A workbook to help you define and develop managerial excellence via

Management Areas of Performance

and their Enabling Competencies, Attributes and Values

Guy W. Wallace
Management Areas of Performance
Blog

http://maopsblog.blogspot.com/

An Exchange Forum for managers everywhere - addressing "management performance assessment and developmental planning" - for sharing their questions, thoughts, best practices and easily accessible resources, as organized by the Management Areas of Performance model.

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A set of integrated templates to help you define and develop managerial excellence via

Management Areas of Performance

and their Enabling Competencies, Attributes, and Values
For those who desire to impact business process performance via improving managerial performance competence
Early reviews for
“Management Areas of Performance”

Mark Graham Brown
Large government and corporate organizations continue to spend money on canned or custom-developed leadership programs that fail to produce effective managers. This book presents a proven methodology for determining the specific management competencies needed for success in your own organization. By using this approach, based on studies of your most effective managers, you will build the foundation of a program that will allow you to select and train a large cadre of effective managers and leaders.

John Coné
One of the great strengths of the book is that it is NOT about competencies. You make an outstanding point that there is more to the job than just possessing (or even exhibiting) competencies.

I really liked the book. Now, I have to be honest with you - it surprised me that I did. I have never been a fan of "workbook" type books that require me to do a lot of introspection and homework. Maybe that's because I'm lazy, or maybe because they require me to accept the models in the book as I go along rather than deciding after I have read it all how well they will apply to my world. Whatever the case, when I saw how your book was organized, I figured I wouldn't like the format and then I'd have to figure out how to tell you that.

But it didn't happen that way.

I think it is because of the way the book is organized, and perhaps also because you keep things relatively simple. You don't ask me to buy into a complicated and unusual model; but one that is pretty straightforward and logical. I also think that using the technique of directing people to the chapters that apply to them the most (as you do in Chapters 4 and 18, for example) prevents us from having to slog through work that we are not sure goes to the heart of our concerns. That is a brilliant move, and I wish more authors used the approach.

Thanks for the chapter summaries. They keep the reader on track and tell us what you as the author think are the key points of each chapter. The intros also do a great job of keeping us oriented.

The book reads easily and is very clear and concise.
Judy Hale
I do like the way you have grouped the areas of performance. You have developed a useful tool and process to help identify, define, and evaluate managerial competencies.

Margo Murray
How I spent my holiday weekend ....Actually several enjoyable hours of it were spent reading your new book! Congratulations on completing this comprehensive treatment of an essential subject. Here are some general impressions:

► It will be very useful as a handbook and desk reference for managers, especially newer ones
► I like the flexibility to access and use the sections most relevant to a current role or responsibility
► Some chapters will serve as excellent checklists, for example the troubleshooting ones

I found myself many times thinking, "I wish I had written this book when my management experiences were being tested and improved."

Joe Sener
I like the model. It will help organizations on several levels:
► Clarity of what should be the responsibility of each level of management in the organization.
► The recognition that different individuals will be better at some of these AoP's than at others -- and that is not only OK but that diversity adds strength to the organization.
► A detailed description of the skills required of each role at the individual contributor line as well as an assay of those skills at the organizational level.
► A recognition of the time required at the Management Support level which is seldom, if ever budgeted for by the organization but is just assumed that we will find the time for it. I believe that upwards of 40% of my time is spent just managing Human Assets.
Darlene Van Tiem

Tremendous performance management tool! Competence is key to inspiring, challenging, and coaching employees. Every leader should require Management Areas of Performance as part of a performance assessment empowering their managers to develop competencies, thus improving competitiveness and organizational effectiveness.

Comprehensive, well organized, and motivational.

Actually, I think that it is a terrific succession planning, career development, and employee development piece. You have presented, in detail fashion, the full set of competencies. You have not glossed over issues and made it a simple book.

Frank Wydra

I like where you are going with Management Areas of Performance and I believe it will prove a useful workbook for many who are trying to move beyond training and development and into the bright, glowing work of human performance technology. You can quote me on that, if you so choose.
A performance-based approach to determine your specific management competencies and development requirements

Management Areas of Performance

and their Enabling Competencies, Attributes, and Values

Guy W. Wallace

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Dedication
Thanks to all of the active members of ISPI and former colleagues who have shared and taught me so much.

Guy W. Wallace
January 2007

Preface

Is this Book for You?
This book IS for YOU if…

- You wish to define the “specific” management performance competencies for your management job and/or other managers’ jobs
- You wish to determine both the common and the unique “enablers” in terms of the knowledge and skills, the human attributes, and the personal values that are required for achieving and sustaining peak performance
- You wish to assess your and/or other managers’ performance competence, and determine which Areas of Performance to target and which enablers need development
- You wish to create a common model for your enterprise’s use in defining and analyzing all managerial performance so that you can recognize the potential for common or close-to-common systems, processes, tools and techniques

How to Read this Book
How you approach reading this book depends on your needs. You may read straight through it; or you may use the early chapters to target your specific readings and their sequence. You’ll be guided in those decisions after the introductory section.

This book asks you to start with my model for managerial performance and adapt it to your situation. There are 4 levels, each with boxes representing AoPs—Areas of Performance. The Management AoPs are in levels 1, 2 and 4. Take a look at it now.

You should adopt what you can and adapt everything else! You will adapt the model by changing the AoP structure itself, and the labels and language to better fit your enterprise’s structure and labels and language.
The book then asks you to think through the “outputs” and “tasks” of your AoPs, before determining the key “enablers.” After that you’ll target areas for development and develop a plan for accomplishing it.

**Author’s Notes**

I was driven to author this book to combat the overuse of generic competency models that will help no one truly differentiate and enhance their enterprise and management competence as measured by business metrics, as established by the enterprise stakeholders.

This model has evolved over many years based on numerous analyses I have been fortunate to conduct of managers’ performance and their enablers in many large and medium-size companies, and across varied functions.

The model and this book’s intent is to provide an enterprise with a consistent “frame” for determining the specific managerial realities of their organization so as to not have to generalize management performance to a set of generic competencies, no matter how appealing that simplicity may be when compared to the messy complexities of each enterprise.

**Acknowledgements**

This, as is true of much of my work, is built upon the shoulders of many. But in particular, I have been greatly influenced two people, Geary A. Rummler, and Ray A. Svenson.

Thank you Geary! And thank you Ray!!

And to James D. Russell, who again has provided me with extraordinary support by proof reading and editing my next-to-last draft! He had previously edited my T&D Systems View book as part of the review process.

Thank you very much Jim!
## Section A

### Introduction to the Management Areas of Performance Model

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### Management Leadership Areas of Performance
- L1 Stakeholder, Relationship Management/Governance
- L2 Strategic Planning & Management
- L3 Operations, Planning & Management
- L4 Results Measurement Planning & Management
- L5 Process Improvement Planning & Management
- L6 Communications Planning & Management

### Management Core Areas of Performance
- C1 Work Planning
- C2 Work Assigning
- C3 Work Monitoring
- C4 Work Troubleshooting

### Individual Contributor Areas of Performance
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD
- TBD

### Management Support Areas of Performance
- S1 Process Design/Redesign
- S2 Human Assets Management
- S3 Environmental Assets Management
- S4 Special Assignments
Book Introduction

Utility 1 - Defining Managerial Performance

Utility 2 - Deriving the Enabling Competencies, Attributes and Values

Utility 3 - Self-Development Planning for Managers

Utility 4 - Integrating the Human Resource Systems Addressing Management

Chapter Summary
Book Introduction
I wrote this book to give people who are or need to be “process and performance-oriented,” a framework to help them systematically determine the “specific managerial performance competencies” of their job and/or enterprise.

And to do that so that they might systematically derive the enabling competencies, among other human attributes and values that are required for performance…so they wouldn’t have to rely on generic competencies to guide their succession, selection, development, assessment and compensation approaches and systems addressing their managerial talent.

And, even more importantly, I wrote it to help others determine both the common and unique competencies within their enterprise that will help them achieve peak performance. Generic competency models and approaches won’t and don’t do that.

The appeal of the generic competency models and approaches that are so popular is that they make the job “easier” for structuring our internal systems and processes talent management around a common set of competencies.

That is unfortunate…for all of the enterprise stakeholders. Easier isn’t better when ineffective.

What I hope that you will get from this book varies by audience. Some readers may wish to skip certain sections, while others will want to read them all. Each section will begin with some guidelines to help you, the reader, decide.

I have three audiences in mind for this book:
- Individual Managers
- HR Leaders
- Performance Improvement Professionals

**Individual Managers** can get a better understanding of their own jobs and/or those management jobs that report to them, as well as a better understanding of the enabling competencies and attributes so that they might self-assess themselves and others and develop plans for managerial improvement.

**HR Leaders** can use the template of Areas of Performance to gain a better understanding of the specific jobs of management across the enterprise, and of the enabling competencies and attributes required, so that they might plan HR efforts to better integrate all of their systems to more effectively and efficiently develop the enterprise’s managerial talent. Within HR…
Organization Design leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better management job design systems and services to the enterprise.

Staffing & Succession leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better management staff planning and succession planning systems and services to the enterprise.

Recruiting & Selection leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better management recruitment and selection systems and services to the enterprise.

Training & development leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better Management Development programs and initiatives.

Performance Appraisal & Management leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better management Performance appraisal and Management systems and services to the enterprise.

Compensation & Benefits leaders and staff can get a better understanding of the jobs of management across the enterprise, and the enabling competencies required so that they might provide better management compensation and benefit programs and services to the enterprise.

Performance Improvement Professionals can use the model and methods to help them better understand what the job performance requirements of management across their enterprise are, and what enabling competencies and attributes are required, so that they might plan performance improvement efforts to better integrate all of systems and processes of the enterprise that acquire, develop and retain managerial talent, as well as define the enterprise infrastructure necessary to enable management to achieve peak performance.
The model and book are intended to provide you with a tool that is useful, that provides utility. The specific “utilities” to be addressed within this book are overviewed next.

**Utility 1 - Defining Managerial Performance**

The first utility that this book provides is an organized approach for systematically but quickly gaining a clear understanding of what the management job is specifically about and what is common or similar and what is unique and different about the enablers.

This can be done for an individual management job or for all managers across an enterprise. Of course, going across the entire enterprise poses some unique challenges, but it can be done. The goal is not to define a management job in terms of their attitudes, behaviors, knowledge, or skills. Those are simply a few of the enablers. Those enabling competencies, attributes and value are important, but they aren't the “end game goals.” Peak performance of the enterprise is the end game goal.

This book approaches management in terms of its performance expectations, their deliverables, and the processes, tasks and practices necessary to produce those deliverables. This book provides a methodology to determine the outputs of managerial performance, so that it can be better defined, communicated, measured, rewarded and developed. For a performance-based approach to talent management of managerial talent.

The **Management AoP Framework**, is the devise that organizes the performance data that will be used throughout this book.
Accomplishing this first utility is a prerequisite to accomplishing the second, third and fourth.

**Utility 2 - Deriving the Enabling Competencies & Attributes**

The second utility is a proven approach for the systematic derivation of the enablers, in terms of human competencies and human attributes.

**Performance Competency Enablers**

Using the Management AoP Framework and the details of their performance requirements allows one to identify the enabling “key awareness, knowledge and skills” (by category) that are necessary for a leader/manager to perform their assigned roles at a level of peak performance.

These awareness, knowledge and skills are organized by 17 different K/S categories but can also be “banded” into the following six sets:

1. Compliance-related Knowledge
2. Marketplace-related Knowledge
3. Enterprise-related Knowledge
4. Business-related Knowledge
5. Interpersonal Skills
6. Professional/Technical Skills

But human competence and peak performance is about more than the awareness, knowledge and skills of the individual, team or the managerial populations of the enterprise. It also includes other enablers.

**Performance Attribute/Value Enablers**

Those other enablers include the “attributes and values” that are necessary for the performance. They include the following four sets:

1. Physical Attributes
2. Psychological Attributes
3. Intellectual Attributes
4. Personal Values
Together, the human competencies and attributes and values represent the “things” that the individuals, teams and managers “bring to” their work performance. They either have the “right stuff” or they do not. If what is missing is critical, it’ll have a negative impact to the enterprise processes.

Some of these “things” can be developed via education, training, and/or coaching and some are improved more easily than others; some of these “competency-attribute-value things” are better recognized for what they are and are not, and dealt with by careful job selection/placement versus training and/or development.

**Utility 3 – Self-Development Planning for Managers**

The third utility for readers is an approach for assessing their own jobs, their own levels of performance, and the identification of gaps in their repertoire of competencies, attributes and values. This will then allow them to develop plans for addressing their own development needs or look for a better job fit for themselves elsewhere.

**Utility 4 – Integrating Human Resource Systems Addressing Management**

The fourth utility is to provide an approach for integrating all of the human resource systems/processes across an enterprise, that address management, with a common data framework.

All of this is intended to bring the reality of the performance context to Competency Models to better impact and help steer the effort so that these systems and the investments made in them have worthy returns for enterprise shareholders/owners and all other stakeholders of the enterprise.

Those HR systems used to better develop the competence of leaders, managers and non-managers alike can include “systems” that approximate the following:

- Job & Organization Design
- Staff Planning Systems
- Succession Planning Systems
- Recruiting Systems
- Selection Systems
- High-potential Leadership Systems
- Leadership and Management Development Systems
- Performance Appraisal and Scorecard-type Systems
- Leader and Management Compensation Systems
There are many varied “configurations” for these HR systems from one enterprise to the next. Please adapt my model to your needs if you cannot adopt this view.

**Chapter Summary**

Use this model and approach to get some consistency in how your enterprise looks at managerial “peak performance” and the necessary enabling competencies, attributes and values to be managed.

You will be taken through the Management AoP Framework model and then asked to reflect on the performance requirements, the outputs/deliverables, tasks, and the enabling competencies, attributes and values necessary for some managerial job. Those reflections may be captured on blank charts at the end of each chapter in an effort to help make this model and the analysis results “more specific” for themselves and/or for any of their organizations’ management positions targeted.

You will have then have accomplished the first two “utilities” and are better prepared to address the assessment and planning for dealing with the third and fourth utilities.

An individual manager may want to do this for his/her own self-development uses, while others may be preparing for conducting a performance-based analysis effort to address the alignment and improvement of one or more HR systems of the enterprise.

The four “potential” utilities for the reader include:

- Defining Managerial Performance
- Deriving the Enabling Competencies & Attributes
- Self Development Planning
- Integrating Human Resource Systems related to Management
The Management AoP Model

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Chapter 2: The Management AoP Model

Chapter Introduction

This chapter provides a quick overview and introduction to the Management AoP Framework model. It will then be covered in greater depth throughout this book.

Introduction to the Management AoP Model

The following model is a framework that is used to organize your view of managerial performance and to organize the data to be captured to address the utilities.

Note that the model has four levels, three of which relate directly to managerial performance and one that relates directly to individual contributors and/or teams. Managers at any level might also be “individual contributors” or members of a “team” doing non-managerial work.

The four levels of the model are:

1. Managerial Leadership AoPs
2. Managerial Core AoPs
3. Individual Contributor/Team Core AoPs
4. Managerial Support AoPs

Our focus of this book is on the Areas of Performance for the levels of Leadership, Core and Support, levels 1, 2, and 4.
Introduction to the Management Leadership AoPs

The Leadership Areas of Performance of Management at Level 1 are performed to one extent or another by most managers; especially the higher-level managers in an enterprise.

