

The Systems and Structure That Underpin Your Organisation

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Topic (Lesson) Introduction	The story – the conversation...
<p>01-0200 Strategic Intent</p> <p>What comes first, organization or systemization?</p> <p>What really comes first is Strategic Intent.</p> <p>When you have a clear idea of the future of your business, everything else, including organization and systemization, tends to fall into place.</p>	<p>Strategic Intent is the shape of things to come, specifically the shape of your business in the future – it's place in the world, how it does business, its character and personality, and how it creates value.</p> <p>Its common knowledge that having a clear vision and mission provide you with a sense of the future of your business and help you avoid straying off in unproductive directions.</p> <p>The problem with vision and mission statements is, while they point you in the right direction, they don't help you take the first step.</p> <p>Strategic Intent is the first step toward business success.</p> <p>Strategic Intent establishes the goal, sets the path, and gets you started on the path.</p> <p>The ideas of vision and mission are woven into Strategic Intent.</p> <p>In fact some business experts would tell you that Strategic Intent is nothing more than a fancy vision and mission statement.</p> <p>They would be wrong.</p> <p>Vision and mission have no action built into them.</p> <p>They're ideas – important ideas certainly, but just ideas.</p> <p>Strategic Intent requires you to think through the basic structure and character of the business, what place it occupies in the world of commerce, how it compares and contrasts with competitors, and, in broad strokes, how it will operate and make money.</p> <p>Strategic Intent requires you to make some important decisions and leads you into action.</p> <p>That's a lot more than vision and mission do.</p> <p>The bottom line is that Strategic Intent is really a set of business decisions you make now that guide the development and growth of your business.</p>

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	<p>You may shift strategies and business plans from time to time, but the destination set by your Strategic Intent should be fairly stable and not change with the pressures of the day.</p> <p>It can and should change, however, when major market forces shift, key laws change, significant opportunities appear, or other important factors develop.</p> <p>Without Strategic Intent, you struggle with the uncertainties of trial and error or the vagueness of “strategic wishing.”</p> <p>Business management is challenging enough.</p> <p>You don’t have to make it more so by lacking a clear path to a clear future.</p> <p>Strategic Intent focuses you on that future and puts you on that path.</p> <p>Strategic Intent is a beacon and a magnet... it’s both a beacon showing you the way and a magnet drawing you forward.</p>
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Topic (Lesson) Introduction	The story – the conversation...
<p>02-0500 Business Organisation</p> <p>Organizational thinking and organizational structure are essential for getting the most from your business and from yourself, and for achieving balance between your business and the rest of your life.</p>	<p>The problem of organization is mainly a matter of systems and management.</p> <p>How do you arrange your systems so they'll operate as a single coordinated organism?</p> <p>What management people and processes do you need, and how should they be arranged to make sure the systems all work successfully, so they'll achieve your Strategic Intent?</p> <p>Even if yours is a one-person business you need to think about its organization.</p> <p>You may occupy all of the jobs of the business, but it's important to recognize what those jobs are and how they connect with each other.</p> <p>And when the business grows, when you have two people, then three, then a hundred, then five hundred, organization is essential.</p> <p>Ironically, while the organization chart of a business is populated with people, people are not the essence of organization.</p> <p>Jobs are. Systems are. Communications and delegation of responsibility are.</p> <p>The organization is designed without regard to individual people.</p> <p>They get assigned to their appropriate places after the organization is designed.</p> <p>The need for organization becomes clear as a business grows to two people, then three, then a dozen, then a hundred, and ultimately thousands.</p> <p>The reason for adding a person, then adding two, then a dozen, then hundreds, is that the work requires more people and more skills.</p> <p>The business owner – the CEO – is responsible for everything, but can't do everything, and the only way out of that dilemma is organization.</p> <p>Organization solves a lot of problems.</p>

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How do you coordinate the work of the business so that it runs as an **efficient organism** and produces the **results** you need?

What jobs should you create?

How do you divide up the work among dozens, hundreds, or thousands of people?

Who's in charge of what?

Who has authority for decisions and allocating resources?

How do you keep track of everything, or even the most important things?

The truth is, however, that organization is mainly about work, systems, jobs, and results, and only secondarily – importantly, but secondarily – about people.

