SMS LEADERSHIP & MANAGEMENT WORKSHOPS • Nine (9) 2-HOUR SESSIONS • $3,195

Introduction & Management Glossary

Objective: To provide an understanding of the terms used in The SMS Management System.

In this workshop we discuss the major terms used in the SMS System, and how to use them in daily language in the company.

Principles of Delegation

Objective: To assign work to subordinate positions.

Except for the rare few who do all the Tactical Work themselves, most managers are delegating continuously.

Aside from the obvious principles that impact delegation (e.g., personal accountabilities cannot be delegated), most managers are unaware of any guidelines that relate to delegation, which results in seemingly endless disappointments and frustrations.

If you implement this information faithfully, you will make delegation easier and avoid the problems derived from common errors.

Personal Objective Development Guidelines

Objective: To develop your career purpose and personal objective(s).

In THE SMS STRATEGIC WORK LISTING, Product #1.1.8, we place great emphasis on the necessity for developing a Personal Objective whether you manage a department or own the entire business. When all the rhetoric about human motivation is put aside, your Personal Objective remains the sole basis for your professional endeavors.

Thus, if you are an entrepreneur, the company only exists because you decided to act to achieve a gratification that is important to you; and, that action was to start a business. The same can be said for anyone who agrees to fulfill a professional role of *any* kind.

Principles of Position Interface

Objective: To define the interface between and among all positions within the company's organizational strategy.

In this workshop, we discuss the principles of the interface between and among positions in depth because most management teams perpetuate frequent and damaging errors - in both small and large companies. The problem originates in a basic tension between what people do instinctively and what they should do in a work environment. On the one hand, human emotional needs propel us to certain behaviors while resulting actions frustrate our personal and corporate goals.

The need to control behavior, deeply rooted in people's unconscious minds, becomes paramount if a company is to succeed. Therefore, you should implement this information in the same uncompromising way its language is used.

Principles of Regulating

Objective: To maintain control over work-in-process.

When you "regulate" the activities of your subordinates, you use certain Modules within the Technology of Operating, as defined in THE SMS STRATEGIC WORK LISTING, Product #1.1.8.

A manager can compensate for inadequate planning through proper implementation of regulating. As long as a plan is reasonable, as far as its schedule is concerned, the issue of success or failure is materially affected by the quality of management once the work begins.

While you may find some principles in this workshop difficult to implement, your ability to overcome any resistance you may have will bring you rewards that will have made the effort worthwhile.

Contractual Commitment System

Objective: To obtain promises for work and results.

The purpose of the Commitment Agreement is to allow a condition of integrity to prevail; without integrity, at best, things are slowed down considerably. The Commitment Agreement is used to document promises for work and results (Benchmarks), who's accountable, by when, and how delivered. It is typically used to document interim steps to a larger objective; it is both a planning tool and a transaction report.

Standards Development Guidelines

Objective: To develop standards.

If you ask the average manager to write a plan, assign work, or perform a variety of other functions, the manager would probably do so without expressing a standard. Plans, assigned work and most functions must have standards to be complete. However, managers typically neglect standards.

Instead average managers, lacking written standards, evaluate performance ex post facto – after the work is done – using intuited standards rather than written standards. The result is the following:

- Excessive need for corrective action,
- Wasted time,
- Unnecessary expense, and
- A demotivated subordinate.

Absurdly, managers fail to write standards because it simply never occurs to them. Managers seldom consciously think about standards!

This workshop will help you with the development of standards.

Benchmark Development Guidelines

Objective: To develop Benchmarks.

Writing Benchmarks can be laborious if you are not aware of a few, simple guidelines.

Like virtually everything else in business, writing Benchmarks is easy once you master the basic technology.

Principles of Management for Non-Management Personnel

Objective: To instruct non-management personnel in parts of the SMS Management System to help them fulfill their accountabilities.

Although advisable, it is not crucial for non-management personnel to receive training in the entire SMS System. However, they must at least be familiar with certain aspects of it if they are to participate in it effectively. Without that training, they will find the experience confusing and even threatening.

GROUNDRULES:

- All workshops include full instructions and documentation.
- All workshops start and end on time.
- Latecomers not admitted.
- Early-leavers will be dropped.
- No food.
- No cell phones.
- No recorders.
- No breaks.
- No excuses.