The six Leadership AoPs of Management are

- L1 – Stakeholder Relationship Management/Governance
- L2 – Strategic Planning & Management
- L3 – Operations Planning & Management
- L4 – Results Measurement Planning & Management
- L5 – Process Improvement Planning & Management
- L6 – Communications Planning & Management

Enterprise executives would tend to spend more of their time in this level of the model than the two other managerial levels, especially compared to first line supervisors/team leaders. But as always, it depends. The flatter the organization, the less this might be true.

These six AoPs include both short-term and longer-term planning and management efforts, and are more strategic than tactical in nature for the higher levels of management. Mid-and-lower level management may participate in these playing a more tactical role, for example, developing the functional budgets of L3.

Middle managers might tend to carry out the detailed planning and management tasks involved in the six AoPs as input to the executives doing this type of work.

And first line supervisors would tend to even spend less time in this Leadership level, other than carrying out the most tactical tasks, for example developing the departmental budgets of L3.

But as always, it does depend on the total depth (layers) of management of the enterprise, and the cultural norms in place, and the management practices associated with “participative management” approaches that might be at play within the enterprise.

Introduction to the Management Core AoPs

The Core Areas of Performance for Management at level 2 in the model are performed, to one extent or another, by all managers - from first-line supervisors to executives.
These Core Areas of Performance include the following management activities:

- C1 - Work Planning
- C2 - Work Assigning
- C3 - Work Monitoring
- C4 - Work Troubleshooting

First line supervisors would tend to work mostly here, at this level of the model. They accomplish these AoPs when they supervise individuals and work teams. They would spend a majority of their time in these areas of performance.

Middle managers also do this type work performance also, as they supervise the supervisors.

Executives also plan, assign, monitor and troubleshoot the work efforts below them. Typically the executives would spend a lesser percentage of their time in this compared to first line supervisors.

But again, as always, it depends. It depends on the total depth (layers) of management of the enterprise, the cultural norms in place, and management practices.

**Introduction to the Core AoPs of Individual Contributors**

The **Individual Contributor Areas of Performance** are performed by both non-managers and sometimes by managers as well. They can also be more team oriented than simply for individuals.

These AoPs vary tremendously across an organization. Examples include:

- Conducting a Quality Function Deployment effort
- Planning a Training Pilot-Test Delivery
- Conducting the Sales call
- Conducting Preventative Maintenance Routines

It is necessary to understand the “core individual/team performance” the manager is managing in order to train and assess them in their managerial responsibilities related to planning, assigning, monitoring and trouble shooting the work of others.

These AoPs are, or should be, unique from function-to-function, and for the departments within each function. HR work is different than Sales or Engineering work. Planning each type has a generic “planning” component and some very specific components.
Management AoPs and their Enabling Competencies, Attributes and Values

Unless redundancy has been deliberately “built in” across the enterprise, each department is unique.

Introduction to the Management Support AoPs

The Support Areas of Performance of Management at level 4 of the model are also performed to one extent or another as a function of the number of managerial levels in the enterprise.

These are about putting “everything in place” necessary to the process, including the processes themselves, AND both the people and the non-people assets necessary to enable those processes to perform and meet the metrics of the various stakeholders.

As we have been generalizing about “which levels focus where” in the 4 level model, this level is typically the domain of middle management.

These efforts are accomplished so that the leadership goals and plans and budgets achieve the desired end-game-goals of the core systems/processes in particular, and all of the other AoPs. These Areas of Performance include:

- S1 - Process Design/re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

Again generalizing which level of management does what, the executives would tend to approve this level’s activities plans and resources.

Middle managers would tend to spend most of their time in this level of the model, requesting from executives and then providing the human and environmental assets required by the first line supervisors and their staffs of individual contributors, to get their work performances accomplished.

First line supervisors would tend to participate in this level by requesting changes and improvements for their work processes, and in the human assets and the environmental assets necessary to get the job done.

Still, as always, it depends. It depends on the total layers of management of the enterprise, and the cultural norms in place, and the management practices of the enterprise.
Chapter Summary
The Management AoP Framework frames the AoPs in a four level structure, of which three levels relate directly to managerial performance, and the other relates indirectly.

There are four levels to the Management AoP Framework

1. Managerial Leadership AoPs
2. Managerial Core AoPs
3. Individual Contributor/Team Core AoPs
4. Managerial Support AoPs

We are concerned primarily with levels 1, 2, and 4 of the model in this book.

The Managerial Leadership AoPs are

- L1 - Stakeholder Relationship Management/Governance
- L2 - Strategic Planning & Management
- L3 - Operations Planning & Management
- L4 - Results Measurement Planning & Management
- L5 - Process Improvement Planning & Management
- L6 - Communications Planning & Management

The Managerial Core AoPs are

- C1 - Work Planning
- C2 - Work Assigning
- C3 - Work Monitoring
- C4 - Work Troubleshooting

The Managerial Support AoPs are

- S1 - Process Design/Re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

All 14 of the AoPs of levels 1, 2 and 4 are addressed in chapters 4 through 23.
Overview of the Management AoPs, the Competencies, Attribute and Values, and the Utilities of a Data-based Approach

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Chapter Introduction

This chapter dives deeper into the next level of depth regarding the managerial AoPs of levels 1, 2 and 4 of the model, and begins the overview of both the performance-enabling competencies, attribute and values, and the potential utilities for the reader of the model presented in this book.

By “utilities” we mean their functionalities, which should help you answer for yourself: why you should bother attending to these in the first place…because “they will do what for you?”

Level 1 - Management Leadership AoPs

The Leadership Areas of Performance are intended to segment the leadership and managerial work that is focused on relationships with stakeholders, strategic and both long-medium term planning, measurement (balance scorecard type) systems, systems/process improvement, and communications systems.

Again, the six Leadership AoPs are

- L1 - Stakeholder Relationship Management/System Governance
- L2 - Strategic Planning & Management
- L3 - Operations Planning & Management
- L4 - Results Measurement Planning & Management
- L5 - Process Improvement Planning & Management
- L6 - Communications Planning & Management

Let’s now look a little deeper at each of the AoPs in level 1 of the model.

Stakeholder Relationship Management/Governance is about the data gathering regarding all stakeholders’ needs, and gathering feedback on how well the enterprise, or individual manager’s systems/processes are doing in meeting those needs.

Once all of these stakeholder needs are better understood, governance goals can be established, appropriate to the balancing of any stakeholder requirement conflicts that may exist.

Strategic Planning & Management is about the setting of longer-term strategic goals, and plans to achieve those governance goals.
Management AoPs and their Enabling Competencies, Attributes and Values

**Operations Planning & Management** addresses the development and management of an operational (annual) plan to achieve the assigned year’s annual goals/objectives consistent with the longer-term strategic goals and plans.

**Results Measurement Planning & Management** focuses on the establishment of a meaningful scorecard set of measures and the measurement mechanisms for the gathering and reporting out of data/information to all stakeholders related to the desired enterprise results.

**Process Improvement Planning & Management** is about the systematic improvement of internal processes for ROI benefit, and to achieve annual and long-term (strategic) goals and plans.

**Communications Planning & Management** addresses the planning and management of communications, both proactive and reactive.

All of these Leadership AoPs are not about leading and managing “in the moment,” but are leadership and management activities for both the long-term and medium-term, as appropriate to the enterprise, and its industry and its current situation in its business “cycle.”

**Level 2 - Management Core AoPs**

The Core Areas of Performance include management activities, for leaders and managers alike, that are all about the “in the moment” duties, include

**Planning Work** is about deciding what gets done and by whom and when.

**Assigning Work** addresses the communications of the work assignment.

**Monitoring Work** focuses on the follow up monitoring of work process and/or work product to insure that everything is okay. If not, see the next AoP.

**Troubleshooting Work** addresses the following up on any work product or process discrepancies to resolve them. This is about getting to the “root cause” and not spinning enterprise wheels on addressing symptoms that won’t resolve anything.

Every manager does these, by walking around and observing and talking with staff and customers and suppliers, and by reviewing and interpreting results data.
Chapter 3: Overview of the Management AoPs

This is the core of any manager’s job; the planning, assigning, monitoring, and troubleshooting the work of their subordinates and their subordinate organizations.

The next part of the job involves putting “everything in place” so that the leadership goals and plan and budgets achieve the desired end goals, plus anything else put on that manager’s plate.

Level 4 - Management Support AoPs

The Support Areas of Performance are about putting “everything in place” so that the leadership goals and plan and budgets achieve the desired end goals; so that there is something to plan, assign, monitor, and troubleshoot. These AoPs include:

- S1 - Process Design/re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

Let’s now look a little deeper at each of the AoPs in level 4 of the model.

**Process Design/re-design** is about making changes to the existing processes in terms of their steps, inputs, individual contributors roles/responsibilities, etc. Approaches including Lean and Six Sigma, among others, are used to address process improvement and streamlining via design or redesign of the process.

**Human Assets Management** is about the acquisition, development, appraisal and compensation/rewarding of the human performers. These are typically HR systems that require alignment to the enterprise’s process needs.

**Environmental Assets Management** is about the acquisition, development, and maintenance of the non-human assets necessary to the process.

**Special Assignments** is about the “other duties as assigned” responsibilities of management.

Leaders and managers are responsible for putting “processes in place” and “people assets in place” and “non-people assets in place” to get the job done with the assets provided.
Management AoPs and their Enabling Competencies, Attributes and Values

Overview of the Knowledge/Skills as Enabling Competencies

Again, the two types of human competencies are

- Performance competencies
- Enabling competencies

A “performance competency” is what people get paid to do, and the “enabling competency” is what allows them to do the former.

Performance Competencies

The “performance competency” is really what people get paid to do versus what you might need to know or what discreet skills you may need.

When you are done with a performance competency there is always a “deliverable/output/outcome/result” that itself is meaningful as an input to some process “downstream.”

Example “deliverables/outputs/outcomes/results” from managerial performance include:

- Work priorities
- Enterprise budgets
- Work assignments
- Work progress and safety assessments
- Work process redesigns
- High performing processes (high yield, low cost, and safe)
- Hiring plans
- Job descriptions
- Job postings
- Departmental budgets
- Job interview candidate assessments
- Hiring offers
- Staff meeting announcements
- Performance appraisals

This is what an enterprise values: work performance competence specific to the processes of the enterprise. The enabling competencies are simply the means to those ends. No one is on the payroll to build and manipulate spreadsheets. Those are the means to an end. The same is true for building trust, being ethical, and understanding various compliance needs. Means to the ends.
Enabling Competencies
The “enabling competency or competencies” are what allow performers to “perform.” Competencies at this level could include:

- Prioritization techniques
- Verbal communications and active listening skills
- Interviewing skills
- Planning
- Written communications
- Negotiations
- Internal policies on hiring
  - Internal policies on budgeting

The enterprise needs these in place as a means to an end, the end being work performance competence.

Managerial performance is more than just the sum interaction of the human competencies within the individual or collective of managers, it also involves their individual or collective attributes. Attributes in our model are different from competencies.

Overview of the Attributes/Values as Enabling Attributes
Besides their knowledge and skill competencies, a human brings the following to the performance situation.

The human attributes that enable performance, or inhibit performance, include the following four types:

Physical Attributes include the abilities of sight, hearing, touch, taste, and smell; plus size, weight, strength, endurance, etc. Examples include:

- Ability to “see/observe” detailed, intricate task performance
- Ability to “smell or sense” machinery that is not functioning properly
- Ability to “hear and converse” under noisy conditions

Psychological Attributes include the attitude, disposition and personality of the performer. Examples include

- Positive attitude
- Trusting
- Empathetic
Management AoPs and their Enabling Competencies, Attributes and Values

- Stress tolerant
- Ambiguity tolerant

**Intellectual Attributes** include thinking styles and abilities. Examples include

- Conceptual thinking
- Strategic thinking
- Tactical thinking
- Rational
- Memorization

**Personal Values** include those values that each individual holds to, as part of their personal codes. Examples include

- Diversity
- Teamwork
- Honesty
- Work ethic
- Tolerance

Together, these human attributes and the human competencies define the individual manager and the collective management team. They comprise the “human assets.”

**Data Utilities Overviews**

The AoP and enabling data help an enterprise by facilitating four key utilities:

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

**Utility 1 - Defining Managerial Performance**

The first utility is an approach for gaining a clear understanding of what the management job is all about. This can be done for an individual management job or for all managers across an enterprise. Of course, going across the entire enterprise poses some unique challenges, but it can be done.
Chapter 3: Overview of the Management AoPs

The goal is not to define a management job in terms of its attitudes, behaviors, knowledge, or skills. Those are simply enablers. Those competencies and attributes enablers are important, but they aren’t the “end game.”

This book approaches management in terms of their deliverables and the tasks necessary to produce those deliverables. This book provides a methodology to determine the outputs of managerial performance, so that it can be better defined, communicated, measured, rewarded and developed.

The Management AoP Framework is the devise that captures the performance data that will be used throughout this book.

Accomplishing this first utility is necessary for accomplishing the second.

Utility 2 - Deriving the Enabling Competencies & Attributes
The second utility for readers is an approach for the systematic derivation of the enablers, in terms of human competencies and human attributes.

Competency Enablers
Using the Management AoP Framework allows you to identify the “key awareness, knowledge and skills” (by category) that are necessary for a leader/manager to perform their assigned roles.

These knowledge and skills can be organized by 17 different K/S categories and can also be “banded” into the following six sets:

- Compliance-related Knowledge
- Marketplace-related Knowledge
- Enterprise-related Knowledge
- Business-related Knowledge
- Interpersonal Skills
- Professional/Technical Skills

But human competence is about more than the awareness, knowledge and skills of the individual or team. It also includes other enablers.

Attribute Enablers
Those other enablers include the “attributes and values” that are necessary for the performance. They include the following four sets:
Management AoPs and their Enabling Competencies, Attributes and Values

- Physical Attributes
- Psychological Attributes
- Intellectual Attributes
- Personal Values

Together, the human competencies and attributes represent the “things” that the individual brings to his/her work performance. They either have the “right stuff” or they do not.

Some “things” can be developed and improved; other “things” are better recognized for what they are and dealt with by careful job selection/placement.

Utility 3 - Self-Development Planning for Managers

The third utility is an approach for assessing their own jobs, their own levels of performance, and the identification of gaps in their repertoire of competencies and attributes. This will then allow them to develop plans for addressing their own development needs.

Utility 4 - Integrating Human Resource Systems Addressing Management

The fourth utility is an approach for integrating all of the human resource systems/processes across an enterprise that addresses management.

All of this is intended to bring the reality of the performance context to Competency Models to better impact their definition, and help steer the HR efforts accordingly so that any improvement investments have worthy returns for enterprise shareholders/owners.

Those HR systems used to better develop human competence, leaders, managers and non-managers alike can include “systems” that approximate the following:

- Job & Organization Design
- Staff Planning Systems
- Succession Planning Systems
- Recruiting Systems
- Selection Systems
- High-potential Leadership Systems
- Leadership and Management Development Systems
- Performance Appraisal and Scorecard-type Systems
- Leader and Management Compensation Systems
Chapter 3: Overview of the Management AoPs

There are many varied “configurations” across the thousands of enterprises for these HR systems.