Even the organization chart for a one-person business has dozens of boxes – dozens of jobs – simply all occupied by that one person.

An organization chart is actually a **map of the jobs in a business**.

It's a chart of the way you organize the results, work, responsibilities, accountabilities, and authorities of the business.

It's a business map.

And, oh yes, when you've created your organization chart, and only then, you add people's names so it becomes – additionally, not primarily – a people map.

Organization is all about jobs and results.

Ask people about their jobs, and nearly all of them will tell you about the work they do.

Job equals work. Simple.

Simple, but wrong.

Job does not equal work.

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Yes, of course, your job requires you to do work, but that's not what a job is all about.

A job is all about responsibility.

And the word responsibility is meaningless unless you answer the question, "Responsibility for what?"

The answer to that question is the key to smart organization, in fact it's a large part of the key to building a successful business.

A job is a responsibility to produce results.

Every job is a responsibility for producing specific results, all of which contribute to the overall results of the business as set forth in its **Strategic Intent**.

To fulfil that responsibility you'll have to do work, or have people, equipment, and systems do work for you.

You'll also have to connect to other jobs and coordinate with other people in the business.

But the core, the very heart, of any and every job is responsibility to produce results.

A job is always done by a person.

The work of a job is done by equipment and systems as well as people, but **responsibility can only be assumed by people**.

Where does responsibility come from?

It's delegated by the business leader.

When you think about it, organization is nothing more than the network of responsibilities delegated by the leader to the other people in the business.

Organization is your largest system.

Your business organization isn't your picture for the long-range future. That's **Strategic Intent**.

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Organization is how you're going to get things done now and in the near future.

It's the way you orchestrate the flow of work and results through your business to your customers.

It's the way you relate to your people and both control and enable them.

It's dynamic – it needs to change as your business, your markets, your competition, regulations, and the business environment change.

And, ironically, while people are the heart of your organization, people are the last thing you think about when designing it.

Even the smallest single-person business is complex beyond anyone's ability to keep it all in focus at the same time.

Organization is the way to make sure your business is focused on doing what it has to do, and doing it as quickly, efficiently, and cost-effectively as possible.

Your business organization is nothing more, or less, than your largest, most important system.

It's the one system that includes everything your business is, does, or has.

Your organization is your business.

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Topic (Lesson) Introduction	The story – the conversation...
<p>05-0300</p> <p>Job Agreements</p>	<p>A job <u>description</u> is a list of facts about a job.</p> <p>A job agreement is an understanding between an employee and the business s/he works for.</p> <p>Job agreements establish cooperative, respectful, and results-oriented relationships between managers and employees.</p> <p>Job agreements also provide clarity and motivation to everyone in the business.</p> <p>What is a job?</p> <p>We have a very simple definition of “job.”</p> <p>A job is a responsibility to produce results.</p> <p>If you have a job, you have the responsibility to produce a specific set of results.</p> <p>You either do the work to produce the results or you do managerial work to see that other people or systems do the work to produce the results.</p> <p>In order to do the necessary work and produce the necessary results, the job must carry enough authority for appropriate decision making, to get resources, and sometimes to supervise people in other jobs.</p> <p>The larger the business, the more jobs are needed to do the work of the business and to develop the business itself, and all those jobs are managed through an organizational structure.</p> <p>Organization means that the jobs are connected to each other by their work and by reporting relationships through which all the jobs are coordinated and supervised.</p> <p>A job agreement is an <u>understanding</u> between a business and an employee and a <u>commitment</u> by both to produce <u>specific results</u>.</p> <p>It’s a written document signed by the employee and his or her manager (the manager represents the business).</p> <p>There are five parts to a job agreement...</p>

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- **Purpose.**
- **Work.**
- **Reporting relationships.**
- **Authority.**
- **Agreement.**

There are three kinds of work...

- **Developmental** work.
- **Managerial** work.
- **Operational** work.

Every job in the business has some developmental, some managerial, and some operational work.

The higher jobs in the organization have greater responsibility for developmental and managerial work, and less for operational work.

The opposite is true for lower level jobs.

A job agreement is far better than a job description.

While a job description has much of the same information as a job agreement, they are very different in spirit and impact.

A **job description** is a list of facts about a job.

A **job agreement** establishes a productive relationship between a business and its employees.

