

## **Revolutionary management training increases productivity and motivation at the workplace**

Learn management content that is relevant to success, apply this content directly to the area for which one is responsible with an innovative tool in the seminar, and then implement it at the workplace with lasting success – these are the characteristics of revolutionary management training.

### **Design the management process – the blind spot of conventional management training**

The focus of all conventional management training is management behaviour with its theoretical bases (model function, values, motivation effect,...) and implementation through communication (discussion management, conflict resolution, teamwork, ...). Management personnel are trained in how they should behave in specific management situations. However, they are not trained in how they could strategically and operationally arrange the bases of management in their area of responsibility. The *management process* necessary for this purpose is at best in sub-areas, and is then only theoretical training content:

*(1) From the mission, the purpose of one's own area of responsibility in the company and the annual objectives agreements, derive operational objectives,*

*(2) derive from this the correct tasks with KPIs (Key Performance Indicators),*

*(3) derive from this the necessary areas of expertise, abilities (knowledge management),*

*(4) then distribute the tasks effectively and with motivation through capacity planning for employees, and define working processes,*

*(5) thereby consider the development interests and potentials of employees,*

*(6) then derive education and development needs for the division and individuals,*

*(7) select the most suitable measures and*

*(8) ultimately direct the implementation through SMART objectives and project management and daily leadership*

Management personnel who do not have control of this process do not fulfill their most important function - they are not the "architects" of their area of responsibility, creating the framework conditions and processes for productive and motivating work, which one's own management personnel and employees implement and continuously adapt to change. That is why management personnel state that they incorrectly employ up to 40% of the personnel capacities, and that they wear themselves out in everyday life through troubleshooting. This is not surprising, because they have only learned situational management. If the foundation is not correct, communications technologies help only superficially. It depends on the contents of the communication.

### **Take control of the management process – the Manager Performance Map (MPM)**

Management personnel take control of this management process with a newly developed tool at their disposal. The MPM illustrates the complete management process and contains

the suitable tool for each step. The necessary application know-how is integrated into the tool, and is made available step-by-step through brief descriptions. In the background, all the tools are linked through MS Excel. Knowledge of Excel is not necessary, because the tool is controlled by a menu. The information technology solves the problems for which training and application of the management process have so far failed – the data is entered only once and are automatically transferred to all relevant sheets. The complex connections become transparent, because contents of management are collected on a step-by-step basis, and are linked automatically. Thus, alternatives to capacity planning and the distribution of tasks can be simulated in the tool, and the consequences become immediately visible in other process steps. Decisions are made on an informed basis, because results of analysis are purposefully imported as feedback. The content may be quickly changed by overwriting, and no data graveyards arise. The MPM is designed such that it can be used for many years. Thus, information technology reduces the information complexity and the work expended. If you click on the link “example of a Map” on the website you will get to know the map in an abbreviated example of the actual state analysis.

### **Learn and use immediately – solve the transfer problem**

The MPM is the ideal basis for management training. Each participant works on his or her own laptop with his or her own MPM software. With the specific data of one's own area of responsibility, he or she directly applies management theory. Background information and application tips are provided in plenum or in the individual coaching. Thus, each participant is led step-by-step through the management process. By the end of the seminar, he or she will have compiled a specific plan for his or her area of responsibility. This plan is then used MPM at the workplace. In this manner the key problem of all seminars, the transfer problem, is solved: how is the knowledge learned "off-the-job" applied to "on-the-job"? That is why this management training is also a self-learning programme – the MPM on the computer, the know-how as a handbook at one's desk. In the handbook, application know-how and background information are made available on a step-by-step basis. You can buy the the self-learning programme in the shop.

### **Implement with lasting success – with significant value added**

With a few, automatically generated results sheets on all process steps, planning becomes reality. The benefits are however more extensive and multi-layered.

With one's own management personnel, proposals to increase effectiveness, which were systematically collected during the handling of processes, can be discussed. For the first time, each member of management is able to document his or her own management and leadership work with facts.

Cooperative employee management receives a stable basis, because how should there be cooperation when management strategy and operational implementation plans neither exist, nor are they "visualised", and thereby cannot be discussed? A manager who, upon the planning of tasks, considers the interests and the know-how of employees, turns the parties concerned into engaged participants.

Company-wide management systems achieve added effectiveness. Employee discussions are no longer conducted from the gut. They enjoy an informed basis for information.

Objectives, which become "broken down" with objective agreement systems for the department, no longer disappear into the filing system, but are found in the work tool. If the member of management invests one hour per month to keep the map up-to-date, he or she will be reminded each time of the agreed objectives.

The MPM optimises the new staffing of positions. In each staffing of a position, the opportunity to examine and readjust the organisation for increasing the productivity or

carrying out the interests of employees is hidden. The matrix, with which tasks and persons are combined, is the starting point; an informed requirement profile is the result.

The MPM also solves the problem of the outdated descriptions of positions or tasks. This tool, which is demanded in each quality audit, likewise arises automatically and is always current, if the MPM is maintained.

At first glance, a benefit of the Manager Performance Map is not spectacular. The map collects important information that management personnel needs in order to manage and lead effectively and with motivation. For the first time, management personnel have documented this information in one place. You are not beginning again and again from scratch, as before. On this basis, you can construct content, change content, learn from this and increasingly better fulfill your management function. Management problems will still arise, but no longer as often as previously. For some problems, you now have a "Plan B", or you may develop alternatives that promise success in the short term. You design sets of results for the company, for employees and for yourself.

Dr. Wolfgang Schröder

is leadership and management expert, author of numerous books and articles, business consultant, trainer and management coach for Human Resources and management issues.

December 2010