Chapter Summary
This chapter described the next level of depth regarding the managerial AoPs and began the overview of both the human competency and human attribute data sets and their four key utilities to an enterprise:

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

The six Leadership AoPs of Management are:

- L1 - Stakeholder Relationship Management/System Governance
- L2 - Strategic Planning & Management
- L3 - Operations Planning & Management
- L4 - Results Measurement Planning & Management
- L5 - Process Improvement Planning & Management
- L6 - Communications Planning & Management

The four Core AoPs of Management are:

- C1 - Work Planning
- C2 - Work Assigning
- C3 - Work Monitoring
- C4 - Work Troubleshooting

The four Support AoPs of Management are:

- S1 - Process Design/re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

Having defined the Managerial AoPs, the enablers can be derived. There are two types of human competencies and four types human attributes.
The two types of human competencies are:

- **Performance Competencies**
- **Enabling Competencies**

**Performance Competencies** are being able to do valuable process work and produce worthy outputs that meet all of the key stakeholder metrics for use in downstream processes that are internal to the enterprise itself, or internal to the downstream customer’s processes.

**Enabling Competencies** are those competencies that have no end value by themselves, but are perhaps critical to performance competence.

**Attributes and Values** differ from performance and enabling competencies, but are enablers themselves. The four types of human attributes/values are:

- **Physical Attributes**
- **Psychological Attributes**
- **Intellectual Attributes**
- **Personal Values**

The AoP and enabling data help an enterprise by facilitating four key utilities:

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

You systematically figure all of this out, so that you might do whichever of the following makes business sense to you:

- **Define Managerial Performance** and clearly identify what unique, versus generic, performance competencies are necessary for peak performance.

- **Derive the Enabling Competencies & Attributes** so that you might identify and leverage those that will give you superior capabilities in your marketplace.

- **Plan for your own or other managers’ development** to help you “get there” better, faster and cheaper.

- **Integrate your Human Resource Systems** that address management so that they
all work in harmony for the greatest effectiveness and efficiency.

Next…more depth on level 1 of the model, and the **Leadership AoPs**.
Section B

The Management Leadership Areas of Performance

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Management Leadership AoPs Overview

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Chapter Introduction

As presented in Chapter 3, the Leadership Areas of Performance are intended to segment the leadership and managerial work that is focused on relationships with stakeholders, strategic and both long-medium term planning, measurement (balance scorecard type) systems, systems/process improvement, and communications systems.

The point of this first chapter is to help you decide whether or not you should skip, scan or read the remaining chapters of this section of the book, section B.

Do you do any work performance in any of the following AoPs and need to review content in this section; or do you need to focus on this section due to the “utilities” that make sense to you for your needs? Read the following descriptions.

Leadership AoP Overviews

The six Leadership AoPs are:

- L1 - Stakeholder Relationship Management/System Governance
- L2 - Strategic Planning & Management
- L3 - Operations Planning & Management
- L4 - Results Measurement Planning & Management
- L5 - Process Improvement Planning & Management
- L6 - Communications Planning & Management

Stakeholder Relationship Management/System Governance is where you determine all stakeholder requirements, both the short-term and long-term, and then balance of the inherent all conflicts.

Strategic Planning & Management is where the long-term goals are established to meet the long-term needs of the balanced stakeholders requirements.

Operations Planning & Management is where the annual planning occurs consistent with the strategic plan and the short-term requirements of the stakeholders.

Results Measurement Planning & Management is where the metrics systems are put into place and then operated to establish the scorecard data gathering and
reporting systems and report out the data.

**Process Improvement Planning & Management** is where improvements within the enterprise, and or its supply chains, are planned for maximum returns and reduced risk.

**Communications Planning & Management** is where the communications messages and mechanisms are provided for in order to reach all enterprise-wide and external audiences.

**Self-Assessment**

Are you concerned with the following?

- **Stakeholder Relationship Management/System Governance** - gathering of various stakeholder inputs regarding their needs, and gathering feedback on how well you are doing in meeting those needs, given the resources provided and all of the other priorities faced?

  If so, scan or read chapter 5. Go to page 41.

- **Strategic Planning & Management** - setting strategic goals and developing plans to achieve those goals?

  If so, scan or read chapter 6. Go to page 51.

- **Operations Planning & Management** - developing and managing an operations (annual) plan to achieve the assigned years annual goals/objectives?

  If so, scan or read chapter 7. Go to page 59.

- **Results Measurement Planning & Management** - establishing meaningful metrics, measures and measurement mechanisms for gathering, manipulating and reporting data/information to all stakeholders?

  If so, scan or read chapter 8. Go to page 67.
Chapter 4: Management Leadership AoPs Overview

- **Process Improvement Planning & Management** - systematically improving internal processes for ROI benefit, and for achieving the annual operational and long-term strategic goals and plans?

  If so, scan or read chapter 9. Go to page 75.

- **Communications Planning & Management** - planning and managing communications - both proactive and reactive, and internal and external?

  If so, scan or read chapter 10. Go to page 83.

**Chapter Summary**

This chapter re-introduced the Leadership AoPs of Management, prior to diving deep into the details in the succeeding chapters of this section of the book.

Next: Stakeholder Relationship Management/System Governance.
# Stakeholder Relationship Management & System Governance

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</table>
Chapter Introduction
Read or scan this chapter if you are concerned with:

- Stakeholder Relationship Management and System Governance - gathering of various stakeholder inputs regarding their needs, and gathering feedback on how well you are doing in meeting those needs, given the resources provided and all of the other priorities faced.

AoP Overview
The Stakeholder Relationship Management and System Governance Area of Performance involves leaders and managers in gathering “Voice of the various Stakeholders” and then determining, collaboratively or not, what to do about the messages in the voices.

The stakeholder voices will provide

- Requests for products/services and specific requirements for that stakeholder
- Feedback on how well you are doing (or not) in meeting those requests

Stakeholders of yours may have the following typical needs/issues for you to deal with:

- Government Stakeholders
  • Providing laws and regulations that must be complied with under the threat of financial penalty or jail time for non-compliance

- Owner/Shareholder Stakeholders
  • With expectations of a financial nature and/or social issues/demands

- Executive/Management Stakeholders
  • With a fiduciary responsibility to the owners, compliance responsibilities to the governments, service responsibilities to the customers, leadership responsibilities to the employees, fairness responsibilities to the suppliers, and various social responsibilities to the communities in which the business operates
Management AoPs and their Enabling Competencies, Attributes and Values

- Customer Stakeholders
  - Value for the products/services rendered, in the manner in which both the customers have defined value, and which the enterprise has committed to deliver

- Employee Stakeholders
  - A safe workplace and fair wages for performance and equal opportunity under the law

- Industry Group Stakeholders
  - Compliance with Industry norms and standards, as agreed to by the suppliers, customers and perhaps government/regulators in the marketplace

- Supplier Stakeholders
  - Fairness in terms of payments for supplies delivered

- Community Stakeholders
  - Various social issues and needs that may or may not find their way into law/regulations/codes

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include:

- Governance: decisions based on the balancing of the many stakeholder voices and clear, specific directives to all other enterprise functions, systems/processes and people throughout their “sphere of responsibility/accountability”

Examples include marching orders for the rest of the enterprise that are long-term, medium-term, and/or short-term, such as:

- Let’s not go into that market now (or ever)
- Let’s extend the life of that product
- Let’s sell that business unit
- Hire her
- Fire him
- Promote them
- Find a new supplier or broaden (or narrow) our supplier base
- Change/improve this process but not that one
Chapter 5: Stakeholder Relationship Management & System Governance

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Meeting with appropriate stakeholders (depending on your and others’ levels and responsibilities/accountabilities) or others in your enterprise with the responsibility to gather from certain groups (it wouldn’t do to have every enterprise manager interacting with the regulatory agencies of the governments)

- Making business decisions, either in conjunction with or collaboratively with some or all stakeholder groups

- Communicating clear, specific messages to the appropriate group(s) through the appropriate channel(s)

Knowledge/Skill & Competency Enablers
The key “knowledge and skills” required for this Area of Performance typically include

Compliance-related Knowledge
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards

Marketplace-related Knowledge
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

Enterprise-related Knowledge
- Current and future products/services offerings and our reputation regarding pricing, delivery performance, how our competitors really compare with us
- Current and future internal capabilities and weaknesses

Business-related Knowledge
- Current and future projections for economics/financials

Interpersonal Knowledge/Skills
- Communications
Management AoPs and their Enabling Competencies, Attributes and Values

- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

Professional/Technical Knowledge/Skills
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Using various industry/enterprise tools/equipment/machinery/vehicles

Attribute/Value & Competency Enablers
The “attributes and values” required for this Area of Performance typically include:

Physical Attributes
- NA - Not Applicable

Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Openness
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
Creative

**Intellectual Attributes**
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

**Personal Values**
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

**Chapter Summary & Transition**
The Stakeholder Relationship Management and System Governance Area of Performance is about gathering “Voice of the various Stakeholders” and then determining, collaboratively or not, what to do about the messages in the voices.

**Reflection and Reaction Notes**
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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Chapter 6: Strategic Planning & Management

Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Strategic Planning & Management** - setting strategic goals and developing plans to achieve those goals

AoP Overview
The Strategic Planning & Management Area of Performance involves development of a Strategic Plan based on the voices of your stakeholders and the strategic plans of all higher-level functions in your chain of command.

Typical Outputs
The leader/manager “outputs” of this Area of Performance include:

- **Strategic Plan Inputs**: summaries of all drivers for your strategic plan
- **Your Strategic Plan**: a multi-year plan reflecting a balance of all of the drivers

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Meeting with your appropriate stakeholders to gather their strategic plans implications as inputs for your strategic plan
- Developing your plan
- Communicating/reviewing your plan, selling as needed, and updating as necessary

Knowledge/Skill & Competency Enablers
The “key knowledge and skills” required for this Area of Performance typically include:

**Compliance-related Knowledge**
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards

**Marketplace-related Knowledge**
- Current and future customer needs and situations
Management AoPs and their Enabling Competencies, Attributes and Values

- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

Enterprise-related Knowledge
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

Business-related Knowledge
- Current and future projections for economics/financials

Interpersonal Knowledge/Skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy

Professional/Technical Knowledge/Skills
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Using various industry/enterprise tools/equipment

Attribute/Value & Competency Enablers
The “attributes and values” required for this Area of Performance typically include:

Physical Attributes
- NA - Not Applicable

Psychological Attributes
- Collaborative
- Team orientation
• Openness
• Risk tolerance
• Stress Tolerance
• Ambiguity tolerance

Intellectual Attributes
• Visionary
• Logical
• Intuitive
• Insightful
• Imaginative
• Organized
• Analytical
• Integrator
• Detail orientation
• Conceptual
• Strategic
• Structured
• Planner

Personal Values
• Ethics
• Morals
• Stakeholder orientation
• Customer orientation

Chapter Summary & Transition
The Strategic Planning & Management Area of Performance involves development of a Strategic Plan based on the voices of your stakeholders and the strategic plans of all higher-level functions in your chain of command.

Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You'll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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**Key Outputs**

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Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Operations Planning & Management** - developing and managing an operations (annual) plan to achieve the assigned year’s annual goals/objectives

AoP Overview
The **Operations Planning & Management** Area of Performance involves developing a plan and budget for operations covering the year based on given goals/objectives for the year and the existing strategic plan. It should follow the format provided by the enterprise.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include

- Operations Plan and Budget
  - With breakdowns by quarter and month

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include

- Developing an Operations Plan and Budget draft
- Reviewing the plan and budget with your management
- Updating the Operations Plan and Budget per feedback received
- Communicating the final plan with specific messages to the appropriate group(s) through the appropriate channel(s)
- Following the plan, monitoring other implementation, and adjusting/updating it as necessary
Knowledge/Skill & Competency Enablers

The “key knowledge and skills” required for this Area of Performance typically include:

Compliance-related Knowledge

- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards

Marketplace-related Knowledge

- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

Enterprise-related Knowledge

- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

Business-related Knowledge

- Current and future projections for economics/financials

Interpersonal Knowledge/Skills

- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy

- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

Professional/Technical Knowledge/Skills

- Understanding of various industry/enterprise concepts/models/methods and techniques
- Using various industry/enterprise tools/equipment
**Attribute/Value & Competency Enablers**
The “attributes and values” required for this Area of Performance typically include:

**Physical Attributes**
- NA – Not Applicable

**Psychological Attributes**
- Collaborative
- Team orientation
- Trusting
- Open
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative

**Intellectual Attributes**
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

**Personal Values**
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation
Chapter Summary & Transition
The Operations Planning & Management Area of Performance involves developing a plan and budget for operations covering the year, based on given goals/objectives for the year, and the existing strategic plan. It should follow the format provided by the enterprise.

Reflection and Reaction Notes
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Chapter Introduction
Read or scan this chapter if you are concerned with:

- Results Measurement Planning & Management - establishing meaningful metrics, measures and measurement mechanisms for gathering, manipulating and reporting data/information to all stakeholders

AoP Overview
The Results Measurement Planning & Management Area of Performance involves developing a plan for implementing/updating a results measurement (Balanced Scorecard-like) system. The intent is to put into place a system of data gathering, manipulations and reports to allow for monitoring the performance of the unit, and troubleshooting any problems that are discerned.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include:

- Results Measurement Planning & Management

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Developing a Results Measurement plan draft
- Reviewing the plan with your management, and subordinates
- Updating the Results Measurement per the feedback received
- Communicating the final plan with specific messages to the appropriate group(s) through the appropriate channel(s)
- Following the plan, monitoring other implementation, and adjusting/updating it as necessary
Management AoPs and their Enabling Competencies, Attributes and Values

Knowledge/Skill & Competency Enablers
The “key knowledge and skills” required for this Area of Performance typically include:

**Compliance-related Knowledge**
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards

**Marketplace-related Knowledge**
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

**Enterprise-related Knowledge**
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

**Business-related Knowledge**
- Current and future projections for economics/financials

**Interpersonal Knowledge/Skills**
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

**Professional/Technical Knowledge/Skills**
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Use of various industry/enterprise tools/equipment
Attribute/Value & Competency Enablers
The “attributes and values” required for this Area of Performance typically include

Physical Attributes
- NA – Not Applicable

Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Open
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative

Intellectual Attributes
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation
Chapter Summary & Transition
The Results Measurement Planning & Management Area of Performance involves developing a plan for implementing/updating a results measurement (Balanced Scorecard-like) system. The intent is to put into place a system of data gathering, manipulations and reports to allow for monitoring the performance of the unit, and troubleshooting any problems that are discerned.

Reflection and Reaction Notes
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Chapter 9: Process Improvement Planning & Management

Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Process Improvement Planning & Management** - systematically improving internal processes for ROI benefit, and for achieving the annual operational and long-term strategic goals and plans

AoP Overview
The **Process Improvement Planning & Management** Area of Performance involves developing plans for improving internal processes where the potential, forecasted ROI exceeds the internal “hurdle rates” expected by the enterprise, consistent with the goals of achieving the annual operational plan objectives and the long-term strategic goals and objectives of the enterprise.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include

- Process Improvement Plans

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include

- Developing a Process Improvement plan draft
- Reviewing the Process Improvement plan with your management, and subordinates
- Updating the Process Improvement plan per the feedback received
- Communicating the final Process Improvement plan with specific group(s) through the appropriate channel(s)
- Following the Process Improvement plan, monitoring implementation and successes/failures, and adjusting/updating the Process Improvement plan as necessary
Knowledge/Skill & Competency Enablers
The “key knowledge and skills” required for this Area of Performance typically include

Compliance-related Knowledge
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures

Marketplace-related Knowledge
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

Enterprise-related Knowledge
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

Business-related Knowledge
- Current and future projections for economics/financials

Interpersonal Knowledge/Skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

Professional/Technical Knowledge/Skills
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Understanding of, and/or use of various industry/enterprise tools/equipment/machinery
Attribute/Value & Competency Enablers

The “attributes and values” required for this Area of Performance typically include

Physical Attributes
- NA – Not Applicable

Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Openness
- Enthusiasm
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative

Intellectual Attributes
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation
Chapter Summary & Transition
The Process Improvement Planning & Management Area of Performance involves developing a plan for Process Improvement. The intent is to put into place a system of addressing routine and non-routine Process Improvement efforts.

Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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### Key Outputs

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## Management AoPs and their Enabling Competencies, Attributes and Values

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Chapter Introduction
Read or scan this chapter if you are concerned with:

- Communications Planning & Management – assessing target audiences and their needs, then planning and managing all one-way and two-way communications- both proactive and reactive, and both internal and external

AoP Overview
The Communications Planning & Management Area of Performance involves developing a plan for communications to all stakeholders. The intent is to put into place a system of routine and non-routine communications.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include

- Communications Plans

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include

- Developing a Communications plan draft
- Reviewing the plan with your management, and subordinates
- Updating the Communications plan per the feedback received
- Communicating the final Communications plan with specific group(s) through the appropriate channel(s)
- Following the Communications plan, monitoring implementation and successes/failures, and adjusting/updating the Communications plan as necessary

Knowledge/Skill & Competency Enablers
The “key knowledge and skills” required for this Area of Performance typically include

Compliance-related Knowledge
- Current and future laws/regulations/codes/contracts/agreements
Management AoPs and their Enabling Competencies, Attributes and Values

- Current and future enterprise policies/procedures

**Marketplace-related** Knowledge
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

**Enterprise-related** Knowledge
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

**Business-related** Knowledge
- Current and future projections for economics/financials

**Interpersonal** Knowledge/Skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

**Professional/Technical** Knowledge/Skills
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Understanding of, and/or use of various industry/enterprise tools/equipment/machinery

**Attribute/Value & Competency Enablers**
The “attributes and values” required for this Area of Performance typically include

**Physical Attributes**
- NA – Not Applicable
Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Openness
- Enthusiasm
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative

Intellectual Attributes
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

Chapter Summary & Transition
The Communications Planning & Management Area of Performance involves developing a plan for communications to all stakeholders. The intent is to put into place a system of routine and non-routine communications.
Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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Management Leadership AoPs Assessment

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Chapter Introduction
This chapter is intended to facilitate your assessment summaries from chapters 5-10 and capture any commentaries you have about

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

Leadership Assessment Summary
Now, before we get further into the book, please summarize your assessments of your needs regarding development for the following AoPs within level 1 of the Management AoP model: Leadership.

Check those that need to be addressed, and for each checked item
1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when.
**Stakeholder Relationship Management/System Governance** - gathering of various stakeholder inputs regarding their needs, and gathering feedback on how well you are doing in meeting those needs, given the resources provided and all of the other priorities faced. You may wish to scan chapter 5.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on:
   - how/where/when

**Strategic Planning & Management** - setting strategic goals and developing plans to achieve those goals. You may wish to scan chapter 6.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on:
   - how/where/when
Operations Planning & Management - developing and managing an operations (annual) plan to achieve the assigned years annual goals/objectives. You may wish to scan chapter 5.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when

Results Measurement Planning & Management - establishing meaningful metrics, measures and measurement mechanisms for gathering, manipulating and reporting data/information to all stakeholders. You may wish to scan chapter 5.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when
Management AoPs and their Enabling Competencies, Attributes and Values

- **Process Improvement Planning & Management** - systematically improving internal processes for ROI benefit, and for achieving the annual operational and long-term strategic goals and plans. You may wish to scan chapter 5.

  1. Make a note on what you believe needs to be accomplished
  2. Rank each either High-Medium-Low
  3. Prioritize them
  4. Make any notes regarding any ideas you have, depending on the resources available to you on:
     how/where/when

- **Communications Planning & Management** - planning and managing communications- both proactive and reactive, and internal and external. You may wish to scan chapter 5.

  1. Make a note on what you believe needs to be accomplished
  2. Rank each either High-Medium-Low
  3. Prioritize them
  4. Make any notes regarding any ideas you have, depending on the resources available to you on:
     how/where/when
Leadership Data Utilities Summaries

The AoP and enabling data help an enterprise by facilitating four key utilities

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

Utility 1 – Defining Managerial Performance

The first utility is an approach for gaining a clear understanding of what the management job “performance competence” is all about for themselves and/or others in THEIR enterprise. Not generic competencies, but specific.

Have you accomplished that for this portion of the Management AoP model? If not, what needs additional work?

Utility 2 – Deriving the Enabling Competencies & Attributes

The second utility is an approach for the systematic derivation of the enablers, in terms of human competencies and human attributes and values.

Have you accomplished that? If not, what needs additional work?

Utility 3 – Self-Development Planning for Managers

The third utility is an approach for assessing your own jobs, your own levels of performance, and the identification of gaps in your repertoire of competencies and attributes. This will allow you to develop plans for addressing your own development needs.

Have you accomplished that? If not, what needs additional work?
Utility 4 - Integrating Human Resource Systems Addressing Management

The fourth utility is an approach for integrating all of the human resource systems/processes across an enterprise that addresses management.

Which internal HR-type systems and processes need review and redesign?

- **Job & Organization Design**
  - If so, how so?

- **Staff Planning Systems**
  - If so, how so?

- **Succession Planning Systems**
  - If so, how so?

- **Recruiting Systems**
  - If so, how so?

- **Selection Systems**
  - If so, how so?

- **High-potential Leadership Development Systems**
  - If so, how so?

- **Leadership and Management Development Systems**
  - If so, how so?
Performance Appraisal and Scorecard-type Systems
If so, how so?

Leader and Management Compensation Systems
If so, how so?

Other HR Systems
Which systems/processes, and if so, how so?

Summary
Now you are one third of the way through the model, if you are approaching this book in a linear fashion.

You will, if you chose, follow the same pattern for the Core and Support Areas of the Performance for Management in the following sections/chapters of this book.

Management’s Core AoPs follow in the next section.
Section C

The Management Core Areas of Performance

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Management Core AoPs Overview

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Chapter Introduction
This chapter re-introduces the Core AoPs of Management, prior to diving deep into the details in the succeeding chapters.

As presented earlier in Chapter 3, the Core Management Areas of Performance are intended to focus on the planning, assigning, monitoring and troubleshooting the work of individual contributors and teams.

The point of this chapter is to help you decide whether or not you should skip, scan or read this section.

Do you do any of the following, or do you need to focus on this section due to the “utilities” that make sense to you for your needs?

Core AoP Overviews
The Core Areas of Performance include management activities that are mostly all about the “in the moment” duties of management, include

- C1 - Work Planning
- C2 - Work Assigning
- C3 - Work Monitoring
- C4 - Work Troubleshooting

These often feel to managers as the “fire fighting responsibilities” of the job.

Work Planning is about the deciding what gets done and by whom and when.

Work Assigning is the communications of the work assignment.

Work Monitoring is the follow up monitoring of work process and/or work product to insure that everything is okay. If not, see the next AoP.

Work Troubleshooting is the following up on any work product or process discrepancies to resolve them. This is about getting to the “root cause” and not spinning enterprise wheels on addressing symptoms that won’t resolve anything.

Every manager does these, by walking around and observing and talking with staff and customers and suppliers, and by reviewing and interpreting results data and feedback from many sources.
This is the core of any manager’s job; the planning, assigning, monitoring, and troubleshooting the work of their subordinates and their subordinate organizations.

**Preliminary Assessment**
Are you concerned with the following?

- **Work Planning** - deciding what gets done and by whom and when.

  If so, scan or read chapter 13. Go to page 109.

- **Work Assigning** - the communications of the work assignment.

  If so, scan or read chapter 14. Go to page 117.

- **Work Monitoring** - monitoring of work process and/or work product to insure that everything is okay. If not, see the next AoP.

  If so, scan or read chapter 15. Go to page 125.

- **Work Troubleshooting** is the follow up on any work product or process discrepancies to resolve them. This is about getting to the “root cause” and not spinning enterprise wheels on addressing symptoms that won’t resolve anything.

  If so, scan or read chapter 16. Go to page 133.

**Chapter Summary**
This chapter re-introduced the **Core** AoPs of Management, prior to diving deep into the details in the succeeding chapters of this section of the book.

Next: **Work Planning**.
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Chapter 13: Work Planning

Chapter Introduction
This chapter addresses one of the Core Areas of Performance: Work Planning.

Read or scan this chapter if you are concerned with:

- Work Planning - deciding what gets done and by whom and when

AoP Overview
The Work Planning Area of Performance involves developing a plan for work in the short-term. That short-term may be a month, week, day, or the next hour, every management job can be very different. The long-term work planning was covered in the Leadership AoP: Operations Planning & Management.

This Core AoP works in an iterative manner with the “other” core AoPs

- Work Planning
- Work Assigning
- Work Monitoring
- Work Troubleshooting

Note: These are presented in this book in this sequence, even though we know that they are seldom performed routinely in that sequence.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include

- A Work Plan

Again, that plan might be for a month, a week, a day, an hour, or even for a shorter duration. As always, it depends.

Examples include

- A monthly sales call plan produced for a nationwide group of sales representatives based on leads received
- A weekly work schedule for the 55 person staff at a movie theater
A work plan for the day at a construction site identifying which of the 75 workers will be on each crew working on which house given the receipt of building materials first thing in the morning.

An hourly plan for the 15 workers on a loading dock as to which of the 8 rail cars to unload first, second, and so on, and which of the 5 trucks to load first, second, and so on.

**Typical Tasks**
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Defining/listing the work to be accomplished
- Estimating the amount of work required and the skills needed
- Reviewing the staff and their capabilities
- Determining the assignments, considering schedules of training, vacations, jury duty, etc.

**Knowledge/Skill & Competency Enablers**
The “key knowledge and skills” required for this Area of Performance typically include:

### Compliance-related Knowledge
- Current laws/regulations/codes/contracts/agreements
  - Union contract
  - OSHA
  - EPA
- Current enterprise policies/procedures
- Current industry standards

### Marketplace-related Knowledge
- Current customer needs and situations
- Current Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current industry trends
- Current supplier capabilities and weaknesses
- Current technologies and their impact in the marketplace

### Enterprise-related Knowledge
- Current products/services offerings
- Current internal capabilities and weaknesses
- Internal communications process
**Business-related Knowledge**
- Current projections for economics/financials

**Interpersonal Knowledge/Skills**
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

**Professional/Technical Knowledge/Skills**
- Understanding of specific concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles
- Work Performance and skill requirements
- Assessing work performance

**Attribute/Value & Competency Enablers**
The “attributes and values” required for this Area of Performance typically include:

**Physical Attributes**
- NA – Not applicable

**Psychological Attributes**
- Trusting
- Open
- Optimistic/Positive
- Stress Tolerance
- Ambiguity tolerance
- Creative

**Intellectual Attributes**
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
Management AoPs and their Enabling Competencies, Attributes and Values

- Analytical
- Integrator
- Detail orientation
- Conceptual
- Tactical
- Structured
- Planner

**Personal Values**
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

**Chapter Summary & Transition**
The Work Planning Area of Performance involves developing a plan for work in the short-term. That short-term may be a month, week, day, or the next hour, every management job can be very different. The long-term work planning was covered in the Leadership AoP: Operations Planning & Management.

**Reflection and Reaction Notes**
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Work Assigning** – communicating the work assignments

AoP Overview
The **Work Assigning** Area of Performance involves the assignment of the work plan to the individuals and ensuring that they are clear on their assignments.

This **Core** AoP works in an iterative manner with the “other” core AoPs

- Work Planning
- **Work Assigning**
- Work Monitoring
- Work Troubleshooting

Typical Outputs
The leader/manager “**outputs**” of this Area of Performance typically include

- Work Assignments

The work assigned might be for a month, a week, a day, an hour, or even for a shorter duration. As always, it depends.

What is important is that the individual or team assigned a piece (or pieces) of work understands clearly their assignment.

Typical Tasks
The “**tasks**” of this Area of Performance, related to the outputs above, typically include

- Determining how to communicate the work assignment
  - Face-to-face
  - Phone call
  - Voice mail
  - E-mail
  - Letter
  - Bulletin board or some other posting method
Determining whether to communicate it redundantly and/or in redundant manners
  • Tell everyone personally and post it on the bulletin board

Communicating the assignment per the communications plan

Double-checking to ensure that the assignment message received was the assignment message set/intended

**Knowledge/Skill and Competency Enablers**
The “key knowledge and skills” required for this Area of Performance typically include

**Compliance-related Knowledge**
  • Current laws/regulations/codes/contracts/agreements
  • Current enterprise policies/procedures

**Marketplace-related Knowledge**
  • Current customer needs and situations
  • Current competitive product/services, reputation, pricing, delivery performance, how they compare with us
  • Current industry trends
  • Current supplier capabilities and weaknesses
  • Current technologies and their impact in the marketplace

**Enterprise-related Knowledge**
  • Current products/services offerings
  • Current internal capabilities and weaknesses

**Business-related Knowledge**
  • Process/work cycle times
  • Downstream customer needs and issues
  • Upstream supplier needs and issues

**Interpersonal Knowledge/Skills**
  • Communications
  • Active listening
  • Negotiations/persuasion
  • Problem solving
  • Decision making
  • Planning
  • Budgeting
  • Visioning
Demonstrating empathy
Demonstrating openness
Demonstrating conviction
Keyboard/typing
Computer applications
Interviewing
Coaching
Training
Counseling
Project management

**Professional/Technical Knowledge/Skills**
- Understanding of various enterprise concepts/models/methods and techniques
- Key enabling knowledge/skills required of all performers
- Use of specific tools/equipment/machinery/vehicles

**Attribute/Value and Competency Enablers**
The “attributes and values” required for this Area of Performance typically include

**Physical Attributes**
- NA – *Not Applicable*

**Psychological Attributes**
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Stress Tolerance
- Ambiguity tolerance
- Creative

**Intellectual Attributes**
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
Management AoPs and their Enabling Competencies, Attributes and Values

- Analytical
- Integrator
- Detail orientation
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

Chapter Summary and Transition
The Work Assigning Area of Performance involves the assignment of the work plan to the individuals and ensuring that they are clear on their assignments.

Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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## Management AoPs and their Enabling Competencies, Attributes and Values

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Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Work Monitoring** - the follow up monitoring of assigned work’s process, progress and/or reviewing/inspecting the work product to insure that everything is okay and that the assignment is being followed.

AoP Overview
The **Work Monitoring** Area of Performance involves the monitoring of the assigned work ensuring that the work is progressing to plan, is being done safely, and is in compliance with policies, and legal and contract requirements/restrictions.