Why is that? A job is a job. What difference does it make how you document the job and assign an employee to it?

A job agreement forms a bond between an employee and the business.

One of the first things a new employees does before (not after) being hired, or an existing employee does before (not after) being reassigned to a different job, is come to an agreement with his or her new manager about several things.

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First, the employee agrees to accept full **responsibility** for producing the **results** set forth in the job agreement.

This is more than simply signing the job agreement and saying “Okay, I’m responsible.”

The employee has to take the responsibility on as a **personal obligation**, and be determined to produce the job’s results to the best of his or her ability.

You can’t read people’s minds, but it’s important to discuss the job in detail before the employee takes it on, and to be as certain as possible from that discussion that an internal sense of personal obligation and determination is a part of the employee’s mindset.

Second, the job agreement is the first step in establishing a mutually respectful, trusting **relationship** between the employee and the supervisor.

That’s why it’s an “agreement” and not an “assignment.”

If you assign someone to a job, it begins to set up a superior-subordinate relationship, which tends to be adversarial – “them against us.”

An agreement, on the other hand, tends to set up a cooperative relationship, a partnership – “we.”

The value of this kind of relationship is that problems and opportunities become matters that are worked out together, as a team.

Cooperation always works better than opposition when solving problems or taking advantage of opportunities.

Third, it’s an **agreement** between an employee and the business, with the business being represented by the employee’s manager.

This keeps both manager and employee focused on the business and on doing what the business needs.

The manager must be sure to position the agreement in this way, as a business agreement.

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If the manager positions it as a “you and me” agreement, it becomes personal not professional, and the result is people-dependency.

Yes, of course the manager and the employee will develop some kind of personal relationship – they’re human, how could they not?

It’s important, however, to keep the job focused on results and work, and not on personalities.

That becomes important – critical actually – when there are problems to be solved or the employee’s performance is poor.

Keeping it “professional” eliminates emotions and blaming.

This helps keep both people’s attention cooperative and business-focused rather than defensive and antagonistic.

A business is not a democracy, and a job agreement isn’t a license for self-management.

Employees report to managers and are accountable to them for producing results.

Managers have authority to direct the actions of employees.

The manager is the senior person occupying the senior job, and the employee is the junior person in the junior job, so there is a “pecking order.”

However it’s a cooperative arrangement in which managers respect the people who report to them and seek their advice and participation in problem solving, developing systems, and other matters that, ultimately, provide value to customers and build the market value of the business.

You can call it an agreement, a contract, or a pact, but make sure it has all the necessary components, and make sure it sets up a productive, cooperative, and mutually respectful relationship from the beginning.

In Full Spectrum Business Development, we place our primary emphasis on **results**, so of course, the purpose of any job is to **produce results**.

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Introducing job agreements to your team.

If you use the cooperative approach, the process of creating job agreements is the introduction.

If you use one of the other approaches, a company meeting is a good way to introduce the subject and explain what job agreements are and why they're a superior way to design and manage jobs.

It's important to make the benefits clear.

Job descriptions aren't just another way to control employees.

They're a way to create a cooperative, respectful working environment, and a way to get crystal clear about what is expected of them and what they can expect from you.

Using job agreements to monitor and motivate employees.

Clarity is a great motivator.

When people know exactly what is expected of them, and on what basis their performance will be judged – when uncertainty is eliminated – they can work with confidence and trust instead of hesitancy and defensiveness.

Your attention to and recognition of your employees are also great motivators.

Countless psychological studies have proven that the simple acts of observing people at work and listening to what they have to say about it increases their productivity.

Being watched (in a respectful way) raises productivity. It's called the "Hawthorne Effect" and it was first observed in the 1920s.

Job agreements focus attention on job holders, and they respond to that attention with better performance.

Job agreements are specific about the results employees are expected to produce and the standards they have to meet in order to achieve their job objectives.

