

Lessons I have Learned That Every Manager Should Remember

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Working with the Public Sector

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- My first training session – 50 years ago - Iowa Highway Patrol
- Ten years working with the Prison Industries Operations in Iowa and the nation
- Tim Shields invited me to participate in this conference over the years.
- Jeff Schott continued the practice

Management Skills

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Communications

Goals Setting

Delegation

Motivation

Team Building

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- The value of teams
- The difficult in working through teams
- The necessity of team building

Hegel the Philosopher

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- Thesis
- Antithesis
- Synthesis

The Traits of The Individual Manager

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- Intellectual quotient
- Emotional quotient
 - Self -Awareness
 - Self -Management
 - Social Awareness
 - Relationship management

The Importance of Trust

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- Benefits of trust
- Individual propensity to trust
- Behaviors that build trust
 - Sharing relevant information
 - Reducing controls
 - Allowing mutual influence
 - Clarifying mutual expectations
 - Meeting expectations

Management and Leadership

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- The outcome of good management- Stability in the organization
- The outcome of good leadership- Change

Changing Management Trends

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- Increased emphasis on accountability
- Renew entrepreneurial spirit
- Move to a team – based organization
- Greater autonomy
- Rapidity of the operations

Organizational Culture

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- How would you describe your culture?
- Does the culture need to be changed?
- How do you go about changing organizational culture?

How Culture is embedded in organizations

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- Formal statements
- Role modeling and training
- Explicit rewards
- Organizational systems and procedures

Organizational Culture Project

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- Four major concerns about the plant
- Survey conducted
- Results feed back to everyone who participated in the study
- A personal one- on- one interview with the plant manager
- Plant manager replaced
- New manger given the results
- A few concepts implemented.

The Key to Culture Change

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- Management's commitment to personal change is required to generate cultural change.

Middle Management Roles in Strategy

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- **Championing Strategic Alternatives**
- **Synthesizing information**
- **Facilitating adaptability**
- **Implementing Deliberative Strategy**

Communications Skills Required by Managers

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- Demonstrate that you are listening
- Serve as a role model
- Be an initiator
- Be open to feedback
- Be willing to make personal changes
- Facilitate rather than direct discussions

Reduce Organizational Fear

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- Silence
- The look
- Brevity or abruptness
- Ignoring
- people Blaming
- Threats about the job
- Yelling and angry outburst.

The Complexity of the External Environment

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- **Economic changes**
 - Recession
- **Political changes**
 - Tax changes
- **Demographic changes**
 - The growth role of women in leadership positions
 - The diverse workforce

Summary and Action Plans

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- Have you implemented any of the concepts reviewed thus far?
- What are your priorities?
- How can you coach your management team?
- Are you considering these trends in management and leadership:
 - Creating a culture of trust.
 - Balancing work and home life
 - Reducing stress
 - Studying and implementing the changes needed in your organization