This **Core** AoP works in an iterative manner with the “other” core AoPs:

- Work Planning
- Work Assigning
- **Work Monitoring**
- Work Troubleshooting

Typical Outputs
The leader/manager “**outputs**” of this Area of Performance typically include:

- Observations of work performance and/or reviews of work output measurement data
- Decisions about the adequacy of the work performance per the plan, and all compliance issues/needs and the need to troubleshoot or not

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Determining how to monitor the work assignments
  - In person
  - Through other’s observations
  - Through a review of work performance data
- Monitor the work and/or performance data
Management AoPs and their Enabling Competencies, Attributes and Values

- Determine the adequacy of the performance and need to troubleshoot or not

**Knowledge/Skill and Competency Enablers**
The “key knowledge and skills” required for this Area of Performance typically include:

**Compliance-related Knowledge**
- Current laws/regulations/codes/contracts/agreements
- Current enterprise policies/procedures
- Current Industry Standards

**Marketplace-related Knowledge**
- Current customer needs and situations
- Current supplier capabilities and weaknesses
- Current technologies and their impact in the marketplace

**Enterprise-related Knowledge**
- Current products/services offerings
- Current internal capabilities and weaknesses

**Business-related Knowledge**
- Current projections for economics/financials

**Interpersonal Knowledge/Skills**
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy

**Professional/Technical Knowledge/Skills**
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles

**Attribute/Value and Competency Enablers**
The “attributes and values” required for this Area of Performance typically include:
Chapter 15: Work Monitoring

Physical Attributes
- Sense of Hearing
- Sense of Sight
- Sense of Taste
- Sense of Touch (tactile sense)
- Sense of Smell (olfactory sense)

Psychological Attributes
- Independence

Intellectual Attributes
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Tactical
- Structured

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

Chapter Summary and Transition
The Work Monitoring Area of Performance involves the monitoring of the assigned work ensuring that the work is progressing to plan, is being done safely, and is in compliance with policies, and legal and contract requirements/restrictions.

Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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Chapter 16: Work Troubleshooting

Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Work Troubleshooting** - following up on any work product or process discrepancies to resolve them. This is about getting to the “root cause” and not spinning enterprise wheels on addressing symptoms that won’t resolve anything.

AoP Overview
The **Work Troubleshooting** Area of Performance involves the reaction to the monitoring of work that was assessed as inadequate regarding the progression to plan, safety, or compliance with policies, and legal and contract requirements/restrictions.

This **Core** AoP works in an iterative manner with the “other” core AoPs:

- Work Planning
- Work Assigning
- Work Monitoring
- Work Troubleshooting

*Note: These are presented in this book in this sequence, even though we know that they are seldom performed routinely in that sequence.*

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include:

- Root Cause Analysis for any variation in work performance and/or in the work outputs progression to plan, safety, or compliance with policies, and legal and contract requirements/restrictions
- Decisions about the manner in which to address the root cause
- Actions to eliminate the root cause
- Follow up to ensure that the issue is resolved

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include
Management AoPs and their Enabling Competencies, Attributes and Values

- Determining if there is enough data and it is obvious what should be done
- Taking action if the cause is obvious (as appropriate)
- Gathering additional data to determine root cause (as needed)
- Developing a hypothesis and a test to prove the hypothesis (as needed)
- Developing an “action plan” to address the issue and remove the root cause
- Implementing the “action plan” immediately or as quickly as possible / but as slowly as prudent if the action plan is more “involved / complicated”

Knowledge/Skill and Competency Enablers

The “key knowledge and skills” required for this Area of Performance typically include:

**Compliance-related Knowledge**
- Current laws / regulations / codes / contracts / agreements
- Current enterprise policies / procedures
- Current Industry Standards

**Marketplace-related Knowledge**
- Current customer needs and situations
- Current Competitive product / services, reputation, pricing, delivery performance, how they compare with us
- Current industry trends
- Current supplier capabilities and weaknesses
- Current technologies and their impact in the marketplace

**Enterprise-related Knowledge**
- Current products / services offerings
- Current internal capabilities and weaknesses

**Business-related Knowledge**
- Current projections for economics / financials

**Interpersonal Knowledge / Skills**
- Communications
- Active listening
- Negotiations / persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning

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Chapter 16: Work Troubleshooting

- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

**Professional/Technical Knowledge/Skills**
- Understanding of various industry/enterprise concepts/models/methods and techniques
- Use of various industry/enterprise tools/equipment/machinery/vehicles

**Attribute/Value and Competency Enablers**
The “attributes and values” required for this Area of Performance typically include

**Physical Attributes**
- Sense of Hearing
- Sense of Sight
- Sense of Taste
- Sense of Touch (tactile sense)
- Sense of Smell (olfactory sense)
- Stamina
- Strength
- Hand-eye coordination
- Manual dexterity

**Psychological Attributes**
- Independence
- Self-starter/self-guided
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Stress Tolerance
- Ambiguity tolerance
- Creative
Management AoPs and their Enabling Competencies, Attributes and Values

**Intellectual Attributes**
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

**Personal Values**
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

**Chapter Summary and Transition**
The Work Troubleshooting Area of Performance involves the reaction to the monitoring of work that was assessed as inadequate regarding the progression to plan, safety, or compliance with policies, and legal and contract requirements/restrictions.

**Reflection and Reaction Notes**
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You'll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
# Chapter 16: Work Troubleshooting

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Management Core AoPs Assessment

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Chapter Introduction
This chapter is intended to facilitate your assessment summaries from chapters 13-16 and capture any commentaries you have about

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

Core Assessment Summary
Now, before we get further into the book, please summarize your assessments of your needs regarding development for the following AoPs within level 2 of the Management AoP model: Core.

Check those that need to be addressed, and for each checked item
1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when.
Planning Work - deciding what gets done and by whom and when. You may wish to scan chapter 13.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when

Assigning Work – communicating the work assignments. You may wish to scan chapter 14.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when
**Monitoring Work** - the follow up monitoring of work process and/or work product to insure that everything is okay and that the assignment is being followed. You may wish to scan chapter 15.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when

**Troubleshooting Work** - following up on any work product or process discrepancies to resolve them. This is about getting to the “root cause” and not spinning enterprise wheels on addressing symptoms that won’t resolve anything. You may wish to scan chapter 16.

1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when
Data Utilities Overviews
The AoP and enabling data help an enterprise by facilitating four key utilities

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

Utility 1 – Defining Managerial Performance
The first utility for readers is an approach for gaining a clear understanding of what the management job is all about.

Have you accomplished that for this portion of the Management AoP Model? If not, what needs additional work?

Utility 2 – Deriving the Enabling Competencies & Attributes
The second utility for readers is an approach for the systematic derivation of the enablers, in terms of human competencies and human attributes and values.

Have you accomplished that? If not, what needs additional work?

Utility 3 – Self-Development Planning for Managers
The third utility for readers is an approach for assessing their own jobs, their own levels of performance, and the identification of gaps in their repertoire of competencies and attributes. This will then allow them to develop plans for addressing their own development needs.

Have you accomplished that? If not, what needs additional work?
Utility 4 – Integrating Human Resource Systems Addressing Management

The fourth utility for readers is an approach for integrating all of the human resource systems/processes across an enterprise, that address management.

Which internal HR-type systems and processes need review and redesign to better align with the needs of your enterprise?

- **Job & Organization Design**
  - If so, how so?

- **Staff Planning Systems**
  - If so, how so?

- **Succession Planning Systems**
  - If so, how so?

- **Recruiting Systems**
  - If so, how so?

- **Selection Systems**
  - If so, how so?

- **High-potential Leadership Development Systems**
  - If so, how so?

- **Leadership and Management Development Systems**
  - If so, how so?
Management AoPs and their Enabling Competencies, Attributes and Values

- **Performance Appraisal and Scorecard-type Systems**
  If so, how so?

- **Leader and Management Compensation Systems**
  If so, how so?

- **Other HR Systems**
  Which systems/processes, and how so?

**Summary**
Now you are about two thirds of the way through the Management AoP model, if you are approaching this book in a linear fashion.

Your will potentially follow the same pattern for the Management Support Areas of the Performance, if that makes sense to you and the utilities you seek to achieve.

**Management’s Support AoPs** follow next in section D.
Section D

The Management Support Areas of Performance

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Chapter Introduction
This chapter re-introduces the Support AoPs of Management prior to diving deep into the details in the succeeding chapters.

As presented earlier in Chapter 3, the Support Management Areas of Performance are intended to focus on the design or re-design of the work processes and the provisioning of the right people and environmental supports as required by the processes for peak performance.

The point of this chapter is to help you decide whether or not you should skip, scan or read this section.

Do you do any of the following; or do you need to focus on this section due to the “utilities” that make sense to you for your needs?

The Support AoPs of Management
The Support Areas of Performance are about putting “everything in place” so that the leadership goals and plan and budgets achieve the desired end goals, so that there is something to plan, assign, monitor, and troubleshoot (plus anything else delegated to that managers plate) includes:

- S1 - Process Design/Re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

Preliminary Assessment
Are you concerned with the following?

- Process Design/re-design - making changes to the existing processes in terms of their process flows, steps, inputs, individual contributors’ roles/responsibilities, etc.

    If so, scan or read chapter 19. See page 153.
Human Assets Management – job and organization design/staff planning/succession systems/recruiting/selection/development/appraisal/compensation/non-monetary rewarding of the human performers.

If so, scan or read chapter 20. See page 163.

Environmental Assets Management - acquisition/development/maintenance of any and all of the “non-human” assets necessary to the process, including: data/information, materials/supplies, tools/equipment, financial/headcount, facilities/grounds, culture/consequences.

If so, scan or read chapter 21. See page 175.

Special Assignments - “other duties as assigned.”

If so, scan or read chapter 22. See page 185.

Chapter Summary

The Support Areas of Performance address “putting everything in place” and being “ready for anything as assigned.”

That “putting everything in place” includes three key components

1. The Process itself
2. The Human Assets required
3. The Environmental Assets required

With these three components in place with sufficient “balance,” the leadership goals and plans and budgets all have the promise of actually achieving the desired strategies and tactics necessary to achieve the end-game goals. The “ready for anything as assigned” AoP is a continual showing of your adaptability and flexibility on demand; very necessary in a world of constant change.
Process Design/Redesign

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Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Process Design/Re-design** - making changes to the existing processes in terms of their process flows, steps, inputs, individual contributors’ roles/responsibilities, etc.

AoP Overview
The **Process Design/Re-design Area of Performance** involves the design or redesign of business processes within the scope of the manager, or for processes they “own” that may or may not extend beyond their function/organization’s boundaries.

Examples of processes that extend beyond ones “turf” is: a Marketing processes for “New Product Development” that would typically cross through non-marketing organizations and who’s successful redesign effort would require active participation of engineering, manufacturing, sales, service (for a manufacturing enterprise).

The point is, someone somewhere should be “accountable” for each process in the enterprise and “own” it, and be responsible to the stakeholders, in a balanced view, for continuous improvements (incremental) and/or discontinuous improvement (radical) as needed by your specific situation.

This **Support** AoP kicks into place when the executives of the enterprise in conjunction with the appropriate manager decides that redesign (incremental or radical) of “their process” is called for, as a result of either their estimation of the “cost of conformance to stakeholder metrics” or the “cost of non-conformance to stakeholder metrics.”

For a refresher on the “balancing of the various stakeholders requirements,” refer back to chapter 5.

Linked to this AoP are the **Leadership AoPs** of Process Improvement Planning & Management, as driven by their own AoP of Strategic Planning & Management, and/or the AoP of Operations Planning & Management (both long- or medium-term). Plus the **Core AoP** of Troubleshooting Work.

Typical Outputs
The leader/manager “**outputs**” of this Area of Performance typically include

- Process Re-design documentation
Management AoPs and their Enabling Competencies, Attributes and Values

• Which can include
  - Process maps
  - Value Stream maps, ABC data
  - Human performance models
  - Enabling matrices for human assets and environmental assets (see the next two AoPs for details on these asset types)
  - Policy (updates)
  - Methods & procedures (updates)
  - Specifications for new tools, materials, etc.

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include

› Mapping the “current state/as is” process with a team of “master performers” from all portions of the current process

› Mapping the “future state/to be” process with a team of
  • “Master performers” who are process participants in the “current-state” process and issues (problems/opportunities)
  • “Subject matter experts” who have knowledge/insight about any “future-state” issues
    - Future regulatory issues
    - Future policy issues
    - Future technology issues
    - Future competitive issues
  • “Downstream customer representatives” who can represent the process output(s) users and ensure that their needs drive the output of the “future-state” process and help the process participants begin to determine the impact/feasibility and cost implications for any change requirements to their inputs to the “future-state” process
  • “Upstream Supplier Representatives” who can represent the suppliers and begin to determine the impact/feasibility and cost implications for any change requirements to their inputs to the “future-state” process

› Developing all of the other documentation, per enterprise standards/requirements/practice, or as locally determined as appropriate

› Communication/transmitting all new process documentation for review/approvals,
or as inputs (as an FYI or to impact their activities and outputs) to other based on their “need to know”

- Developing an “Implementing Plan,” and then immediately, or as quickly as possible/but as slowly as prudent, implementing the plan to make the changes
  - All at once, or pilot testing as needed before a full roll-out

**Knowledge/Skill and Competency Enablers**

The “key knowledge and skills” required for this Area of Performance typically include

**Compliance-related Knowledge**
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards

**Marketplace-related Knowledge**
- Current and future customer (internal and/or external) requirements for the work outputs
- Current and future competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

**Enterprise-related Knowledge**
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses
- Interpretation of work performance information systems data

**Business-related Knowledge**
- Current and future projections for economics/financials

**Interpersonal Knowledge/Skills**
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
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- Counseling
- Project management

Professional/Technical Knowledge/Skills
- Understanding of specific concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles
- Work performance and performance outputs standards
- Process Mapping
- Performance Modeling
- Deriving the Enabling Assets
- Measurement/metrics
- Lean
- Six Sigma
- Statistical Process Control
- Design of Experiments
- Change Management
- Implementation Planning
- Project Management
- Team facilitation
- Quality tools and techniques

Attribute/Value and Competency Enablers
The “attributes and values” required for this Area of Performance typically include

Physical Attributes
- Stamina

Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Ambiguity tolerance
- Creative

Intellectual Attributes
- Visionary
Chapter Summary and Transition

The **Process Design/Re-design** Area of Performance involves the design or redesign of business processes within the scope of the manager or for processes they “own” that extend beyond their function/organization’s boundaries.

**Reflection and Reaction Notes**

Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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**Chapter Introduction**
Read or scan this chapter if you are concerned with:

- **Human Assets Management** – involves job and organization design, staff planning, succession systems, recruiting, selection, development, appraisal, compensation, and the small/non-monetary rewarding of the human performers.

**AoP Overview**
The Human Asset Planning & Management Area of Performance involves doing the actual HR-type work or working in conjunction with HR personnel in the design of the jobs and the organizations, and then the planning and management of systems for staff planning, succession, recruiting, selection, training, development, assessment, compensation and rewarding of all of the humans within the scope of the manager.

This is one of the more complex components of leadership and management performance.

**Typical Outputs**
The leader/manager “outputs” of this Area of Performance typically include:

- **Job and Organization Designs**
  - Which can include outputs such as updates or new items of:
    - Job descriptions and qualification requirements (per all legal and policy requirements/restrictions)
    - Organization charts and reporting relationships
    - Organization vision/mission/values statements

- **Staffing Plans**
  - Based on workload volumes and budget allocations/restrictions for headcount (or balancing the total expense budget) a plan is produced identifying the numbers of people in all jobs, for each planning period (annual, quarterly, monthly, weekly, daily . . . depending on the nature of the organization’s work volumes and variation, seasonally driven or not) including both permanent employees and temporary employees. This plan would also identify the sources for the people (internal or external).

- **Succession Plans**
  - Based on the need to move people “up, over, or out” and with other “turnover,” a plan for filling the staffing plan needs to be developed, identifying the sources
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internally (to create effective/efficient succession paths for employees seeking upward mobility) and external, and the timing for “bringing new people on board, and existing people into a new job” (per all legal and policy requirements/restrictions).