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	<p>Not only are they being observed in a respectful way, but they also know exactly what it takes to succeed on the job – that’s a formula for progress for them and for the business.</p> <p>A foundation for progress...</p> <p>When jobs are unclear, when your employees aren’t sure what’s expected of them, and when you yourself aren’t clear on the results your people need to produce and the work they must do to produce those results – when uncertainty and no clear sense of responsibility are normal for your business, success is a matter of trial and error and luck.</p> <p>When your organizational structure has jobs that make sense, and when your employees understand precisely what is expected of them, and when they accept responsibility for producing the right results – when all that is in place, your business has a solid foundation for achieving its <u>Strategic Intent</u>.</p>
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Topic (Lesson) Introduction	The story – the conversation...
<p data-bbox="164 304 544 376">02-0200 Systemising Your Business</p> <p data-bbox="164 421 528 492">Every business is a network of systems.</p>	<p data-bbox="569 304 1177 336">What is a business and what work does it do?</p> <p data-bbox="569 380 1358 492">Systems are the way work gets done in a business, and work produces the results – products and services – that satisfy customer needs.</p> <p data-bbox="569 537 1422 568">The surest path to business success is to systemise your business.</p> <p data-bbox="569 613 1422 725">That means creating the systems you need, improving ineffective systems, and having the right mix of systems for your business, in your market, and for your customers.</p> <p data-bbox="569 770 1449 842">Not all systems are effective, however. And it's not always obvious what systems you should and should not have.</p> <p data-bbox="569 887 1426 999">In this Topic, we look at your business through a systems lens and give you the tools to set you on a path to perpetual improvement through perpetual systemisation.</p> <p data-bbox="569 1043 1294 1115">We have defined a business in the following way... A business is a system for providing value to customers.</p> <p data-bbox="569 1160 1378 1272">Notice that statement includes the idea of producing results – providing value – by satisfying customers, and in doing so also increasing the value of the business itself.</p> <p data-bbox="569 1317 1390 1388">A business does many kinds of work to bring about the desired results.</p> <p data-bbox="569 1433 1422 1545">The linkage of work and results is an important one – it keeps the work focused on the results you need, and helps strip away unnecessary work.</p> <p data-bbox="569 1590 1426 1702">In general, a business does two essential kinds of work: it attracts and acquires customers, and it satisfies customers' needs with products and services.</p> <p data-bbox="569 1747 1437 1895">But a business can't do that work and get the necessary results unless it also operates as an effective, profitable enterprise, and that requires two other kinds of work – management (running the business) and administration (supporting the business).</p> <p data-bbox="569 1939 1401 2011">So the starting point is the four fundamental kinds of work and results that define the business:</p>

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1. **Getting customers**, which is marketing work;
2. **Satisfying customers** by providing them with products and services that fulfil their needs, which is called production work
3. **Running the business** by managing its people and systems, and by providing the leadership that gives the business its purpose and direction, all of which is called management work; and
4. **Supporting the business** by providing for its resource needs – money, people, information, facilities, and more, which is administrative work.

The Business Pyramid

The four fundamental kinds of work form the foundation of the business. If one fails, they all fail, and all have to succeed for any one of them to succeed.

They fit nicely into a pyramid diagram, and that's a good symbol because a pyramid implies strength.

Engineers know that the triangle is the strongest shape in construction, and a pyramid consists of four triangles (notice that if you cut out the pyramid diagram and fold it along the white lines, you end up with a three-dimensional pyramid).

A pyramid also suggests durability – think of the ancient pyramids of Egypt.

And a pyramid also suggests an upward-pointing arrow, which is a symbol for growth, progress, and success.

The Business Pyramid diagram is, in fact, the beginning of a business map.

It's like the famous first picture of earth from space.

It's not very useful yet for "managing" our planet, but it gives us a first level look at our world and establishes some important basic facts – our world is spherical, it has clouds, water, and land, half of it is brightly lit and half is dark, and it hangs out in space.

These are very important facts, and they set our understanding of our world on a solid foundation (much better than believing the

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world is flat and rides on the back of a gigantic turtle as once were widespread beliefs).

But we need many more levels of detail before we have the understanding we need.

We need a road map, not a picture of the globe, to navigate from one place to another.

And that's true for your business as well – the big picture is necessary, but the details are what make the business work.

A business is defined by the work it does, and the essence of a business is the work it does and the results (value) it produces ... and that means systems.

Systems are the way work gets done in a business, and work – the right work – produces the right results.

Why don't we build our business around people?

Why do we focus on results and the work necessary to get the best possible results?

If it's true – and it probably is – that people are the most important part of any business, shouldn't business development start and end with people?

