



Presents:
Radical Thoughts on Public Sector Management

By
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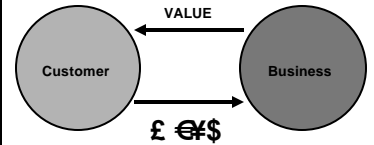
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Four Test Points:

- 1-Who do you serve?
- 2- Balancing Management Roles.
- 3-Building on your strengths.
- 4-Designing your organization for success.

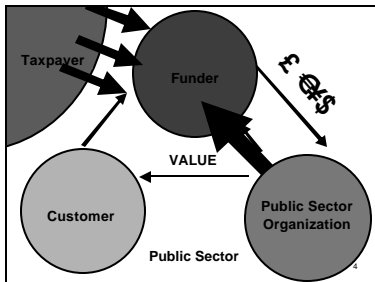
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1-Who Do You Serve?



Business focus on shareholder value growth

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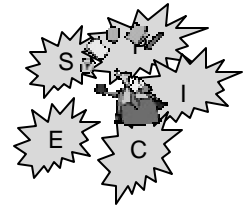


Public Sector Focus on Stakeholders

- S ociety
- P artners = vendors
- I nvestors = tax payers, funders
- C ustomers
- E mployees

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Stakeholder Segment Conflict



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1-Who Do You Serve?

- Many stakeholders
- Whose needs and values conflict
- Often some are neglected
- Solutions coming later, don't leave!

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2-Balancing Management Roles

- Four Roles of Management:
- Define Culture which
- Shapes decisions
- That drive focus and outcomes

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1-Produce Results-P

- FOCUS:
 - Customer's needs (Internal and External)
 - How to fill those needs
- REQUIRES:
 - Drive, Focus and Energy
- CONTRIBUTES
 - Effectiveness

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2-Administer Systems-A

- **FOCUS:**
 - Systems, Procedures, Policies and Processes
- **REQUIRES:**
 - Attention to detail
 - Follow Through
 - Corrective Action
- **CONTRIBUTES**
 - Efficiency and consistency

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P and A

- ... and effective business
- Little ...
- Serves the cu...
- Succeeds in the sho...

**FAILS TO ADAPT TO CHANGES
IN THE ORGANIZATION &
IN THE ENVIRONMENT**

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3-Entrepreneur-E

- **FOCUS::**
 - Big picture
 - Long range
- **REQUIRES:**
 - Creativity
 - Courage
- **CONTRIBUTES**
 - Adaptability and Inspiration

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4- Integrate People-I

- **FOCUS:**
 - Connecting people to
 - Work (P), Systems (A), Change (E) and Each Other (I)
- **REQUIRES:**
 - Sensitivity to
 - People, climate, group process
 - Positive view of human nature as
 - Rational, cooperative, motivated
- **CONTRIBUTES:**
 - Enables organization to be organic, connected, synergistic.

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Standing Alone

- P tough, decisive independent: RAMBO!
- A overly precise bureaucrat: ___? ___
- E visionary, leaves if not loved: ___? ___
- I is sensitive and caring: ___? ___

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Decisions

- If P decides ?
- If A decides?
- If E decides?
- If I decides?

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Personalities & Change

Exclusive P Too busy to change
 Exclusive A Too risky to change
 Exclusive E Is it my change? Poor follow through.
 Exclusive I How will others react?

This material on Roles is based on the work of Ichak Adizes in his book HOW TO SOLVE THE MISMANAGEMENT CRISIS WITH Your James Team.

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Your Style ?

Indicate the relative balance of the four roles in your management style.

5 = Always present and strong.
 4 = Strong
 3 = A times strong
 2 = Modest and infrequent
 1 = Weak and infrequent

P A E I

For a self assessment visit: PRESENTATIONS at REXonline.org

Four Roles of Management

1. Produce Results
2. Administer Systems
3. Entrepreneur Ideas
4. Integrate People

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P A E I Together

- Complimentary
- Necessary and sufficient
- Predictable form of mismanagement occurs when a role is missing or weak

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Extreme Organization Cultures

PA

- Efficient & Effective
- Runs smoothly
- Little waste
- Serves the customer
- Short run
- Consistent
- Results Driven
- Builds on Past

EI

- Innovative & Flexible
- Surprises
- Wastes time & money
- Grows new customers
- Long run
- Inconsistent
- Team and Culture
- Shapes Future

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Extreme Organization Cultures

PE

- Long Hours
- Hard Driving
- Innovative
- Flexible; Unfocused
- Serves the customer
- Accepts risks
- Inconsistent
- Results Driven
- Future Driven
- Purpose over process

AI

- Set Hours
- Comfortable
- Slow to Change
- Polite, Nice, Formal
- Policy and Procedure
- Dont Rock the Boat
- Consistent
- Tradition Counts
- Past Focused
- Process over purpose

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Rate Your Organization 1-5:

- Now?

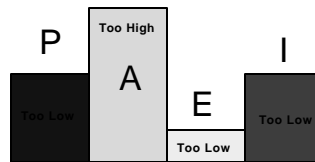
P A E I

- Should be to be successful in the future?

