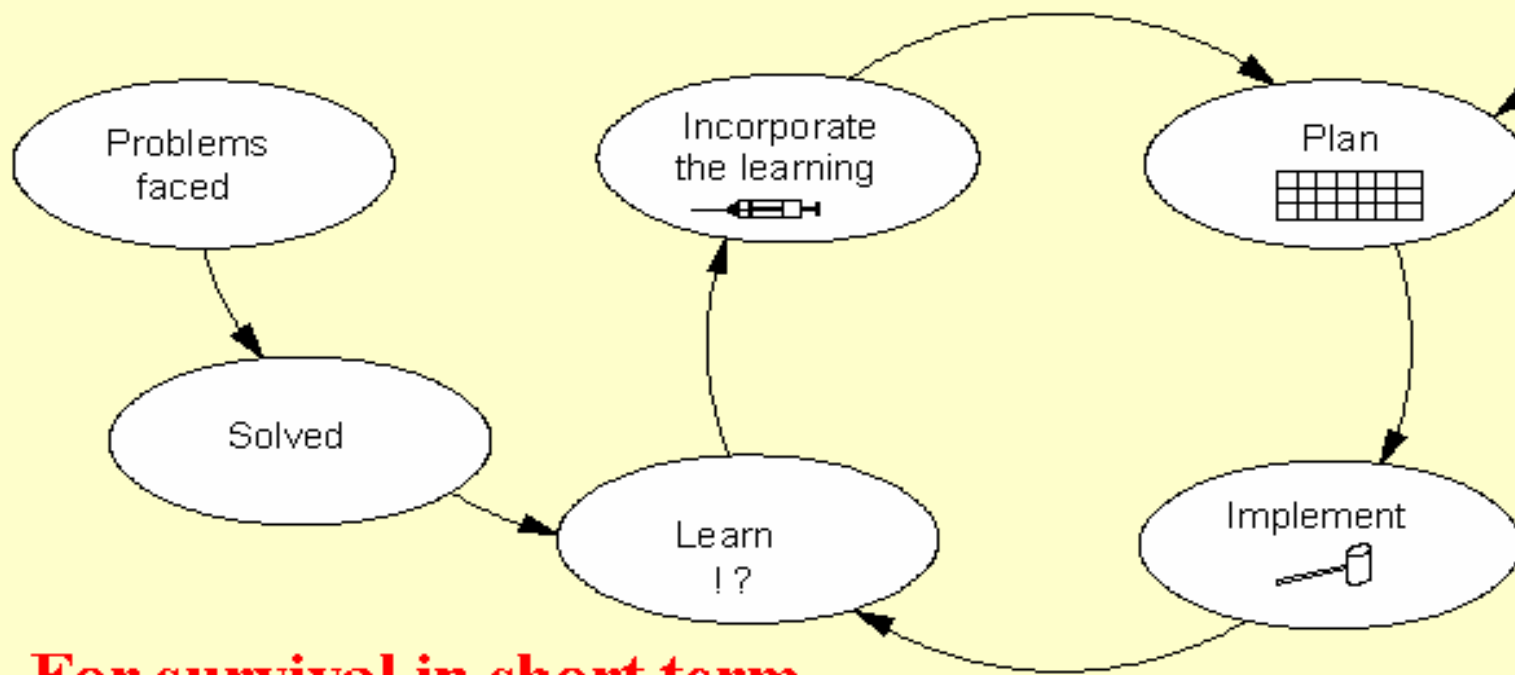
is the first tool of a

Successful manager

Dynamic management

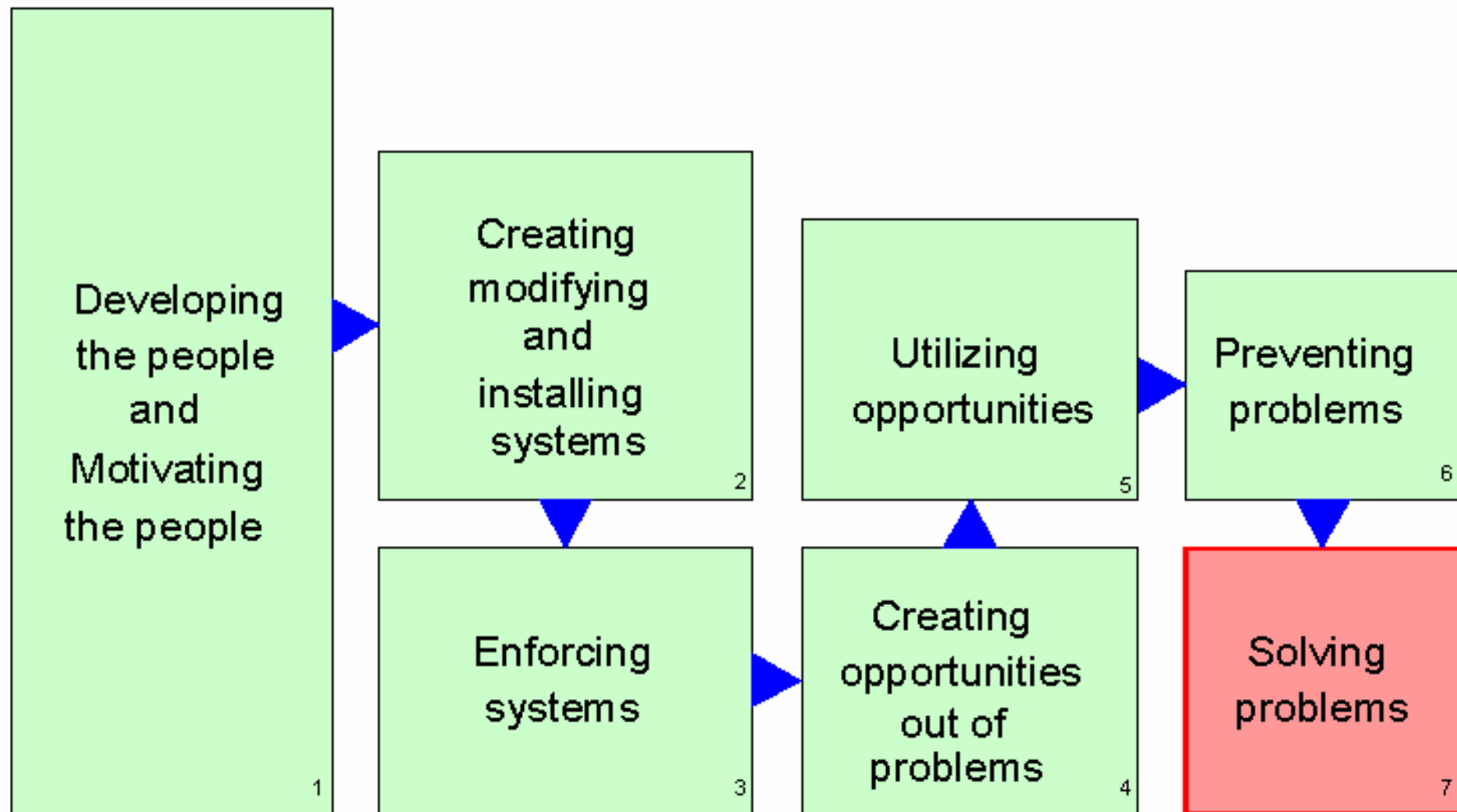


