


Management Methodology

Most of the time, the management process takes place in a changing environment that requires you to be flexible in using the Management Methodology. You should look at the methodology as a framework that is applicable in all contexts, but requires adjustment and flexibility depending on the situation. Notice too that the management process draws upon the skills from many of the processes previously introduced.

	Management Methodology
1. Define the scope and goals.	Define the scope of the process or activity to assist in setting goals.
2. Create ownership.	Create individual and/or shared ownership of the process.
3. Assess resources.	Gather information to assess the quantity and quality of available resources.
4. Develop a plan.	Develop a plan to allocate the given resources to accomplish the objectives.
5. Create an assessment plan.	Create an assessment system to control the performance of the process.
6. Implement the plan.	Direct and implement the plan.
7. Continue assessment.	Monitor and continuously assess the process.

Discussion of the Management Methodology

Define Scope and Goals

Scope is defined as the range or extent of an action or activity. In the context of this methodology, you should evaluate the extent of the proposed activity or undertaking, gathering relevant information in the process. This allows you to better define goals, criteria, and desired outcomes, which should be done once the scope has been defined. If you are managing others, it is important that you and your team have a clear definition about what you will be doing and why.

Create Ownership

Enthusiasm for and belief in the established goals and criteria is necessary for a successful outcome. When you are managing a team, you must create a sense of unity, ownership, and shared responsibility by effectively communicating and building interest, excitement, and motivation for achieving the common goal. Without a sense of ownership, you (and your team) are less likely to accept the goals and work hard to achieve them. The Teamwork Methodology is a useful resource for this step of the methodology.

Management Methodology — A Simple Example

Scenario: You have just opened a checking account at a local bank. You now begin the process of "managing" the account and the resources in it.

1. Define scope and goals.	This will be a monthly task for the rest of your life. Your goal is to maintain the account accurately. The criterion: to the penny.
2. Create ownership.	It is your money of which you have ownership and interest. If you know how much money you have, you can better plan your expenditures.
3. Assess resources.	Resources include money in the account, the statements provided by the bank, a record of written checks, canceled checks, a calculator.
4. Develop a plan.	After writing each check or using an ATM, subtract the amount from the running balance. After making a deposit, add the amount to the running balance. When a bank statement comes, add the accrued interest and subtract the bank fees.
5. Create an assessment plan.	When you know your balance and the bank's balance agree to the penny, you know you have met the criterion.
6. Implement the plan.	You balance your checkbook for each of three consecutive months.
7. Continue assessing.	After managing your checkbook for a few months, you find that the checks that have not cleared cause you the most problems when balancing. With practice you are able to figure out how to overcome this problem.

Assess Resources

Before developing a plan of action, you should first assess the available resources you can use to achieve the goal. This includes identifying what resources are available, as well as the quantity and quality of each of those resources. Examples of the most common resources include time, money, and people.

Develop Plan

This step integrates the first and third steps of the Management Methodology to form a plan which meets the goals and objectives. The goals you set and your evaluation of available resources are key elements in developing a plan of action. Since the plan is a guide for future action, you should identify potential pitfalls, possible contingencies, and modifications to the plan to overcome such pitfalls should they occur. In general, the plan should seek to achieve team cohesiveness while at the same time facilitating individual participation and growth.

Create Assessment Plan

Both improvement of the process as a whole and improvement of individual performance require frequent and regular assessment. You should put into place a system to gather information during an activity or process. This information then becomes the basis for making assessments which include suggestions for improvement and insights about growth. The team role of the Reflector (who assesses the team's performance) and the SII Method of assessment are examples of tools that can be used as part of an assessment system. The Assessment Methodology should be referred to as a resource for this step of the methodology.

Implement Plan

After the plan and the assessment system are created, you (the manager) are now responsible for putting the plan into action and continually directing the course of action. Depending on the particular activity or process, you may need to draw upon a variety of skills such as time management, task delegation, conflict resolution, and problem solving to name a few.

Continue Assessment

Once the plan has been implemented, assessment should occur continuously. Regular feedback to team members assures that the final goals will be reached. As a manager, you should monitor the assessment system (put into place during Step 5 of the methodology) making adjustments if necessary.