

Management of People

The W. Edwards Deming Approach

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This news letter is designed for Leaders in the Service Sector of our economy. Whether you are in Executive Management, Quality Improvement, Human Resources or a first or second level manager; if you are concerned with your company's capability to deliver cost effective quality services, this newsletter is intended for you. It will provide you with the critical knowledge and information that will empower you to:

1. design and deploy productive and cost effective management practices that drive the results you want to experience.
2. receive and understand the best practices for service sector companies.
3. guide and plan operational excellence in your area of accountability.

The Role of Managing People

In the place of judgment of employees – ranking them, putting them into slots (outstanding, excellent, or down to satisfactory) - the aim of management should be to help people optimize the system so that everybody gains.

1. A manager of people understands and conveys to his/her employees the meaning of the system. He/She explains the performance objectives of the system and teaches his/her people to understand how the work of the group supports productivity, quality and efficiency goals.
2. He/She helps his/her employees to see themselves as components of a process, to work in cooperation with the preceding stages and with the following stages toward optimizing productivity, quality and efficiency.
3. A manager of people understands that people are different from each other. He/She tries to create interest, challenge and joy of work for everyone. He/She tries to optimize the family background, education, skills, hopes, and abilities of everyone in order to create and maintain a highly motivated workforce.
4. A manager of people is an unceasing learner. He/She encourages his/her employees to study. He/She provides, when possible and feasible, seminars and courses for advancement of learning. He/She encourages continued education in college or university for people that are so inclined. An employee who is always learning, and applying what they learn, will always be more motivated than their counterparts.
5. A manager of people is a coach and counsel, not a judge.



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6. A manager of people understands a stable system. He/She understands the interaction between people the technology, methods, materials and circumstances that his/her employees work in.

7. A manager of people has three sources of power:
 - a. Authority of position.
 - b. Knowledge and expertise.
 - c. Personality and persuasive power – tact.

A successful manager develops (b) and (c) and does not rely on (a). He/She, nevertheless, has an obligation to use (a) as a source of power to change the process – technology, materials, methods, - to bring improvement and reduce performance variation.

8. A manager of people will study performance results with the aim to improve his/her performance as a manager of people.
9. A manager of people creates trust. He/She creates an environment that encourages freedom and innovation.
10. A manager of people does not expect perfection.
11. He/She listens and learns without passing judgment on those that he/she listens to.
12. He/She will hold an informal, unhurried conversation with every one of his/her employees at-least once per quarter. Not for judgment, but merely to listen. The purpose would be the development of his/her understanding of his/her people – their goals, objectives, and anxieties.

Knowing Psychology

Psychology helps us to understand people and the interaction between people and circumstances. However we as managers define our purpose, we know that the primary duty of a successful manager is to “work with and through people to achieve the objectives of the corporation.” A key word in that definition is “people.” It stands to reason that, for a manager to be successful, the better he or she understands people, and why they perform as they do, the greater his or her chances of success.

The Performance Management Group LLC is a management consulting firm that specializes in Quality Improvement and Leadership Development. For more information Gerald M. Taylor can be reached at (602) 692 5073 or gtaylor@helpingmakeithappen.com.

Information regarding “Manager as Coach” seminar; log on to: www.helpingmakeithappen.com/pages/151625