For periodic rejuvenation

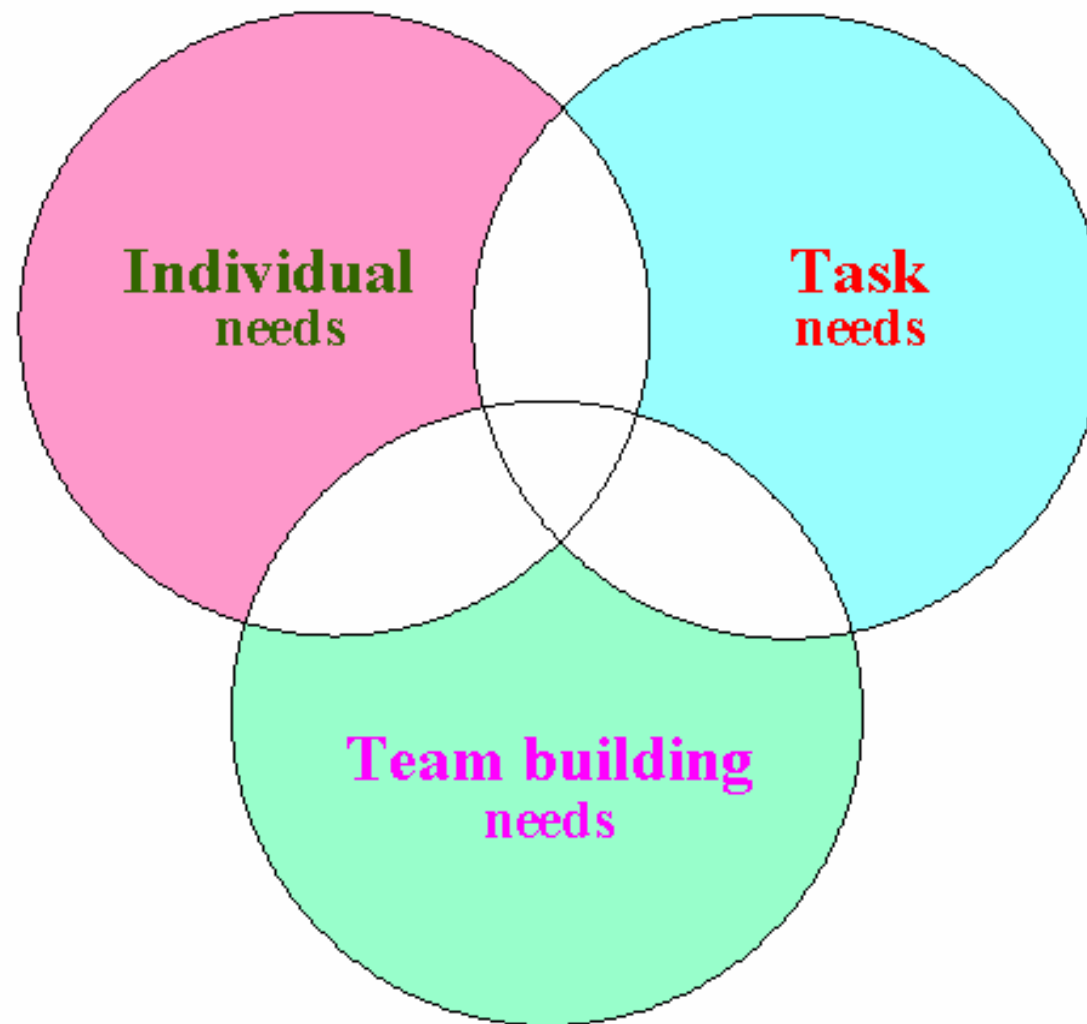


For survival in short term

The manager's job