Well, no, and here's why.

A business – and the people in it – must produce results.

You first have to determine the results, then build a business that achieves those results.

People are an important part – maybe the most important part of the mix.

But it's only after you know what **results** are needed, what **work** is necessary to create those results, and what **systems** are necessary to do the work that you are able to determine the kinds of people and skills you need to operate your systems.

The sequence is this:

1. What **results** are needed?

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2. What **work** is necessary to produce the results?
3. What **systems** must be in place to do that work?
4. What **people** must be in place to operate those systems?

Which brings us, as always seems to happen in business, to the subject of systems.

As you know, a business is a system.

Actually it's a network of systems.

So focus on systems and how you use systemisation to make your business the best it can be.

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Topic (Lesson) Introduction	The story – the conversation...
<p>02-0300 Business Systems</p> <p>A business is a system of systems</p>	<p>It's a fundamental fact that a business is a system of systems.</p> <p>Systems, as well as sub-systems, and all the work steps within a system, have three components...</p> <p>Inputs - the resources needed to produce the result Processes - the work that must be done to produce the result Outputs - the results produced by the system; what it must produce.</p> <p>If you're going to create a successful business, you've got to be able to create successful systems, and successful systems within systems.</p> <p>This Topic lays out a simple method for designing business systems.</p> <p>To create a system, you start with the end in mind, and the general approach to creating systems starts at the end.</p> <p>Basically, the thinking is this...</p> <ol style="list-style-type: none"> 1. Establish the results the system must produce; 2. Determine what work is needed to get those results; 3. Determine what resources are necessary to do the work. <p>It starts with results.</p> <p>You must know exactly what result you want to produce. And you must be precise about it. In the same way (and for the same reasons) that you establish objectives for your business, you also need to establish objectives for each of the systems in your business.</p> <p>For a system, the objective is the result the system must produce.</p> <p>It should be obvious that defining the end result before you start will enable you to make decisions and do the work that will produce the result you want.</p> <p>If you don't define objectives for your business or results for your systems, then your progress will be based on some vague "feeling" or trial and error, both of which are more random than intentional, and both of which generate false starts, unsatisfactory results, and excessive expenditures of time, work, money, and anxiety.</p>

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It's entirely possible that you may not know what the exact end result should be.

This might sometimes be the case when you're creating an innovative service or a brand-new product.

Most of the time you eliminate this kind of uncertainty when you "prototype" and test new systems and products.

Prototyping means creating an experimental product or system and trying it out before you commit your business to it.

Even when you are prototyping a new system or product, you need to be exact in defining the result. Then your testing, or your initial sales, will provide the feedback you need to redefine the result, and adjust your systems to produce the "new" result.

Sometimes you need to make your "best guess" about the result, and then refine the result and your systems as you go until you get to the point that everything works as well as it can.

The point is that, as soon as you can, and as precisely as you can, you must define the end result you want your system to achieve, and then design a system to produce that result.

You'll learn system design best by doing it. Systems design is a craft, not a science.

There is rarely one best system design, but rather any number of effective designs that will get the results you need and do it cost-effectively.

Many want more instruction, but when they get it, it doesn't do them much good because businesses and departments are all different, business owners and managers all have different strengths and weaknesses, and business strategies emphasize different products, services, and customer relationships.

There's no way to cover that for all, or even a significant number of business situations.

And even if we could cover it all for you in writing and instruction, it still wouldn't make you competent, much less expert.

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It's like riding a bicycle, or painting portraits, or acting in a play, or dancing – you can get all the instruction in the world, think about it for weeks, imagine what it will be like, but until you actually do it, you don't learn how to do it.

You need a little instruction, of course, but by actually doing it (and maybe making a few mistakes in the process) in a remarkably short time you'll become expert to the degree that no instruction could have achieved.

Not only does practice make perfect; practice is the only way to "get it" at all... as the Nike slogan used to say, "Just do it!"

You'll learn quickly, and you'll adapt the principles outlined in this Topic to your own business situation.

The end result will be not some cookie cutter systems imported from some other business and shoe-horned into yours, but exactly the right systems for your business, your situation, your customers, your employees, and your strategy.