❖ Recruiting Plans
• Based on the details and timing of the Successions Plans, a plan for recruiting (internally and externally) needs to be developed and implemented, including the development and placement/dissemination of
  - Job postings/advertisements
  - Initial Screening mechanisms
    - Testing and review for various capabilities and issues (per all legal and policy requirements/restrictions)
      — Keyboard skills
      — Drug testing
      — Court/police records
      — Etc.

❖ Selected Job Candidates
• Based on job candidate interviews and possibly further testing (per all legal and policy requirements/restrictions), candidates are ranked for “making offers”

❖ Job Offers
• Job offers (per all legal and policy requirements/restrictions) are made to candidates in the order of their previous ranking, including information regarding all compensation and benefits, etc. (per all legal and policy requirements/restrictions)

❖ Orientation and Training
• For all “new employees” (either “new to the company” or “new to the job”) who accepted the job offers, “Orientation and Training” plans are developed and implemented (per all legal and policy requirements/restrictions)

❖ Performance Appraisals and Assessments
• Performance appraisals are done routinely and as needed, formally and informally (per all legal and policy requirements/restrictions) and documented as necessary. (See the Work Monitoring AoP, chapter x.) Decisions are made as to the appropriate response to any issues uncovered.

❖ Disciplinary Actions
• Based on the appraisal or assessment of an individual (or teams) performance and any discrepancies uncovered, disciplinary action are considered (per all legal and
Chapter 20: Human Asset Planning & Management

policy requirements/restrictions). This “action” taken could include (per all legal and policy requirements/restrictions)
- Counseling
- Verbal warnings
- Written warnings
- Suspensions (with or without pay)
- Termination

• Any disciplinary “action plan” might be created and reviewed with and agreed to by the employee (per all legal and policy requirements/restrictions)

▶ Development Plans
• Per the assessments of performance and the determination of “root cause,” if the “cause” is an awareness/knowledge/skill deficiency, training and development (via coaching, classroom, web, etc.) may be proscribed and implemented (per all legal and policy requirements/restrictions)

▶ Compensation & Benefits Administration
• Based on the individual and/or team performance, compensation is administered (per all legal and policy requirements/restrictions), which could include
  - Allocation for “dollars” for raises, merit increases, bonuses, etc.

▶ Rewards & Recognition
• Based on the individual and/or team performance, various rewards and recognition is administered (per all legal and policy requirements/restrictions), which could include
  - Small monetary reward
  - Large monetary rewards (sales contests)
  - Prizes
  - Public and private acknowledgements of “a job well done”
  - Etc.

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include

- Designing and re-designing jobs and the organization
- Developing staffing plans
- Developing successions plans
- Developing recruiting plans
- Selecting job candidates to make offers to
- Making job offers
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- Developing orientation and training plans and implementing them
- Conducting performance appraisals and assessments
- Taking disciplinary action as needed
- Developing and managing development plans
- Administering compensation & benefits
- Administering rewards & recognition systems and programs

Knowledge/Skill and Competency Enablers
The “key knowledge and skills” required for this Area of Performance typically include

Compliance-related knowledge
- Current and future laws/regulations/codes/contracts/agreements
  - Work performance requirements/restrictions
  - Recruiting, selection, and hiring
  - Training and/or certification
  - Appraisal
  - Rewards/recognition
- Current and future enterprise policies/procedures
  - Work performance requirements/restrictions
  - Recruiting, selection, and hiring
  - Training and/or certification
  - Appraisal
  - Rewards/recognition
- Current and future industry standards

Marketplace-related knowledge
- Current and future customer needs and situations
- Current and future competitive products/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace
- Local labor pool
- Local/competitive wages/benefits

Key Enterprise-related knowledge
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

Business-related knowledge
- Current and future projections for economics/financials
Interpersonal knowledge/skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

Professional/Technical knowledge/skills
- Understanding of specific concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles
- Work performance and performance outputs standards

Attribute/value and Competency Enablers
The “attributes and values” required for this Area of Performance typically include

Physical Attributes
- N/A – Not Applicable

Psychological Attributes
- Independence
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/positive
- Cheerfulness/friendliness
Management AoPs and their Enabling Competencies, Attributes and Values

- Empathy
- Enthusiasm
- Risk tolerance
- Stress tolerance
- Ambiguity tolerance
- Creativity

Intellectual Attributes
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation

Chapter Summary and Transition
The Human Asset Planning & Management Area of Performance involves the planning for, acquisition of, development of, assessment of, compensation and rewarding of all of the humans within the scope of the leader/manager.

Reflection and Reaction Notes
Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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**Key Outputs**

**Key Tasks**
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Chapter Introduction
Read or scan this chapter if you are concerned with:

- **Environmental Assets Management** - acquisition/development/maintenance of the non-human assets necessary to the process

AoP Overview
The *Environmental Asset Planning & Management Area of Performance* involves the planning for, acquisition of, implementation of, and assessment of all of the *non-human/environmental assets* within the scope of the leader/manager.

This is also one of the more complex components of leadership and management performance.

Typical Outputs
The leader/manager “outputs” of this Area of Performance typically include:

- **Relevant data and information** made available for yourself and for your subordinates to support your/their work performance requirements, including-
  - Policies
  - Procedures/process guidelines
  - Work orders
  - Customer feedback
  - Process performance results data
  - Quality results data
  - Quantity results data
  - Cost results data
  - Cycle time results data

- **Materials and supplies** made available for yourself and for your subordinates to support your/their work performance requirements, including-
  - Raw goods/end product components
  - Process consumables

- **Tools and equipment** made available for yourself and for your subordinates to support your/their work performance requirements, including-
  - Hand tools
  - Power tools
  - Computers
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- Software/applications
- Machinery
- Vehicles

- Facilities and grounds made available for yourself and for your subordinates to support your/their work performance requirements, including:
  - Buildings
  - Parking facilities
  - Storage
  - Furniture
  - Utilities
    - Electrical
    - Water
    - Gas
    - Phone lines

- Budget and headcount made available for yourself and for your subordinates to support your/their work performance requirements, including:
  - Expense
    --Utilities
    --Supplies
    --Overtime
  - Capital
  - Headcount

- Culture and consequences, as appropriate made available for yourself and for your subordinates to support your/their work performance requirements, including:
  - Openness/trust
  - Risk tolerance/acceptance/encouragement

Typical Tasks
The “tasks” of this Area of Performance, related to the outputs above, typically include:

- Determine the process’ feedback/measuring/monitoring data requirements

- Set up systems, or otherwise obtain the data needed in a user-friendly configuration to achieve the process performance objectives

- Determine the process performance material and supply requirements
Set up systems or otherwise obtain the material and supply needed to achieve the process performance objectives

Determine the process performance tools/equipment requirements

Obtain/acquire the tools/equipment needed to achieve the process performance objectives

Determine the process performance facilities and grounds requirements

Obtain/acquire the facilities and grounds needed to achieve the process performance objectives

Determine the process performance budget and headcount requirements

Obtain/acquire the budget and headcount needed to achieve the process performance objectives

Determine the process performance culture and consequence requirements

Set up systems, or otherwise implement the culture and consequence systems needed to achieve the process performance objectives

**Knowledge/Skill & Competency Enablers**
The “key knowledge and skills” required for this Area of Performance typically include:

**Compliance-related Knowledge**
- Current and future laws/regulations/codes/contracts/agreements
  - Work place safety requirements/restrictions
  - Hazardous material handling
  - Record handling and retention
  - Data privacy
- Current and future enterprise policies/procedures
  - Work place safety requirements/restrictions
  - Hazardous material handling
  - Record handling and retention
  - Data privacy
- Current and future Industry Standards
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Marketplace-related Knowledge
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace

Enterprise-related Knowledge
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses

Business-related Knowledge
- Current and future projections for economics/financials

Interpersonal Knowledge/Skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

Professional/Technical Knowledge/Skills
- Implementation planning and management
- Culture change planning and management
- Understanding of specific concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles
Attribute/Value & Competency Enablers

The “attributes and values” required for this Area of Performance typically include:

Physical Attributes
- NA – Not Applicable

Psychological Attributes
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative

Intellectual Attributes
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

Personal Values
- Ethics
- Morals
- Stakeholder orientation
- Customer orientation
Chapter Summary & Transition

The Environmental Asset Planning & Management Area of Performance involves the planning for acquisition of, implementation of, and assessment of all of the non-human/environmental assets within the scope of the leader/manager.

Reflection and Reaction Notes

Before you finish this chapter, please use the following chart to customize this AoP from the book to your specifics. You’ll need to page back to pull some of this information forward to the chart. In this manner I hope to facilitate both your internalization of the information and the adaptation of the model.
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**Chapter Introduction**

This chapter addresses the Support Areas of Performance: Special Assignments.

This AoP is presented in this book, but you are left to define for your own situation.

_The key for you at this point is to “list the types of special assignments” that you can anticipate (or ask others if you are new to your position), and identify for yourself the key “knowledge/skills” and key “attributes/values” that are required._

**AoP Overview**

The Special Assignments Area of Performance is the “catch-all” and is sometimes known as: “other duties as assigned.” Most leadership/management jobs have them (if fact, almost all jobs have them (with the exception of union represented/highly regulated jobs).

**Typical Outputs**

Identify the typical and/or past leader/manager “outputs” that you have produced, or that your peers and predecessors have produced for this special/unique Area of Performance

**Special Assignment #1:**
- 
- 
- 
- 
- 
- 

**Special Assignment #2:**
- 
- 
- 
- 
- 
-
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Special Assignment #3:

Typical Tasks
Identify the typical and/or past leader/manager “tasks” that you have performed, or that your peers and predecessors have performed for this Area of Performance

Special Assignment #1:

Special Assignment #2:

Special Assignment #3:
Knowledge/Skill & Competency Enablers
Using the checklists below and blank space, identify the “key knowledge and skills” by category that you believe are necessary for the varied Special Assignments that you, your peers, or your predecessors needed to perform or might expect to be needed for any Special Assignments.

**Compliance-related Knowledge**
- Current and future laws/regulations/codes/contracts/agreements
- Current and future enterprise policies/procedures
- Current and future Industry Standards
- 
- 

**Marketplace-related Knowledge**
- Current and future customer needs and situations
- Current and future Competitive product/services, reputation, pricing, delivery performance, how they compare with us
- Current and future industry trends
- Current and future supplier capabilities and weaknesses
- Current and future technologies and their impact in the marketplace
- 
- 

**Enterprise-related Knowledge**
- Current and future products/services offerings
- Current and future internal capabilities and weaknesses
- 
- 

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**Business-related** Knowledge
- Current and future projections for economics/financials

**Interpersonal** Knowledge/Skills
- Communications
- Active listening
- Negotiations/persuasion
- Problem solving
- Decision making
- Planning
- Budgeting
- Visioning
- Demonstrating empathy
- Demonstrating openness
- Demonstrating conviction
- Keyboard/typing
- Computer applications
- Interviewing
- Coaching
- Training
- Counseling
- Project management

**Professional/Technical** Knowledge/Skills
- Understanding of specific concepts/models/methods and techniques
- Use of specific tools/equipment/machinery/vehicles
Attribute/Value & Competency Enablers

Identify the “attributes and values” by category that you believe are necessary for the varied Special Assignments that you, your peers, or your predecessors needed to perform Special Assignments

Physical Attributes
- Sense of Hearing
- Sense of Sight
- Sense of Taste
- Sense of Touch (tactile sense)
- Sense of Smell (olfactory sense)
- Stamina
- Strength
- Hand-eye coordination
- Manual dexterity
- Balance
- Flexibility
- Reach
- Height
- Weight

Psychological Attributes
- Self-starter/self-guided
- Independence
- Collaborative
- Team orientation
- Trusting
- Open
- Optimistic/Positive
- Cheerfulness/Friendliness
- Empathy
- Enthusiasm
- Risk tolerance
- Stress Tolerance
- Ambiguity tolerance
- Creative
- Anal-expressive
- Anal-retentive
**Intellectual Attributes**
- Visionary
- Logical
- Intuitive
- Insightful
- Imaginative
- Organized
- Analytical
- Integrator
- Detail orientation
- Conceptual
- Strategic
- Tactical
- Structured
- Planner

**Personal Values**
- Ethics
- Morales
- Stakeholder orientation
- Customer orientation

**Chapter Summary & Transition**
The **Special Assignments** Area of Performance is the “catch-all” and is sometimes known as: “other duties as assigned.”

**Reflection and Reaction Notes**
Before you finish this chapter, please use the following chart to customize this AoP from the data you generated earlier in this chapter using the most critical of all of the data you may have listed on the previous pages.
### Chapter 22: Special Assignments

<table>
<thead>
<tr>
<th>M-AoP Book View</th>
<th>My Enterprise View</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AoP</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Special Assignments</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Key Outputs</strong></td>
<td></td>
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<tr>
<td><strong>Key Tasks</strong></td>
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<tr>
<td>M-AoP Book View</td>
<td>My Enterprise View</td>
</tr>
<tr>
<td>----------------------------------</td>
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<tr>
<td><strong>Key Enabling Competencies</strong></td>
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<td></td>
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<tr>
<td><strong>Key Enabling Attributes</strong></td>
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</tbody>
</table>
Chapter Introduction
This chapter is intended to facilitate your assessment summaries from chapters 19-22 and capture any commentaries you have about-

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems Addressing Management

Support Assessment Summary
Please summarize your assessments of your needs regarding development for the following AoPs within level 4 of the Management AoP model: Support.

Check those that need to be addressed, and for each checked item:
1. Make a note on what you believe needs to be accomplished
2. Rank each either High-Medium-Low
3. Prioritize them
4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when.
Management AoPs and their Enabling Competencies, Attributes and Values

- **Process Design/Re-design** - making changes to the existing processes in terms of their process flows, steps, inputs, individual contributors’ roles/responsibilities, etc.
  You may wish to scan chapter 19.

  1. Make a note on what you believe needs to be accomplished
  2. Rank each either High-Medium-Low
  3. Prioritize them
  4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when

- **Human Assets Management** - acquisition/development/appraisal and compensation/rewarding of the human performers. You may wish to scan chapter 20.

  1. Make a note on what you believe needs to be accomplished
  2. Rank each either High-Medium-Low
  3. Prioritize them
  4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when
### Environmental Assets Management
- acquisition/development/maintenance of the non-human assets necessary to the process. You may wish to scan chapter 21.

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<tbody>
<tr>
<td>1. Make a note on what you believe needs to be accomplished</td>
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<tr>
<td>2. Rank each either High-Medium-Low</td>
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<tr>
<td>3. Prioritize them</td>
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<tr>
<td>4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when</td>
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</table>

### Special Assignments
- of “other duties as assigned.” You may wish to scan chapter 22.

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<tbody>
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<td>1. Make a note on what you believe needs to be accomplished</td>
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<tr>
<td>2. Rank each either High-Medium-Low</td>
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<tr>
<td>3. Prioritize them</td>
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<tr>
<td>4. Make any notes regarding any ideas you have, depending on the resources available to you on: how/where/when</td>
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</tbody>
</table>
**Data Utilities Overviews**

The AoP and enabling data help an enterprise by facilitating four key utilities:

- **Utility 1 – Defining Managerial Performance**
- **Utility 2 – Deriving the Enabling Competencies & Attributes**
- **Utility 3 – Self-Development Planning for Managers**
- **Utility 4 – Integrating Human Resource Systems Addressing Management**

**Utility 1 – Defining Managerial Performance**

The first utility for readers is an approach for gaining a clear understanding of what the management job is all about.