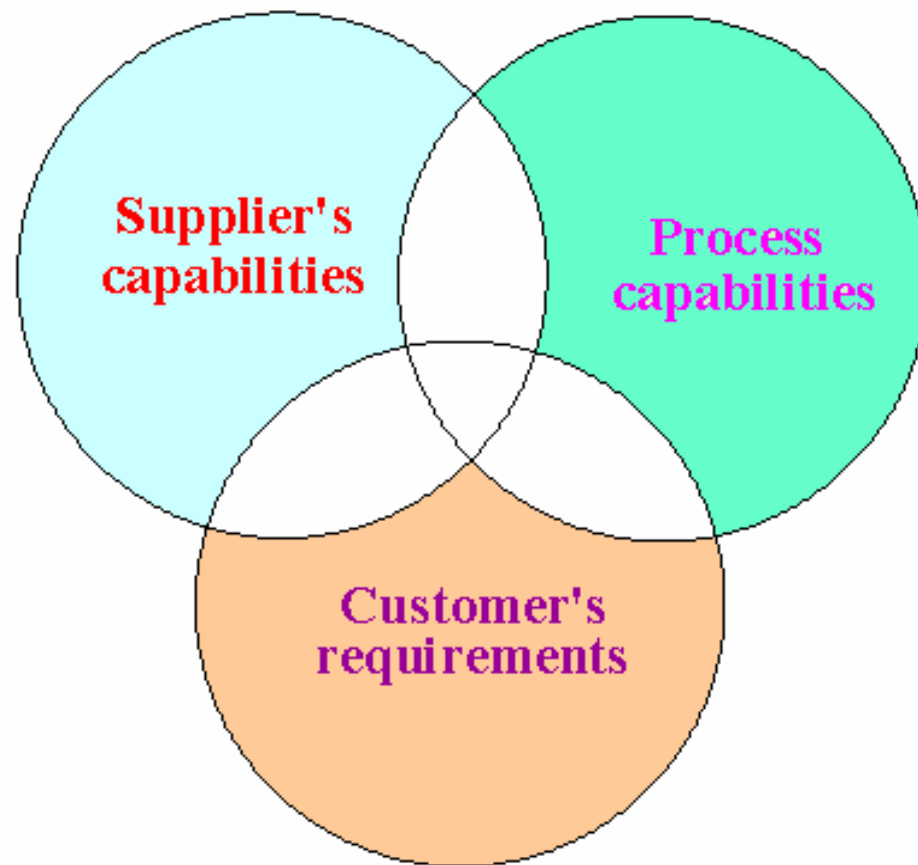


A manager who does enough justice to steps 1 to 6 in that order has very few problems to solve (step 7)