P A E I

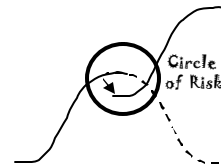
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2-Management Role Balance in the Public Sector *tendencies*:



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Implications of Role Imbalance- The 'S' Curve



See the 'S' Curve article and Assessment at www.RPOnline.org

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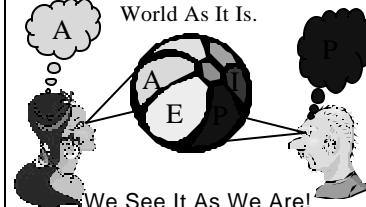
3-Building on Strengths: Commitment-Conflict?

- P vs. A vs. E vs. I
- S vs. P vs. I vs. C vs. E

CONFLICT GUARANTEED!

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We Don't See The World As It Is.



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CONFLICT

PRODUCTIVE	UNPRODUCTIVE
-Listen & Learn	-Attack & Blame
-Honest	-Hidden Agendas
-Understand	-Persuade & Win

What determines your pathway?

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Response To Conflict

**P
A
E
I**



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Peter Drucker:

'The purpose of the management team is conflict.'

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- True Team Work
- EXTREMELY hard to achieve.
 - REQUIRES
 - Courage
 - Discipline
 - Emotional energy
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Team work is a sustainable competitive advantage that is extremely difficult to copy

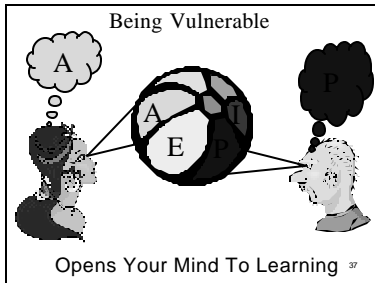
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- ARE WE A TEAM?
- 3-12 people?
 - Share common goals?
 - Share common rewards?
 - Team members willing to set aside personal or individual needs for the good of the team?
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- TRUST
- The most important quality for a team.
 - Trust is defined as vulnerability.
 - People who admit the truth about themselves, do not engage in the type of political or indirect behavior that wastes everyone's time and energy.
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- Being Vulnerable Means
- "I was wrong."
 - "I made a mistake."
 - "I'm not sure."
 - "I don't know."
 - "You're better at that than I am."
 - "I am sorry."
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- Today's Public Figures
- Apologize for mis interpreting the rule.
 - Not breaking the rule.
 - Apologize if what they said offended you.
 - Not apologizing for offending you.
 - Apologize for mis speaking
 - Not for insulting you
 - Can't remember what they said
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Attribution Error Erodes Trust

- When others show negative behavior,
 - we tend to attribute it to their character, and
 - assume it is permanent
- When we show negative behavior,
 - we tend to attribute it to the environment, and
 - assume it is temporary.

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Being vulnerable, acting respectful & engaging in conflict enables your learning, and that makes it possible to integrate:

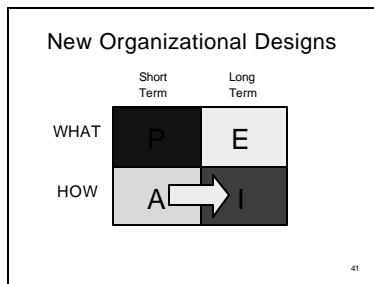
- P vs. A vs. E vs. I
- S vs. P vs. I vs. C vs. E

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Hot Business Books

- 1982-In Search of Excellence
 - Peters and Waterman Jr.
- 2001-Good to Great
 - Jim Collins
- 2007-Firms of Endearment^{*}
 - Sisodia, Wolfe and Sheth

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A to I

Hierarchy	Networked
Command & Control	Delegate & Influence
Stock holder-Board	All Stakeholders
Correct Weakness	Build on Strength
Hierarchy	Networked
Command & Control	Delegate & Influence
Capitalism	Responsible Capitalism
Share of Wallet	Share of Heart
Having	Being

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Qualities of Transformed Organizations

1. Align and integrate SPICE
2. Executive salaries modest
3. Suspend protocols based on rank
4. Much higher salaries and benefits
5. Extensive training: 6 weeks a year
6. Employee turnover very low

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7. High employee empowerment
8. Hire highly passionate people
9. Humanize the work setting
10. Genuine passion for customers
11. Very low marketing costs
12. Suppliers are real partners

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13. Follow spirit of the law not just the letter
14. Culture of org is seen as #1 asset
15. Resist short term pressures and fads
16. Deeply committed to serving society
17. Highly profitable-among the highest
18. Strong, continued growth

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Radical Thoughts

- Businesses are taking on values of public sector and taking them more seriously and succeeding wildly as responsible capitalism.
- Non profits are 10 to 15 years behind in taking their own value seriously and adopting corporate values.

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This is a transformative era:

- Read the materials referred to
- Begin experimenting
- Start an experimental peer group
- Develop your strengths to engage in constructive conflict.

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**Thank You
Will Phillips**

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