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Topic (Lesson) Introduction	The story – the conversation...
<p data-bbox="164 309 448 376">05-0100 Getting Great People</p> <p data-bbox="164 427 542 533">Strategies for Recruiting and Hiring the Employees You Need</p>	<p data-bbox="571 309 1102 340">No company is stronger than its people.</p> <p data-bbox="571 387 1437 456">But how do you find the right people – the ones with the skills and commitment to make your Strategic Intent a reality?</p> <p data-bbox="571 504 1027 651">Who are they? How do you attract them? How do you evaluate them? What does it take to sign them up?</p> <p data-bbox="571 698 1437 768">The search for the right people can be expensive, time-consuming, frustrating and full of pitfalls.</p> <p data-bbox="571 815 1366 884">It's also one of the most important decisions you'll make as a business leader.</p> <p data-bbox="571 931 1366 1001">But first, a bit about our philosophy of "systems-first people-dependency".</p> <p data-bbox="571 1048 1401 1162">We make much of the idea of systemizing your business, and rightly so. It's systems that give you reliability, consistency, and cost-effectiveness.</p> <p data-bbox="571 1209 1437 1314">We also make much of the fact that people-dependency – the practice of hiring people and letting them “do their own thing” – is the path to unreliability, inconsistency, and higher costs.</p> <p data-bbox="571 1361 1437 1588">Ultimately, however, even the most systemized of businesses is people-dependent in that it takes good people to do the best job of running your business's systems. It's a different, healthy kind of people-dependency because it requires first that you have effective systems, and then seeks to find the right people to run the systems.</p> <p data-bbox="571 1635 1430 1749">It may sound like a contradiction to call it “systems-first people-dependency” but that's exactly what it is, and its success depends on your ability to recruit and hire top-notch people.</p> <p data-bbox="571 1796 1366 1865">It pays off big to put your time and attention on getting great people.</p> <p data-bbox="571 1912 1430 1982">Once you get the great people – before anything else – they must attend a job commitment meeting. A job commitment meeting is</p>

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a meeting between the new employee and his/her immediate manager, held on the new employee's first day on the job.

The manager reviews and discusses the job agreement with the new employee, in detail, and with emphasis on job results, job standards, and how the job contributes to the success of the business.

It's a leadership discussion, focused not on the mechanics of the job, but on its importance, how it fits with other jobs, and how other jobs depend on it for their success.

The employee has already seen, read, and probably discussed in detail the job agreement as part of the recruiting process, so the purpose of the job commitment meeting isn't to educate new employees. It's to motivate them, or more accurately, help them generate their own internal motivation, develop a commitment to excellence on the job, and create a sense of personal responsibility to do what it takes to excel.

The job commitment meeting is an exercise in leadership, and the communication is a leadership discussion, not an administrative discussion.

It's more inspirational than instructive, and more motivational than educational.

The basic idea is not to give new employees a motivational speech, full of team spirit and rah-rah energy. The idea is to help employees see how truly important they are to the business, how their jobs contribute in important ways to the success of the business, and how other employees depend on them for their success.

It's not cheerleading, it's an honest look at the job and the role it plays in the business.

Most people are more motivated when they know their work is important and when they know others depend on them. That's exactly the case for virtually every job in a business.

You don't have to exaggerate or be artificially enthusiastic in an effort to motivate an employee – you merely have to help them see the truth of it, and they'll motivate themselves.

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Topic (Lesson) Introduction	The story – the conversation...
<p>03-0200 Company Development Meetings</p> <p>Development meetings are different from working meetings.</p> <p>They are one of the best tools in a business leader's toolbox</p>	<p>One of the best tools in a business leader's toolbox is the company meeting – also known as the Business Development (Improvement) Meeting.</p> <p>If you're a manager within a larger business, you would have team development meetings, and the team would consist of all the people who report to you. Team meetings follow the same guidelines as company meetings.</p> <p>Getting everybody in the business (or in your team) into the same place at the same time is an opportunity unlike any other way of dealing with them.</p> <p>There's a group energy that happens when everyone in your business/team gathers together for a common purpose.</p> <p>Everyone gets the same information, hears the same promises, and commits to the same purpose.</p> <p>Company meetings are one of the best tools available to help you convert business management from a process similar to herding cats into a process of building a unified team, in which everyone is headed in the same direction with the same sense of purpose and commitment.</p> <p>Setting up your regular company meetings, and particularly the first time, you'll be introducing something new to your business.</p> <p>Most of your people will welcome the addition of the meeting to their work experience, or at least be open to it, and willing to see how it works.</p> <p>And you'll probably also get scepticism or resistance from some of your people.</p> <p>You'll want to introduce the idea first to your managers and supervisors, gain their support and willingness, and have them introduce it to their direct reports.</p> <p>You might even have them read this Topic so they'll understand how it fits into the management of your business.</p>

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They need to understand that company meetings are in everyone's best interests, and to convey that understanding to the people who report to them.