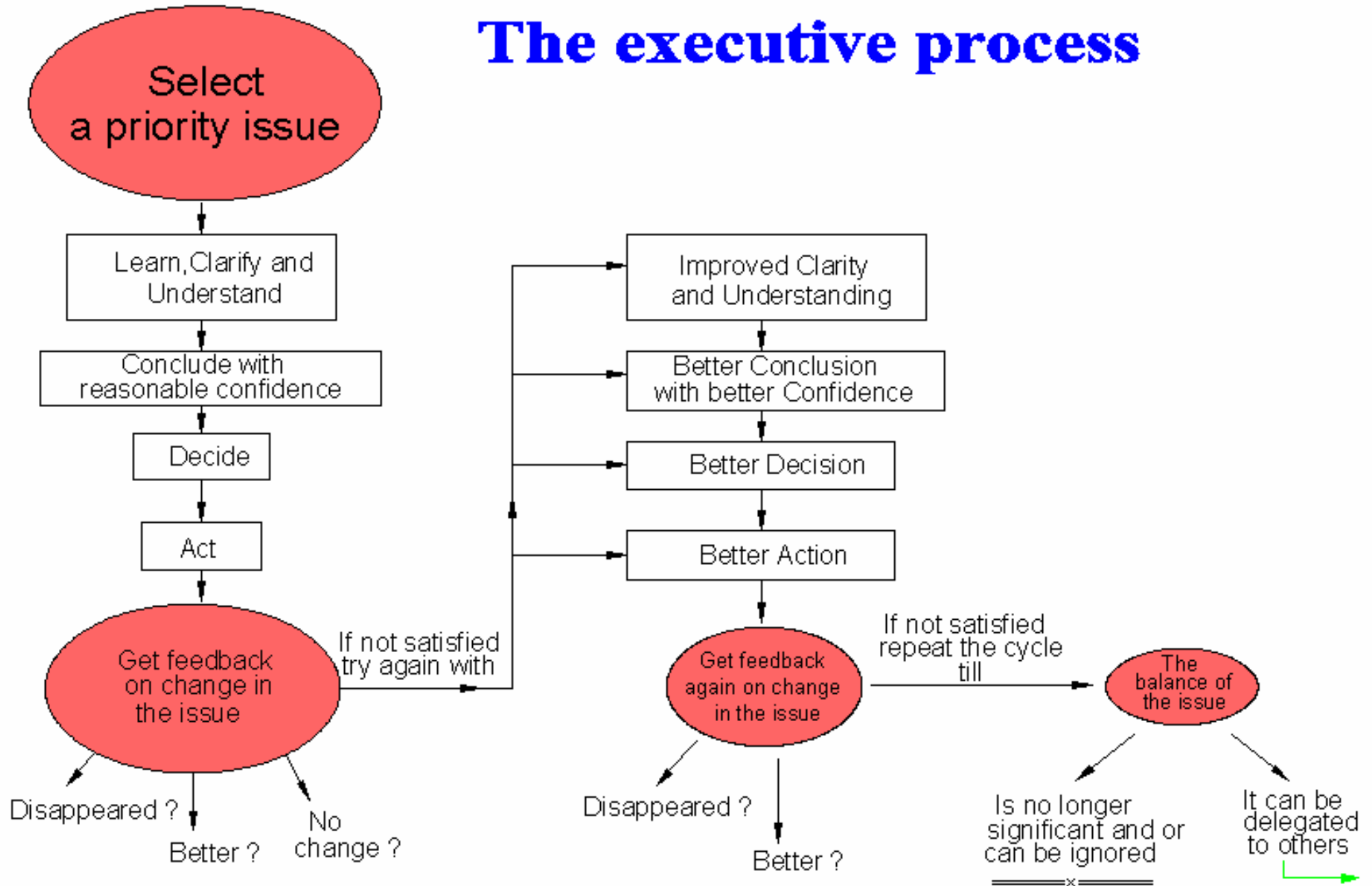
A Successful Leader takes care of all the 3 needs
achieving harmony among them

