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# ORGANIZATIONS

New Forms		New Challenges	
Information Technology	⇒	Brain Work	
Globalization	⇒	Boudryless Network	
Chaotic Situation	⇒	Strategic Flexibility	
Quality Conscious	⇒	Customizing	
Hi Technology	⇒	Empowerment	
Controls	⇒	Self Managed Teams	
Management	⇒	Leadership	
Autocratic	⇒	Inspirational	
Order	⇒	Values	
Cost	⇒	Time	
Capital	⇒	Information	

## CHARACTERISTICS OF MANAGERS

### **Stunted Personal Development**

Evades Responsibility for Learning

Fails to Explore Self

Fails to Set Aside  
Self-Development Time

Evades Challenge

Avoids Feedback

Ignores Self-Reflection

Inhibits Feelings

Fails to Audit Self

Limits Stimulation

Is Unaware of Own Potential

Prefers Game-Like Relationships

Is Unaware of Influences on Self

Ignores Professional Development

Does not Enjoy Job Changes

### **Active Personal Development**

Takes responsibility for Learning

Wants to Explore self

Sets Aside Time to Help  
Development

Welcomes Challenges

Solicits Feedback

Sets aside time to Reflect

Explores Own Feelings

Assesses Own Skills

Reads and Discusses Widely

Believes in Own Potential

Strives to be More Open

Understands Influences on Self

Manages Professional  
Development

Responds to Career Changes

## CHARACTERISTICS OF MANAGERS

<b>Low Team-Building Capacity</b>	<b>High Team-Building Capacity</b>
Lacks Leadership Skills	Has High Leadership Skills
Is Inconsistent	Is Consistent
Has Anti-Team Philosophy	Supports Team Philosophy
Selects Inappropriate Members	Selects Appropriate Members
Lacks Commitment to others on Team	Is Committed to Others on Team
Fails to Build Positive Climate	Builds Positive Climate
Lacks Concern to Achieve	Is Motivated by Achievement
Unclear About Organisational Role	Clearly Defines Organizational Role
Lacks Effective Work Methods	Uses Effective Work Methods
Fails to Define Roles	Defines Individual Roles
Combines Criticism and Review	Reviews without Personal Criticism
Ignores Individual Development	Supports Individual Development
Subdues Creative Potential	Encourages Creative Potential
Tolerates Poor Intergroup Relations	Develops Sound Intergroup Relations
Uses Conflict Disruptively	Uses conflict Constructively
Discourages Risk Taking	Encourages Risk Taking
Avoids Personal Feedback	Seeks Feedback
Uses Time Badly	Uses Time Well
Permits Low Standards	Establishes High Standards

## CHARACTERISTICS OF MANAGERS

### **Self Management Incompetence**

**Neglects Own Physical Health**

**Works Excessive Hours**

**Leads Unbalanced Life**

**Fails to Take Vacations**

**Travels Inefficiently**

**Withholds Expression of Feelings**

**Avoid Self-insight**

**Uses Time Poorly**

**Tries to Manage Own Feelings**

**Is Out of Touch with Own Energy**

**Neglects Meaningful Contact  
with Others**

**Cannot Accept Failure**

**Has Low Self-esteem**

**Seeks Approval at all Times**

**Becomes Overstressed**

**Accepts Impossible Challenges**

**Often Feels Weak**

**Takes on Excessive Loads**

### **Self Management Competence**

**Maintains Good Physical Health**

**Limits Working Time**

**Balances Personal/Work Activities**

**Plans and Takes Refreshing  
Vacations**

**Travels Intelligently**

**Expresses Feelings**

**Seeks Self-insight**

**Uses Time Well**

**Uses Own Feelings**

**Is in touch with Own Energy**

**Develops Meaningful Contacts  
with Others**

**Sees Failure as Inevitable and  
Useful**

**Has High Self-esteem**

**Can Tolerate disapproval or  
being Disliked**

**Avoids Excessive Demands**

**Manages Challenges**

**Usually Feels Strong**

**Takes on only Manageable  
Loads**

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## CHARACTERISTICS OF MANAGERS

### **Low Trainer Competence**

**Ignores Training Aspect of Job**

**Fails to Create a Conducive Climate for Learning Within Work Group**

**Unaware of Learning Needs of Others**

**Does not Set Challenging Assignments**

**Uses Appraisal Casually**

**Does not Clarify strengths and Weaknesses of Subordinates**

**Ignores Potential of Others**

**Does not Set Stretching Goals**

**Underestimates Importance of Career Development**

**Allow Obsolescence to Occur**

**Unskilled at giving Feedback**

**Counsels Casually**

**Fails to Use Development Opportunities at work**

### **High Trainer Competence**

**Functions as a Part-Time trainer**

**Creates a Positive Climate for Learning**

**Helps analyse Learning Needs of Others**

**Establishes Challenges for Others**

**Systematically Appraises People**

**Clarifies Strengths and Weaknesses of Subordinates**

**Recognises Potentials of Others**

**Sets Stretching Goals**

**Helps Others Plan their Career Development**

**Takes Steps to Avoid Obsolescence**

**Gives Feedback Skillfully**

**Counsels Others Methodically**

**Uses Work Opportunities for Development**

### *Old Manager*

1. Thinks of self as a boss.
2. Follows a chain of command.
3. Needs a set organizational structure.
4. Makes decisions alone.
5. Holds on to information.
6. Values long hours.
7. Narrow skill base.

### *New Manager*

1. Thinks of self as a resource.
2. Networks with any individual or group to get the job done.
3. Works well in a fluid work environment.
4. Involves those who need to be involved.
5. Shares information.
6. Values results.
7. Broad portfolio of skills.

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**The old manager versus the new manager.**

### Traditional Skills

- Ability to set goals.
- Ability to speak well.
- Ability to develop self.
- Ability to solve problems.

### New Skills

- Ability to develop share vision.
- Ability to listen.
- Ability to develop the group.
- Ability to facilitate team problem solving.

Changes in skill requirements for middle managers.

### Old Style Behavior

Acts as "lone ranger."  
Tightly controls information.  
Demands conformity.  
Maintains the status quo.

### *RapidResponse* Style

Acts as a team player.  
Shares information.  
Encourages diversity.  
Encourages innovation.

Changes in behavior required of middle managers.



### The Old Mind-set

I am the boss.

People are a liability.

I must have the answers.

You do as I say.

### *RapidResponse* Mind-set

I am a *coach*.

People are an *asset*.

*We* need to find answers.

How can I *help* you?

Changes in mind-set required of middle managers.