Some businesses simply announce their company meetings with an email or a memo to everyone. That's a good idea because everyone will have exactly the same information, but it's not enough.

Managers and supervisors should also talk to their people about it and position it so everyone understands the benefits.

It's all about your leadership and opportunity. Company meetings are always opportunities, even the ones dealing with problems and threats.

As the owner/manager, you're already the most visible person in the business.

Company meetings put you even more in the spotlight, and can sometimes put you into a pressure cooker because you're talking about important matters and leading the thinking of your people.

Company meetings require you to set the example, exercise your leadership, and take strides toward shaping the future of your business.

And the great thing about that is that you don't have to "act" a certain way. All you have to do is be yourself.

If you've learned the principles of Full Spectrum business development, you're already a powerful business leader, and the company meeting will be a powerful tool for you.

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Topic (Lesson) Introduction	The story – the conversation...
<p>03-0100 Full Spectrum Supervision</p> <p>Supervision is all about people “Management” means being responsible for everything delegated to you – systems, money, equipment, ideas ... everything. Including people. The part of management dedicated exclusively to people is called supervision.</p>	<p>Supervision is the part of management that deals with people. If you’re a manager with authority over people, you’re a supervisor.</p> <p>There are many philosophies of management, the most common of which includes the boss-subordinate model of supervision. It has military origins, which were okay in their time, but in today’s business world, the boss-subordinate model is obsolete and increasingly ineffective.</p> <p>Today’s businesses, especially small businesses, call for making the most of limited resources, including people.</p> <p>The business leader can’t do it all.</p> <p>S/he has to make the most of every resource, and that means making the best possible use of the people of the business, and in return, providing them with rewarding, satisfying jobs and careers, which in turn goes a long way to making their lives better.</p> <p>The Full Spectrum Supervision model is a partnership model, built on a foundation of respect and cooperation between supervisors and the people who report to them.</p> <p>"Supervision" is all about people, and "Management" means being responsible for everything delegated to you – systems, money, equipment, ideas ... everything. Including people.</p> <p>The part of management dedicated exclusively to people is called supervision.</p> <p>Supervision is either the easiest or the hardest part of management, depending on your viewpoint and your basic values.</p> <p>If you believe a supervisor is a “boss” who has the job of making people do what they’re supposed to be doing, who must be obeyed and never challenged, and who can’t back down, ever, then you’re in for a tough, unhappy career.</p> <p>If you believe a supervisor is just another worker in the business with a little bit more responsibility than those reporting to him, and that the best way to supervise is “hands off” and let the people do what they do best, then you’re also in for an ineffective career.</p>

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Supervision is a delicate balance of toughness and compassion, close relationships and professional distance, partnership and leadership, and a balance between hands-on and hands-off.

You undoubtedly already have well-developed ideas and experiences in the art and science of supervision.

How are you doing so far?

Are you effective?

Is it easy?

Do you get the results you need?

Every time?

Do you wish you were better at it?

Most of us do.

Full Spectrum supervision is a matter of balance, of openness to ideas and information coming from anywhere and anyone, and above all, a matter of respect – respect for those above, below, and alongside you in the organization, and as much as anything else respect for yourself.

Full Spectrum supervision starts with a point of view.

You may already hold this point of view, but if you don't, you don't have to accept it – you simply have to be open to it and willing to give it a chance to see if it works.

Supervision – The Full Spectrum point of view

Did you know that there's no English language word for a person who reports to a supervisor that doesn't carry meanings of inferiority and subordination?

Subordinates?

Underlings?

Staffers? (close, but awkward and still "less than").

"Supervisees"? Much too awkward.

