WELCOME TO:
Managing for Maximum Performance

BUSA 40673 Section: 086626

2012 Spring Quarter – 3 units

Wednesday evenings:

6:00 – 9:00 p.m.

April 11th – June 6th

Room 308, UCSD University City Campus

Greg Goates
Facilitator/Instructor

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Our Agenda for Tonight:

- **Review Course Syllabus** – answer questions
  - Goals and Objectives
  - Requirements
  - Structure & Topic Overview
  - Materials
  - Grading
- **Management: Skills and Applications – Overviews**:
  - Chapter 1 – Management in a Diverse Workplace ?
  - Chapter 2 – The Management Movement - DVD
- **Introductions**
- **Video – Leadership: the Art of Possibility**
- **Wrap Up & Questions**

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Organization Effectiveness ● Facilitation ● Strategic Human Resource Leadership

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Course Requirements

- **Attendance – 20%**
  (Management Skills = Experience Based Topic)

- **Mid-Term Exam – 10%**
  (UCSD Blackboard on-line – open note/book)

- **Final Exam – 15%**
  (UCSD Blackboard on-line – open note/book)

- **Participation, Discussion & Application – 15%**
  (in class, out of class & on-line)

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Course Requirements

Participation, Discussion & Application Journal

Instructions: Pick a **Peer Partner** from class. Find some time to meet with them during the week. Keep a learning/application journal for the remainder of the class based on the discussions you have with your Peer Partner.

Potential Questions to answer in your learning journal:

- Why is this management topic important to the effective management of my (a) company?

- How is my company doing now in effectively implementing this management best practice topic area? *("+'s" and "Δ's")*

- What could my (a) company do better to implement, or effectively apply this management best practice topic area? *(Specific Recommendations)*

- What could my role be to implement these recommendations at my (a) company or in my department or work group? *(Possibilities for me to make a difference right now to make my company/department/group better)*

Minimum Requirement for credit: 8 journal entries covering at least one of the management topics covered each week

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Course Requirements

- **Class Project "Best Practice" Presentation** – **25%**
  to include:
  - **12 – 15 PowerPoint slides** = Approx. 25 – 30 minute presentation
  - **Overview of "best practices"** on that management topic
  - **Validation** – answer WHY this management topic is important
  - **Assimilation** – "Hot list" (2-3 web sites with best practice info/tools on your management topic)
  - **Applications** – steps required to apply this management topic OR Case study from your company
  - **Question & Answers**

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Course Requirements

- **Class Project "Best Practice" Presentation** – **25%** to include:
  - A Handout for each class member (recommend printing 3 slides to a page "handout" mode in PowerPoint)

  - ➢ **Highly Recommend You Consider:**
    - **Sharing of actual best practices from your company OR**
    - **Facilitated "Skill Building Activity" if possible**
    - **Other than definitions, DO NOT REGIRGITATE CONTENT FROM CHAPTER READINGS**

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Class Requirements

- **Upload Class Best Practice Presentation on Discussion Tab in Blackboard**
  - **Every class participant will provide at least ONE comment to provide feedback** to the presenter(s) regarding what was effective or opportunity for improvement for each Class Best Practice Presentation
  - **Part of your Class Participation Grade** - On-line "Discussion Board" in Blackboard (Minimum of 14 posts required for credit).

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Course Requirements

- **Final Paper** – **15%**
  - No more than 5 pages
  - Theme of:

  "*The most important things I have learned in this class . . .*"
  - *How I will apply what I have learned*
  - *The personal and professional results these skills will allow me to achieve*
  - *Why I got my "A" in this class* (more about that when we watch the DVD later)

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Course Structure

Each Class session will contain:

- Facilitator/Instructor led content
- Group interaction (exercises)
- Participant led content

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Course Topic Overview:

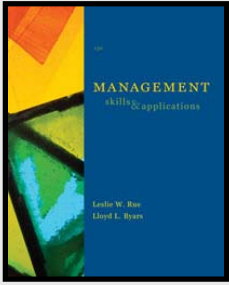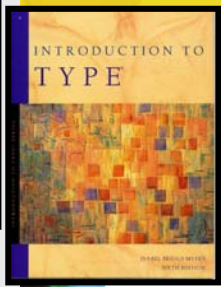| Sess #	Learning Topics	Prep./ Reading Assign.	Class Time Focus & Application	Class Project Present.
#1	**Management in a Diverse Workplace & The Management Movement**	- Chap. 1 & 2	• Course Overview & Requirements, • Leadership: the Art of Possibility - DVD	N/A
#2	**Developing Communication Skills & Decision-Making Skills**	- Chap. 3 & 4 - *Take MBTI on line* - Intro to Type pgs. 4 – 10	• Sign up for Class Projects • Myers Briggs Type Indicator (MBTI) Overview and Individual Report Results & Application Exercises • Exploring Type - DVD	N/A
#3	**Basics of Planning and Strategic Management & Operations Management and Planning**	- Chapters 7 & 19 - *Review copy of your company's Strategic Plan*	• Strategic Planning Overview • Strategic Plan examples: Organizational and Functional – *Highlight different Methodologies and Types*	
#4	**Developing Employees, Managers & Developing Leadership Skills** *- Mid-Term Exam – available on Blackboard*	- Chapters 12 &14	• Training that Drives Organizational Results • Coaching/Leadership Advising • Leadership Architect Competency Card Sort 1 – *ID Individual Leadership Strengths & Dev. areas*	

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Course Topic Overview:

Sess.	Learning Topics	Prep./ Reading Assign.	Class Time Focus & Application	Class Project Present.
#5	**Organizing Work & Organizing Structure** *Mid-Term Exam due*	- Chapters 8 & 9 - *Bring copy of your current position description*	• Org. Restructure example – SFKetema Division • Leadership Architect Competency Card Sort 2 – *ID Current Job Competencies*	
#6	**Understanding Work Groups/Teams & Motivating Employees**	- Chapters 10 & 13	• MBTI Temperament & Interaction Styles • Retention and Develop. for Long Run • FISH Philosophy	
#7	**Staffing & Appraising and Rewarding Performance**	- Chapters 11 &18 - *Bring copy of your company's Performance Review form*	• Overview of Behavioral & Competency Interviewing • Leadership Architect Card Sort 3 – *Self Performance Evaluation against job competencies* • Leadership Develop. Action Planning	
#8	**Managing: Conflict, Stress & Managing Change & Culture** *Final Exam available*	- Chapters 15 &16	• Change Management Models and Practices • GROWing Change • Priorities for Life – CHANGE DVD	
#9	**Class Presentations** *Final Exam Due*		• Final Papers Due Course • Wrap Up: "Hot Wash After Action Review" and • Course Evaluations	

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Course Materials

- <u>Management Skills & Application</u> 13th ed. Rue and Byars (required)
- <u>Introduction to Type</u> 6th ed. (required)
- <u>FYI – For Your Improvement</u> 4th ed. (highly recommended)
- <u>Lominger Leadership Architect Sort Card Deck</u> (highly recommended)
- <u>Myers Briggs Type Indicator</u> (MBTI) – on line assessment (provided)
- <u>USCD Extension Binder</u> (provided)
- <u>On-line Content:</u>
  - ❖ **www.goatesconsultinggroup.com**, UCSD/MMP, Password **"ManagementLearner"**
  - ❖ **http://ucsdextension.blackboard.com** Username: your email address Password: your email address
  - ❖ **www.mhhe.com/rue13e** - registration code included with your new textbook (inside cover)

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Course Grading System

- > 90% = A

- 80 – 89% = B

- 70 – 79% = C

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Who am I?

Greg Goates

- 20+ years of experience:

  - Strategic Planning
  - Executive Coaching
  - Leadership Development
  - Succession Planning
  - Performance Management
  - Training and Development
  - Talent Acquisition
  - Talent Retention
  - Talent Management
  - Change Management
  - Continuous Improvement
  - Process Management
  - Organizational Assessment
  - Project Management
  - Managing for Maximum Performance

- Degrees in Human Resource Development B.A, Leadership Studies M.A.

- Consulting Practice Focus – Executive Coaching & Leadership Development, Organization Effectiveness & Strategic Human Resource Leadership
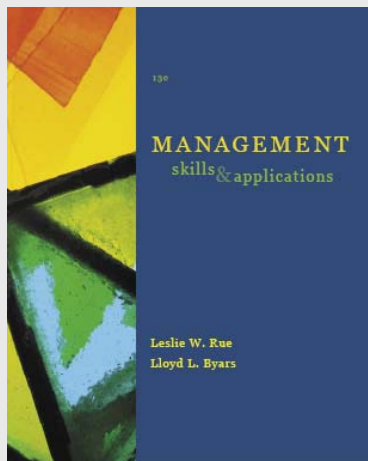
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Our Ground Rules . . .