A system comprises of

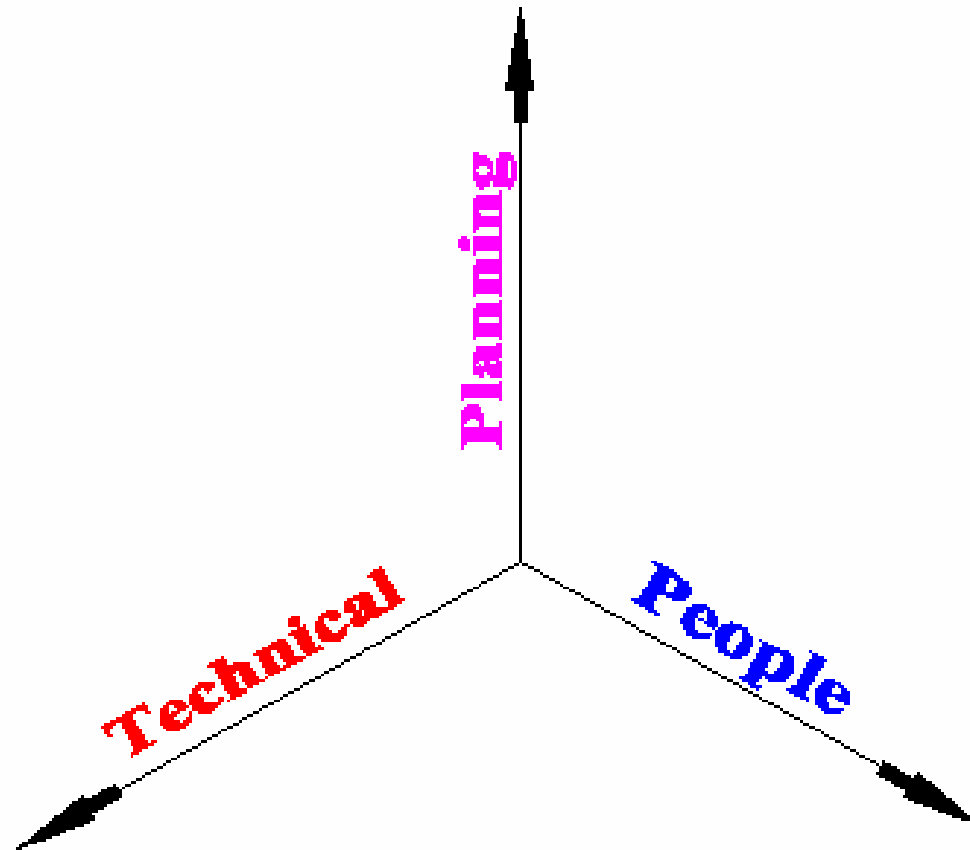


A Successful Manager continuously optimizes and modifies all the above 3 capabilities and requirements to achieve his goals