Words like "workers" or "employees" are general and don't imply the organizational relationship with a specific supervisor.

We need a term that is neutral about superiority and inferiority, yet still accommodates the organizational nature of the working relationship, in which one or more jobs are accountable to and directly report to a supervisory job.

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We're going to use the term "**direct reports**," which means the people who are accountable to the supervisor – they "report to" him or her.

We'll abbreviate direct report to "**DR**" to further make it a neutral term with no overtones of inferiority.

So the relationship is that of a supervisor and his or her DRs.

Supervision is a matter of cooperation and mutual respect (rather than opposition and command) between supervisors and their DRs.

Everyone must be aware that the supervisor has the authority in the relationship, and the DRs must be able to trust that the supervisor won't misuse that authority.

It's very much a partnership in which the supervisor is the senior partner and the DRs are junior partners, but still partners, not underlings.

Everyone knows the senior partner has more authority, but they also have full respect for each other and can work as a team of equals, each having differing skills and abilities, and one having a higher organizational position.

And you might be thinking, does the Full Spectrum approach really work?

Yes, of course it does, but only if you actually adopt it, and for some that calls for an attitude adjustment.

You have to actually listen to your people.

You have to actually treat them with respect.

You have to let them have a say in their work.

You have to at least allow for the possibility that they are intelligent, motivated people who are willing to contribute more than they've been asked to contribute in the past, and willing to take a more active role in their own supervision.

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You don't even have to believe in the Full Spectrum approach, but you do have to be willing to give it an honest effort, and to be open to the possibility that it might get better results for you than you've gotten in the past.

RESPECT is an acronym...

R - Respect

E - Effectiveness

S - Systemisation

P - Possibilities

E - Empowerment

C - Cooperation

T - Team

If you're not convinced that RESPECT works, you have to be at least open enough to try it to see if it really is a more effective way of managing than whatever you're doing now.

What won't work is faking it.

If you truly, in your heart of hearts believe the Full Spectrum approach will not work for you in your business, then you'll consciously or subconsciously sabotage the effort.

Your people will sense that you're faking it and won't trust you enough to do what they need to do, which is take more responsibility for their own actions and take the initiative to provide their ideas and feedback to you.

You can't "fake it until you make it."

At a minimum, you have to have honest openness to the possibility that it works.

So here's the critical question for you: Are you willing to give it a go, and are you at least open to the possibility that it will work for you?

If your answer is no, continue to do what you're doing, but don't expect different results.

If the answer is yes, you've set yourself up for success, and you should move ahead with it.

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Here's how...

Putting RESPECT into action – first be yourself.

We all have our individual ways of interacting with others.

Some of us are outgoing and enthusiastic, others are more private and subdued, and still others are ... well, we're all different. No surprise there. What that means is, while there are principles of supervision – the elements of RESPECT – there are no formulas that work for everyone the same way.

You've all seen quiet, deliberate supervisors (maybe you are one) as well as high energy excitable ones (and maybe you're one of those).

Regardless of your personality, you can be an effective supervisor – a Full Spectrum supervisor – if you apply the principles of RESPECT.

In fact it's much better to do it your own way rather than try to imitate the way of someone else. Your way will be genuine, honest, and true to who you are. Your people will sense that and respect you all the more for it.

So the first bit of advice for putting RESPECT into action is...be yourself.

The second bit of advice is...RESPECT meetings.

RESPECT meetings are the path to Full Spectrum supervision

It's a simple and rich process.

This RESPECT meeting process will crop up again and again as you progress through the Full Spectrum Business Development Program.

It'll come up as the vehicle for conducting performance appraisals for your DRs.

It'll come up as the central channel for building the "character" of the business.

And it'll be part of management team building, monitoring and upgrading business systems, budgeting, and more.

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	<p>It's a pretty simple process – you have to learn the elements of RESPECT and then set up your RESPECT meetings. That's about it. This simple structure is loaded with substance and value.</p> <p>It'll become the very core of your management process, and you'll find that it doesn't get "stale" or routine.</p> <p>The content of each meeting will respond to opportunities and pressures in the business as well as the concerns and successes of both supervisors and DRs.</p> <p>In a very real way, your business will "flow" through these meetings, and if you do it right, will be shaped by the principles of RESPECT.</p>
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