Have you accomplished that for this portion of the Management AoP Model? If not, what needs additional work?

**Utility 2 – Deriving the Enabling Competencies & Attributes**

The second utility for readers is an approach for the systematic derivation of the enablers, in terms of human competencies and human attributes and values.

Have you accomplished that? If not, what needs additional work?

**Utility 3 – Self-Development Planning for Managers**

The third utility for readers is an approach for assessing their own jobs, their own levels of performance, and the identification of gaps in their repertoire of competencies and attributes. This will then allow them to develop plans for addressing their own development needs.

Have you accomplished that? If not, what needs additional work?
Utility 4 - Integrating Human Resource Systems Addressing Management

The fourth utility is an approach for integrating all of the human resource systems/processes across an enterprise that addresses management.

Which internal HR-type systems and processes need review and redesign?

- **Job & Organization Design**
  - If so, how so?

- **Staff Planning Systems**
  - If so, how so?

- **Succession Planning Systems**
  - If so, how so?

- **Recruiting Systems**
  - If so, how so?

- **Selection Systems**
  - If so, how so?

- **High-potential Leadership Development Systems**
  - If so, how so?

- **Leadership and Management Development Systems**
  - If so, how so?
Management AoPs and their Enabling Competencies, Attributes and Values

- **Performance Appraisal and Scorecard-type Systems**
  
  If so, how so?

- **Leader and Management Compensation Systems**
  
  If so, how so?

- **Other HR Systems**
  
  Which systems/processes, and how so?

**Chapter Summary**

Of course you are now through the entire model, if you are approaching this book in a linear fashion. If not, please finish sections A, B and C, as appropriate to your situation, before proceeding to section E.

Assessing yourself and others against your adaptation of the Management Areas of Performance Model, and then creating a development plan based on your assessments in sections B, C and D, is what is addressed the following section: E.
Section E

A Management AoPs-based Self-Assessment and Management Developmental Planning

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<table>
<thead>
<tr>
<th>Management Leadership Areas of Performance</th>
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<tbody>
<tr>
<td>Stakeholder, Relationship, Management, Governance</td>
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<tr>
<td>Strategic Planning &amp; Management</td>
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<td>Operations Planning &amp; Management</td>
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<td>Results Measurement &amp; Management</td>
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<tr>
<td>Process Improvement &amp; Management</td>
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<tr>
<td>Communications Planning &amp; Management</td>
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<table>
<thead>
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<th>Management Core Areas of Performance</th>
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<td>C1 Work Planning</td>
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<tr>
<td>C2 Work Assigning</td>
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<tr>
<td>C3 Work Monitoring</td>
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<td>C4 Work Troubleshooting</td>
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<td>T3 Process Design/ Redesign</td>
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<tr>
<td>T2 Human Assets Management</td>
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<tr>
<td>T3 Environmental Assets Management</td>
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<tr>
<td>T4 Special Assignments</td>
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</tbody>
</table>
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Chapter Introduction
This chapter is intended to assist you in completing a systematic self-assessment of your specific, business process/performance-based:

- Performance Competencies
- Enabling Competencies
- Enabling Attributes and Values

This might require you to review some of your earlier “customizations” of this book’s content and transfer some, but not all, of the assessments and notes you made in the earlier chapters.

Self-Assessment Overview
The Self-Assessment is conducted in 3 parts, one for each of the 3 levels, of 4, that this book focuses on regarding the Management Areas of Performance model, and then the enabling competencies and attributes/values.

You will refer back to the earlier assessments you completed in chapters 11, 17 and 23, as your priority targets for development dictate. If you haven’t completed those assessments, you may want to go back and do those now. Or you might scan the detailed list of outputs, tasks and enablers in each chapter to complete this chapter’s assessment exercise.

Perhaps you are clear already as to the priorities for developmental planning for yourself or others. In that case you might not need to refer back to earlier chapters as the guidelines provided herein suggest.

As a refresher, the full list of Management AoPs include

Management Leadership AoPs
- L1 – Stakeholder Relationship Management/System Governance
- L2 – Strategic Planning & Management
- L3 – Operations Planning & Management
- L4 – Results Measurement Planning & Management
- L5 – Process Improvement Planning & Management
- L6 – Communications Planning & Management
Management AoPs and their Enabling Competencies, Attributes and Values

Management Core AoPs
- C1 - Work Planning
- C2 - Work Assigning
- C3 - Work Monitoring
- C4 - Work Troubleshooting

Management Support AoPs
- S1 - Process Design/re-design
- S2 - Human Assets Management
- S3 - Environmental Assets Management
- S4 - Special Assignments

Performance & Enabler Self-Assessment
This section is to assist you in narrowing those enabling competencies, knowledge and skills within your priority AoPs, the Performance Competencies. This will require you to refer back to the 3 tables below, and then back to the chapter for each of your HIGH priorities for development to refer to your notes as you customized this for your enterprise’s view.

Turn back to Chapter 11, page 91, now to complete the first column of this next table. Identify your high priority areas and check that AoP.

Then for each of your top priorities in the Leadership level turn to that chapter as indicated in the first column to identify those enabling knowledge/skills and attributes/values you believe are the top priorities for development.
# Self-Assessment – Leadership Areas of Performance and the Enabling Competencies, Attributes and Values

*Review Your Prior Assessments in the Earlier Chapters*

<table>
<thead>
<tr>
<th>Priority AoPs</th>
<th>Target Knowledge/Skills to Address</th>
<th>Target Attributes/Values to Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Relationship Management &amp; System Governance</td>
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<tr>
<td>-See Chapter 5 on pages 48-49</td>
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<tr>
<td>Strategic Planning &amp; Management</td>
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<tr>
<td>-See Chapter 6 on pages 56-57</td>
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<tr>
<td>-See Chapter 7 on pages 65-66</td>
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<tr>
<td>Results Measurement Planning &amp; Management</td>
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<tr>
<td>-See Chapter 8 on pages 73-74</td>
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<tr>
<td>Process Improvement Planning &amp; Management</td>
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<tr>
<td>-See Chapter 9 on pages 81-82</td>
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<tr>
<td>Communications Planning &amp; Management</td>
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<tr>
<td>-See Chapter 10 on pages 89-90</td>
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</tbody>
</table>

Importance & Priority = H-M-L = **High** - **Medium** - **Low**
Turn back to Chapter 17, page 139, now to complete the first column of this next table. Identify your high priority areas and check that AoP.

Then for each of your top priorities in the Core level turn to that chapter as indicated in the first column to identify those enabling knowledge/skills and attributes/values you believe are the top priorities for development.

### Self-Assessment – Core Areas of Performance and the Enabling Competencies, Attributes and Values

Review Your Prior Assessments in the Earlier Chapters

<table>
<thead>
<tr>
<th>Priority AoPs</th>
<th>Target Knowledge/Skills to Address</th>
<th>Target Attributes/Values to Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Planning</td>
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<td>❑ .</td>
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<tr>
<td>- See Chapter 13 on pages 113-114</td>
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<td>❑ .</td>
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<tr>
<td>Work Assigning</td>
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<tr>
<td>- See Chapter 14 on pages 121-122</td>
<td>❑ .</td>
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<tr>
<td>Work Monitoring</td>
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<tr>
<td>- See Chapter 15 on pages 129-130</td>
<td>❑ .</td>
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<tr>
<td>Work Troubleshooting</td>
<td>❑ .</td>
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<tr>
<td>- See Chapter 16 on pages 137-138</td>
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</tbody>
</table>

Importance & Priority = H-M-L = High - Medium - Low
Turn back to Chapter 23, page 195, now to complete the first column of this next table. Identify your high priority areas and check that AoP.

Then for each of your top priorities in the Support level turn to that chapter as indicated in the first column to identify those enabling knowledge/skills and attributes/values you believe are the top priorities for development.

<table>
<thead>
<tr>
<th>Priority AoPs</th>
<th>Target Knowledge/Skills to Address</th>
<th>Target Attributes/Values to Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
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<tr>
<td>Design/Redesign</td>
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<td>- See Chapter 19 on pages 160-161</td>
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<tr>
<td>Human Asset Planning &amp; Management</td>
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<td>Environmental Asset Planning &amp; Management</td>
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<td>- See Chapter 21 on pages 183-184</td>
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<tr>
<td>Special Assignments</td>
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<tr>
<td>- See Chapter 22 on pages 193-194</td>
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</tbody>
</table>

Importance & Priority = H-M-L = High - Medium - Low
Chapter Summary

This chapter is intended to overview the process in the following chapters of this section that are to assist you in:

- Summarizing the definition of the management job you have been focused on as you’ve progressed through this book
- Summarizing your self assessment
Management Developmental Planning

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Developmental Planning Overview........................................................ 215
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Organizations...................................................................................... 215
A Mentor............................................................................................... 215
Local Libraries and Bookstores.............................................................. 216
The Internet............................................................................................ 216
Private Educational Firms...................................................................... 216
Professional Societies/Affinity Groups..................................................... 216
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Chapter Introduction
This chapter is intended to assist you in completing a systematic plan for your development based on your self-assessment in the preceding chapters regarding your specific, performance-based:

- Performance Competencies
- Enabling Competencies
- Enabling Attributes and Values

This again will require you to review some of your earlier “customizations” of this book’s content and transfer some, but not all, of the assessments and notes you made in the earlier chapters. The summaries you’ve made in the last chapter, chapter 24, may be all that you need depending on how you’ve processed through this book.

Developmental Planning Overview
The Developmental Planning will be conducted using the last chapter’s self-assessment plus many other resources that are available to you, including:

- Your Enterprise’s Training & Development, Learning and/or Knowledge Management organizations
- A mentor
- Private educational firms
- Professional societies/affinity groups
- Local Community Colleges and Universities
- Local libraries and bookstores
- The Internet

The potential contribution of each of these follows.

Your Enterprise’s Training & Development, Learning and/or Knowledge Management Organizations
If your enterprise has such an organization, it will have developmental resources or information about them for you to choose from. If its offerings aren’t on your enterprise Intranet, then they’ll probably have a paper-based catalogue.

A Mentor
Your enterprise might have a formal mentoring program for you to take advantage of, or you may have to find your own mentor. Find someone at work, or friend, or a professional mentor. You might even ask your colleagues and friends for suggestions of
someone in their personal networks that might have the knowledge/skill and inclination to help you.

**Local Libraries and Bookstores**
Ask your local librarian or books store clerk for help in locating books and periodicals that might be helpful.

**The Internet**
Use a search engine to conduct a surveillance of the web. Use key words in quotes for exactly what you are looking for to narrow your search.

**Private Educational Firms**
Public offerings for various workshops, seminars and the like may find their way to your paper or electronic mailboxes. Ask your colleagues, family and friends or the staff in your Training & Development, Learning and/or Knowledge Management organizations for suggestions, or the flyers that they might receive.

**Professional Societies/Affinity Groups**
Many professional societies and other affinity groups offer education programs, or would know where you might look.

**Local Community Colleges and Universities**
Check the yellow pages for local resources and the Internet for on-line programs offered by colleges and universities.

**Developing Your Developmental Plan**
The following charts will guide you in developing your plan.

A recommendation: Keep it fairly simple, and short. Loading yourself with a huge list of developmental goals and activities might become an inhibitor to actually tackling the job of developing yourself further. And…as mentioned earlier, you might want to further enhance your strengths and/or address your opportunities for performance improvement. As always, it depends.

If you followed the suggestions to “check” the high priorities in the last chapter, then this next step will be much easier.

Here is an example to guide you in your next steps.
## EXAMPLE

### Resources for the High Priorities for Development

### Related to Leadership Areas of Performance

<table>
<thead>
<tr>
<th>AoP</th>
<th>Output/Task</th>
<th>Enabling Knowledge/Skills</th>
<th>Enabling Attributes/Values</th>
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</thead>
<tbody>
<tr>
<td>Strategic Planning</td>
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<tr>
<td>Find Internet readings, and check out library books. Ask a company VP to act as mentor. Target Date: September 30th</td>
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<tr>
<td>Public Speaking/ Presentation Skills</td>
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<tr>
<td>Sign up for company class, and interview staff in the company Public Relations department. Target Date: June 15th</td>
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</tbody>
</table>
## Developing Your Developmental Plan for Leadership Management AoPs

The following charts will guide you in developing your plan for this area of the model. You may wish to refer to page 209 in the last chapter.

<table>
<thead>
<tr>
<th>AoP</th>
<th>Output/Task</th>
<th>Enabling Knowledge/Skills</th>
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### Developing Your Developmental Plan for Core Management AoPs

The following charts will guide you in developing your plan for this area of the model. You may wish to refer to page 210 in the last chapter.

<table>
<thead>
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<th>AoP</th>
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Target Date:

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<tr>
<th>Target Date:</th>
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</table>
Developing Your Developmental Plan for Support Management AoPs

The following charts will guide you in developing your plan for this area of the model. You may wish to refer to page 211 in the last chapter.

<table>
<thead>
<tr>
<th>AoP</th>
<th>Output/Task</th>
<th>Enabling Knowledge/Skills</th>
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Chapter 25: Management Developmental Planning

Chapter Summary
This chapter is intended to assist you in developing your developmental plan based on your performance expectations for your current job or for a future job. Or someone else’s management job.

The next section’s chapters are for those who wish to address the Human Resource systems of their enterprise.
Section F
Aligning the Human Asset Management Systems and the Environmental Asset Management Systems Necessary for Peak Performance

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Aligning the Human Asset Management Systems

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Chapter Introduction
This chapter is intended to assist you in determining the alignment/realignment needs of your enterprise HAMS – Human Asset Management Systems.

Overview - Alignment of the HAMS
HAMS are the Human Assets Management Systems in place within each and every enterprise.

The Management AoP data can be used to systematically derive the requirements for processes and outputs from the HAMS. Both the Management AoP model and the HAMS models are part of my Enterprise Process Performance Improvement model-set.

The model for human assets management systems, HAMS, is portrayed by the following graphic. Create your own version below this graphic to better match how this set of functions exists within your enterprise:
Management AoPs and their Enabling Competencies, Attributes and Values

The following will be familiar if you read chapter 20 closely.

**Organization and Job Redesign Systems**
Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

This is where outputs are produced, such as updates or new items such as:
- Job descriptions and qualification requirements (per all legal and policy requirements and restrictions)
- Organization charts and reporting relationships
- Organization vision/mission/values statements

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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**Staffing & Succession Planning Systems**
Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

**Staff Planning**
Based on workload volumes and budget allocations/restrictions for headcount (or balancing the total expense budget) a staffing plan is produced identifying the numbers...
of people in all jobs, for each planning period (annual, quarterly, monthly, weekly, daily . . . depending on the nature of the organization’s work volumes and variation, seasonally driven or not) including both permanent employees and temporary employees. This plan should also identify the sources for the people (internal or external).

**Succession Planning**

Based on the need to move people “up, over, or out” and with other “turnover,” a plan for filling the staffing plan needs to be developed, identifying the sources internally (to create effective/efficient succession paths for employees seeking upward mobility) and external, and the timing for “bringing new people on board and existing people into a new job” (per all legal and policy requirements and restrictions).

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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**Recruiting & Selection Systems**

Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?
Recruiting Systems
Based on the details and timing of the Successions Plans, a plan for recruiting (internally and externally) needs to be developed and implemented, including the development and placement/dissemination of:

- Job postings/advertisements
- Initial Screening mechanisms
- Testing and review for various capabilities and issues (per all legal and policy requirements/restrictions)
  - Keyboard skills
  - Drug testing
  - Court/police records
  - Etc.