The executive process



The 3 dimensions of Management

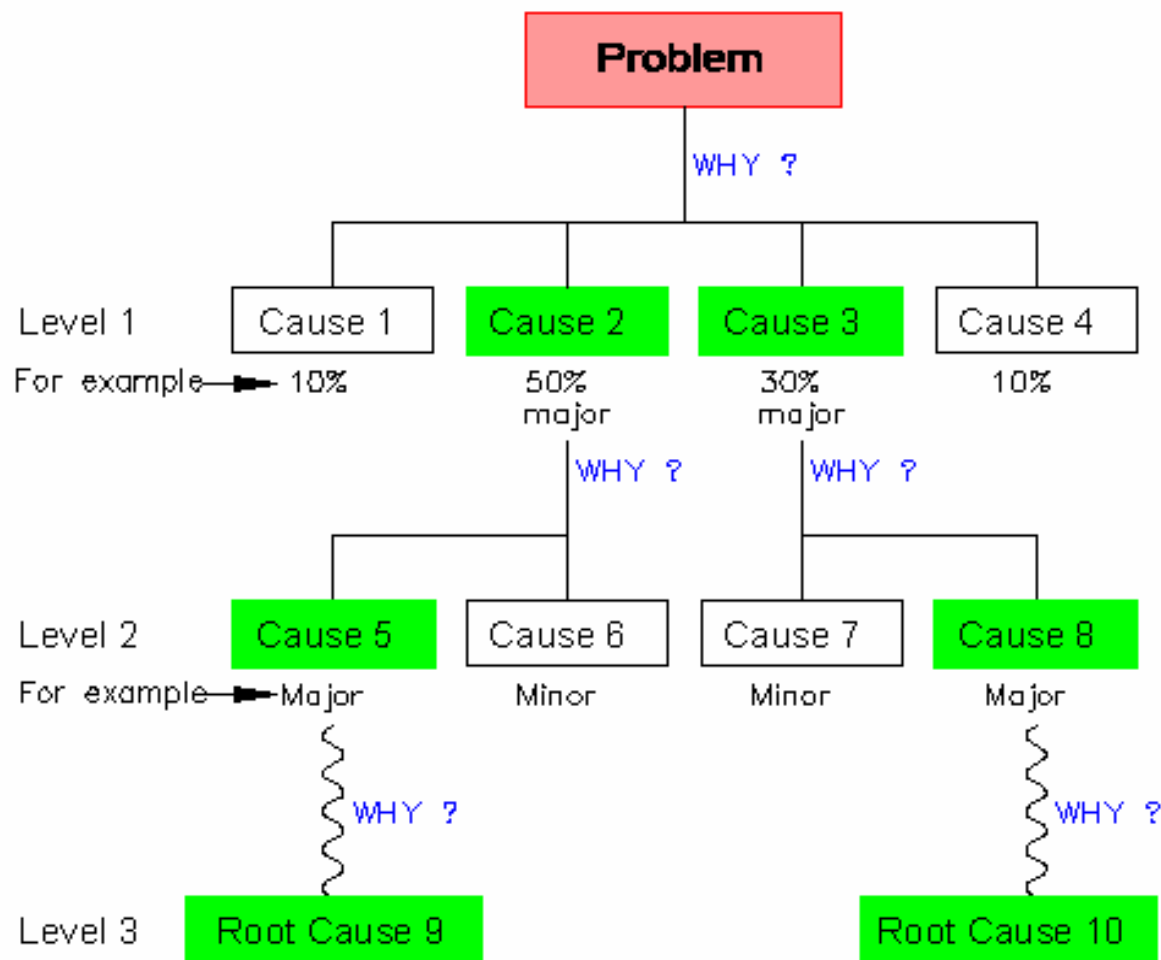


A Manager has to have aptitude and do justice to all the above 3 dimensions, to be successful. He identifies the need of the moment for particular dimension(s) and accordingly focuses his attention on one or more of the 3 dimensions and takes actions.

A **Leader's job** is to
generate everyday

<u>Hope</u>	Out of	<u>Despair</u>
<u>Order</u>	Out of	<u>Disorder</u>
<u>Clarity</u>	Out of	<u>Confusion</u>
<u>Decision</u>	Out of	<u>Status Quo</u>
<u>Learning</u>	Out of	<u>Failures</u>
<u>Openings</u>	Out of	<u>Closed minds</u>
<u>Harmony</u>	Out of	<u>Discord</u>
<u>Actions</u>	Out of	<u>Postponements</u>
<u>Heroes</u>	Out of	<u>Cowards</u>
<u>Music</u>	Out of	<u>Noise</u>
<u>Champions</u>	Out of	<u>Novices</u>
<u>Team</u>	Out of	<u>Crowd</u>
<u>Garland</u>	Out of	<u>Basket of flowers</u>
<u>Laser</u>	Out of	<u>Bunch of rays</u>

The 'Why?' chart for problem solving



- A. Define the problem. Clarify and quantify roughly.
- B. Ask why the problem has arisen. What are all the likely causes.
- C. List out likely causes. Clarify and roughly quantify the % contribution of each cause to the problem.
- D. Select the major 2 causes. Ask why the causes 2 and 3 have arisen. What are their likely causes.
- E. List out likely causes 5,6,7 and 8. Clarify and roughly evaluate their contribution to the major causes 2 and 3.
- F. Ask for causes to major causes 5 and 8.
- G. List out likely root causes 9 and 10. Elimination of root causes 9 and 10 will lead to significant reduction in the problem.
- H. Repeat the process down to level 4 and 5 till convincing root cause(s) come out. Very often the solutions to problem become obvious at this stage.

Most of our

Problems

have their roots in

Accountability gaps

Will to prevent problem is not strong

Attitude not as per the job demands

System has a gap or is not correct

Information gaps

Knowledge gaps

Skill gaps

Habits required are not formed fully

How can a manager take care of so many responsibilities at the same time ? look at this juggler !



A Juggler in a circus keeps several balls moving up and down without fail.

He does it by throwing up each ball with precision in direction and force in such a way, that it does not interfere with any other ball and then forgets about it.

He is quite sure each ball will land back in his hand at precisely the expected moment for the next throw.

The process is fast and automatic.

A Manager adopts a similar technique to successfully manage his on going responsibilities.

He organizes each responsibility meticulously to progress in harmony with other related ones.

He also gives a regular periodic push to each responsibility, to keep all of them going on and on . . .