. . . for an **Effective Development Experience**:

- **Participate –** You get out what you give

- **Be Present –** Phones and phazers to vibrate – laptops off

- **Be Polite –** One person talks at a time

- **Listen –** "First seek to understand, then to be understood"

- **Apply –** Try it on, see what fits – get out of your comfort zone

- **Confidentiality –** "What happens in Vegas stays in Vegas"

Our Goal Together In this Class:
Create a Safe Learning Environment where People are Comfortable Sharing and Learning Together

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13e

MANAGEMENT
skills & applications

Leslie W. Rue
Lloyd L. Byars

Chapter 1

Management in a Diverse Workplace

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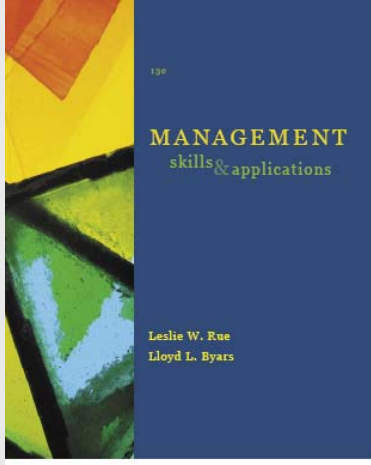
8

Learning Objectives

After studying this chapter, you will be able to:

1. Define management.
2. Describe the levels of management.
3. Discuss the functions of management.
4. Explain the roles of a manager.
5. Describe the skills required to perform the work of management.
6. Explain how principles of management are developed.

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Learning Objectives (cont'd)

After studying this chapter, you will be able to:

7. Define the glass ceiling.
8. Explain diversity.
9. Define entrepreneur.
10. Define small business.
11. Outline three requirements for encouraging entrepreneurship in medium-size and large businesses.

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MANAGEMENT
skills & applications

Leslie W. Rue
Lloyd L. Byars

Chapter 2

The Management Movement

Learning Objectives

After studying this chapter, you will be able to:

1. Explain why management did not emerge as a recognized discipline until the twentieth century.

2. Describe the three facets of the U.S. Industrial Revolution.

3. Discuss the role the captains of industry played in the development of modern organizations.

4. Define scientific management and outline the role Frederick W. Taylor and his contemporaries played in its development.

5. Summarize Henri Fayol's contributions to modern management.

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Learning Objectives (cont'd)

After studying this chapter, you will be able to:

6. Discuss the human relations thrust in management, with emphasis on the role of the Hawthorne experiments.
7. Define the management process period, the management theory jungle, the systems approach, and the contingency approach.
8. Compare the major differences in the American, Japanese, and Theory Z organizations.
9. Summarize the eight characteristics of excellent companies identified by Peters and Waterman.
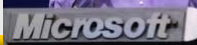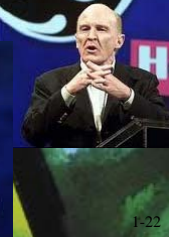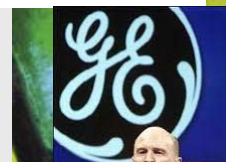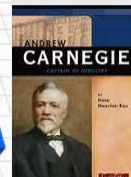
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The Management Movement
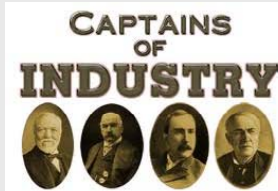
DVD – 10 Minute

1-22

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Who are You?

- **Name**

- **Where you work**

- **Job Title & <u>quick</u> overview of what you do**

- **How long you have been working?**

- **Why you signed up for this class?/What you hope to get out of this class?**

- **Something unique about you**

1-23

Benchmark Definition:

a : a point of reference from which measurements may be made

b : something that serves as a standard by which others may be measured or judged

c : a standardized problem or test that serves as a basis for evaluation or comparison (as of computer system performance)

Take a Musical Benchmarking Trip with:
Benjamin Zander & Roz Zander

- Boston Philharmonic Conductor
- Teaches at New England Conservatory of Music

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Between Now and Next Class

Decide if this class is for you. If so:

Homework:

- Make sure you've officially registered (ASAP)
- Send me your top 5 learnings from DVD – "Leadership Art of Possibility"
- Read Chap 1-4 Mgmt Skills & App.
- Read Intro to Type pgs 4-10
- Take MBTI On-line (instructions in email recap from Blackboard – must be registered first)

WELCOME ABOARD!

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