Selection Systems
Based on job candidate interviews and possibly further testing (per all legal and policy requirements/restriction), candidates are ranked for “making offers.”

Job offers (per all legal and policy requirements/restrictions) are made to candidates in the order of their previous ranking, including information regarding all compensation and benefits, etc. (per all legal and policy requirements/restrictions).

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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**Chapter 26: Aligning the Human Assets Management Systems**

**Training & Development Systems**
Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

T&D might be for all “new management employees” (either “new to the company” or “new to the job”). “Orientation and Training/Development” plans are developed and implemented (per all legal and policy requirements/restrictions).

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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**Performance Appraisals & Management Systems**
Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

Management performance appraisals are typically done routinely and as needed if there are performance issues. They can be done formally and/or informally (per all legal and policy requirements/restrictions) and are documented as necessary. Decisions are made as to the appropriate response to any performance issues uncovered and documented.

Disciplinary Actions, based on the appraisal or assessment of a manager against
performance standards may be necessary.

Other “actions” could be taken and could include (per all legal and policy requirements/restrictions):
- Counseling
- Verbal warnings
- Written warnings
- Suspensions (with or without pay)
- Termination

Development Plans, from the prior HAM system, might be adjusted due to issues determined within this system.

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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**Compensation & Benefits Systems**

Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

Based on the manager’s individual performance and/or their team’s performance, compensation adjustment is administered (per all legal and policy
requirements/restrictions) which could include allocation for “dollars” for raises, merit increases, bonuses, etc.

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**Rewards & Recognition Systems**

Where does the work of this system occur in your enterprise? Is it centralized within HR or up to each function/department, or is it shared?

Based on the manager’s individual performance and/or their team’s performance, various rewards and recognition is administered (per all legal and policy requirements/restrictions), which could include:
  - Small monetary reward
  - Large monetary rewards (sales contests)
  - Prizes
  - Public and private acknowledgements of “a job well done”

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t
Management AoPs and their Enabling Competencies, Attributes and Values

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Chapter Summary
This chapter is intended to assist you in determining the alignment needs of your Human Asset Management Systems.
Aligning the Environmental Asset Management Systems

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Chapter Introduction
This chapter is intended to assist you in determining the alignment/realignment needs of your enterprise Environmental Assets Management Systems.

Overview - Alignment of the EAMS
EAMS are the Environmental Assets Management Systems that should be in place within each and every enterprise.

The Management AoP data can be used to systematically derive the requirements for processes and outputs from the EAMS. Both the Management AoP model and the EAMS models are part of Enterprise Process Performance Improvement model-set.

The model for environmental assets management systems, EAMS, is portrayed by the following graphic. Create your own version below this graphic to better match how this set of functions exists within your enterprise:

Environmental Asset Management Systems & Processes

- Information & Data Systems
- Financial Systems
- Materials & Supplies Systems
- Facilities & Grounds Systems
- Tools & Equipment Systems
- Culture & Consequence Systems
The following will be somewhat familiar if you read chapter 21 closely.

Another management responsibility is understanding these non-human, environmental requirements and ensuring that they are aligned and resourced. The enterprise must provide these assets to their management assets to enable the accomplishment of the assigned goals for the outputs/outcomes/results desired.

Managers manage these environmental assets, and the human assets, to work the processes as assigned, necessary, etc., and to accomplish the goals for outputs/outcomes/results. These EAM systems and their processes may be handled in a centralized manner or handled in decentralized manner. The systems are known by many different functional names. Those names could include:

- MIS – Management Information Systems
- IT – Information Technology
- Methods and Procedures
- Production Planning
- Production Tools
- Materials
- Purchasing
- Finance
- Buildings & Grounds
- Facilities

The availability of the right Environmental Assets in the right place at the right time is one of the jobs of managers in operations (or in staff groups) and the jobs of those managers in the various departments within a modern, complex enterprise organization.

Data & Information Systems

Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The Data/Information Systems provide all of the work orders and instructions, the policies/procedures, and all data/information needed to enable job holders to perform at a level of mastery.

Data/Information Systems can include

- Work orders
- Policies
- Procedures
Data and information come in many forms and can be written and/or verbally communicated.

This is where many processes fall down. Part of the problem with data/information is that it is too often open to too much interpretation.

There are several things that the enterprise can do. It can attempt to reduce the variations in meanings for a “key enterprise glossary set of terms” through both formal education and informal “enterprise brand marketing” efforts. Just as a Public Relations unit of an enterprise attempts “to control the external (and internal) image” of the enterprise through strict control and use of both language and visual images, the same can be done with data.

Many in enterprise leadership are today familiar with the concepts and tools of the “balanced scorecard.” Consistent with the notion that “what gets measured gets attention” this is a control mechanism for enterprise leadership to control the focus of enterprise management and staff through the use of a “data” scoreboard, identifying what’s really important.

That means that “certain language” should be identified, defined, sanctioned, promoted/reinforced/repeated throughout the enterprise in a uniform manner. The organization needs to both take control of this certain language but be open to any evolution in its meaning, as it may be redefined in the real world.

Some of this undoubtedly already exists within each enterprise.

Issues occur when two cultures are combined as in a merger or acquisition, each side bringing specific means internal meanings to words and phrases that might sound the same in the same context, but could be “off” just enough to cause a communications breakdown.
This “commonization” of an enterprise language will then enhance future communications; although local variations will occur just as each branch of the military has its own jargon, and the sub-branches within will each have their own unique terms.

As a former colleagues used to put it:” it not just semantics, it’s always semantics.”

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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Materials & Supplies Systems
Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The Materials & Supplies Systems provide all of the materials and supplies needed to enable job holders to perform at a level of mastery.

These systems and processes are often owned by another organization, such as purchasing, to ensure the enterprise receives the best price/best value. T&D often uses those processes to acquire what is needed in terms of materials and supplies.

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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Management AoPs and their Enabling Competencies, Attributes and Values

**Tools & Equipment Systems**
Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The **Tools & Equipment Systems** provide the tools, equipment, machinery, and vehicles needed to enable job holders to perform at a level of mastery.

These systems and processes are often owned and controlled by other organizations, such as: facilities, or IT.

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Facilities & Grounds Systems
Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The Facilities & Grounds Systems provide the buildings, grounds and facilities (communications/power/water/etc.) needed to enable jobholders to perform at a level of mastery.

These systems and processes are often owned and controlled by other organizations, such as: facilities, grounds, engineering (electrical, mechanical, chemical, etc.) manufacturing, etc.

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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Management AoPs and their Enabling Competencies, Attributes and Values

Financial Systems
Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The Financial Systems provide the capital and expense budgets, and the headcount budgets to management, needed to enable and support job holders in performing at a level of mastery.

These systems are usually owned by the vertical “management chain,” but could also be “owned” horizontally when they exists as part of an internal “shared services” system.

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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Culture & Consequences Systems

Where does the work of this system occur in your enterprise? Is it centralized within one organization or is it divided among several?

The Culture & Consequence Systems provides expectations and reinforces the enterprise cultural norms and all of the management reinforcements (and extinguishments) needed to encourage (or discourage) and enable managerial job-holders to perform at a level of mastery.

Culture is nothing more than the resultant behavior set/norms of a group driven by the real and perceived consequences for thoughts, words, and actions.

Rewarding or extinguishing behaviors and even certain thought- as evidenced by words and deeds is critical to walking the talk of the “expected” cultural norms.

Do you need to realign this system? Is it performance-based? Does it account for outputs and task responsibilities of the Management AoP model? And note- it doesn’t have to mirror the segmentation of the Management AoP model or use the same language to label the sub-components!

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Chapter Summary
This chapter is intended to assist you in determining the alignment needs of your Environmental Asset Management Systems.

The next Section and chapter summarizes the book and presents the Appendices.
Chapter Introduction
This chapter is intended to summarize the book’s intent for the reader.

Book Summary
This book was written to provide a performance-oriented framework to help systematically determine the specific managerial performance competencies, the enabling competencies, and human attributes and values.

Too many management and leadership efforts rely on generic competencies to guide their succession, selection, development, assessment and compensation approaches and systems.

The appeal of the generic competency models and approaches that are so popular is that they make the job “easier” in structuring our internal systems and processes talent management. That is unfortunate…for all of the enterprise stakeholders. **Easier isn’t better when it is ineffective.**

The model and book are intended to provide you with a tool that is useful. The specific “utilities” that were to be facilitated by this book included

- Utility 1 – Defining Managerial Performance
- Utility 2 – Deriving the Enabling Competencies & Attributes
- Utility 3 – Self-Development Planning for Managers
- Utility 4 – Integrating Human Resource Systems focused on Management

If I have been successful you will have achieve one or more of the utilities that were important you and your situation.

Chapter Summary
This chapter was intended to quickly summarize the book.

Next, the Appendices.
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Glossary

The following terms are used throughout this book, with these meanings…

AoP
► Area of Performance, a segment of work performance

Attribute
► An innate human capability, with a capacity or constraint on further development

Capability
► Ability to do

COC
► Cost of Conformance, the cost to achieve a standard or goal

Competency
► Ability to do

CONC
► Cost of Non-Conformance, the cost of failing to achieve a standard or goal

Core AoPs
► Those Areas of Performance related to planning work, assigning work, monitoring work and troubleshooting work performance

Deliverable
► Output/outcome/result

EAMS
► The Environmental Assets Management Systems, are those enterprise systems that provide all of the non-human systems, the environmental assets, that humans manipulate to achieve the enterprise's process performance

Enablers
► Include the human assets required for peak performance of a process or set of processes, and are defined by the knowledge/skills, attributes and values; and also include the environmental assets that are defined in terms of
Management AoPs and their Enabling Competencies, Attributes and Values

data/information, materials/supplies, tools/equipment, financial and headcount resources, facilities/grounds, and culture/consequences

EPPI
► Enterprise Process Performance Improvement, a set of concepts, models, methods, tools and techniques that embrace all other performance improvement approaches; a trademark of Guy Wallace and EPPIC Inc.

EVA
► Economic Value Add; copyrighted/trademarked by Stern Stewart & Co.; the increased (or decreased) value amount resulting from some action or effort, or inaction to an external action or effort

HAMS
► The Human Assets Management Systems, are those enterprise systems that provide all of the human systems, the human assets, that manipulate the environmental assets to achieve the enterprise’s process performance

HPT
► Human Performance Technology, a myriad of concepts, models, methods, tools and techniques targeted at performance improvement

Inputs
► Everything necessary to the process for creation of outputs

Intellectual Attributes
► Those innate human capabilities related to the intellect or intelligence

Knowledge
► Understanding

Leadership
► Ability to assess, plan, and communicate to others to motivate them to achieve goals
Leadership AoPs
► Those Areas of Performance related to planning and management of stakeholder relationships, strategic planning, operational planning, monitoring results, improvement planning, and communications

Management
► All who have responsibility for individual contributor’s or team’s performance; a role with specific task responsibilities; a process for overseeing process performance

Outcome
► A result of effort

Output
► A tangible result

Performance
► The expected activities needed to produce specific outputs and outcomes

Personal Values
► Those principles and beliefs held by an individual

Physical Attributes
► Those innate human capabilities, with varied capacities/constraints to develop further, related to the functioning of the human body

Process
► The conversion of inputs to outputs

Psychological Attributes
► Those innate human capabilities, with varied capacities/constraints to develop further, related to the mind and emotions

Result
► The tangible or intangible output of a process

ROI
► Return on Investment; a “ratio” calculated by subtracting the return from the investment and dividing that by the investment
Management AoPs and their Enabling Competencies, Attributes and Values

Skill
► Capability to perform

Stakeholder
► A person or group with a vested interest in the process or result or both

Support AoPs
► Those Areas of Performance related to process design or redesign, human asset management, environmental asset management, and special assignments

System
► A bundle of processes and all of it’s human and environmental assets, existing within a larger system, composed of sub-systems

Task
► A set of performance steps/sub-steps that in combination with other tasks produces an output/outcome/result
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About the Author

Guy W. Wallace has been in the T&D field since 1979 and a performance improvement consultant to government and industry since 1982. His clients since then have included over 40 Fortune 500 firms, plus other non-US companies such as BP, Opel, and Siemens, and US government agencies such as NASA, NAVAIR, and NAVSEA.

He has analyzed and designed/developed training & development and other performance improvement interventions for almost every type of business function and process. He specializes in the design of performance-based Curriculum Architecture Designs (CADs) for critical target audiences in critical business processes. He has completed 74 CADs since the first in 1982. He has designed and developed over 1000 days of performance-based T&D. He has also worked on performance-based selection, appraisal, and compensation systems.

Guy is the author of three other books, and is a recipient of several ISPI Awards of Excellence for his book “lean-ISD” and for instructional products. He has published more than 50 articles in the Performance Improvement Journal, Training Magazine, ASTD’s Technical & Skills Magazine, The Journal for Quality & Participation, among other publications and newsletters.

Guy has presented more than 70 times at international conferences and local chapters of the International Society for Performance Improvement (ISPI) and the American Society for Training & Development (ASTD). He has also presented at the Conference on Nuclear Training & Education (CONTE) and various Lakewood Conferences, and was the invited speaker for the Organizational Behavior Management Network’s track at the 2003 American Behavior Analysis conference.

He has served as the treasurer and an executive director of the 1999–2001 board of directors of the International Society for Performance Improvement and then served as ISPI’s President-Elect and President for 2002–2004.

His professional biography was listed in Marquis Who’s Who in America in 2001. He received his Certified Performance Technologist (CPT) certification in 2002. He was recruited as a Thought Leader for ISPI’s Instructional Systems Professional Community in 2004.

Current information and an overview of Guy’s many consulting projects may be viewed on his web site at:

www.eppic.biz
Management Areas of Performance Blog

http://maopsblog.blogspot.com/

An Exchange Forum for managers everywhere - addressing "management performance assessment and developmental planning" - for sharing their questions, thoughts, best practices and easily accessible resources, as organized by the Management Areas of Performance model.

Plus other resources at:

www.eppic.biz
Management Areas of Performance

Organized by 4 Levels:

Management- Leadership
Management- Core
Management- Individual Contributor
Management- Support

An early review for “Management Areas of Performance”

John Coné

One of the great strengths of the book is that it is NOT about competencies. You make an outstanding point that there is more to the job than just possessing (or even exhibiting) competencies.

I really liked the book. Now, I have to be honest with you - it surprised me that I did. I have never been a fan of “workbook” type books that require me to do a lot of introspection and homework. Maybe that's because I'm lazy, or maybe because they require me to accept the models in the book as I go along rather than deciding after I have read it all how well they will apply to my world. Whatever the case, when I saw how your book was organized, I figured I wouldn't like the format and then I'd have to figure out how to tell you that.

But it didn't happen that way.

I think it is because of the way the book is organized, and perhaps also because you keep things relatively simple. You don't ask me to buy into a complicated and unusual model; but one that is pretty straightforward and logical. I also think that using the technique of directing people to the chapters that apply to them the most (as you do in Chapters 4 and 18, for example) prevents us from having to slog through work that we are not sure goes to the heart of our concerns. That is a brilliant move, and I wish more authors used the approach.

Thanks for the chapter summaries. They keep the reader on track and tell us what you as the author think are the key points of each chapter. The intros also do a great job of keeping us oriented.

The book reads easily and is very clear and concise.