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Excellence in Supervision: PLANNING - with ASHREF ISMAIL

Week 3 session 1 (5 September 2020)

What is Formal Planning?

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- In formal planning, specific goals are formulated, committed to writing, and made available to other organization members.

- Additionally, specific action programs exist in formal planning to define the path for the achievement of each goal.

Productivity

- Output per labour hour, best expressed by the formula:

Productivity = Output / (Labour + Capital + Materials).

- Productivity measures can be applied to the individual, the group and the total organization.

What is the breadth of Planning?

Strategic planning

- Organizational planning that includes the establishment of overall goals and positioning of an organization’s products or services against the competition.

- **Business planning**
- Each business unit breaks up the overall goals for implementation in their respective business units.

Tactical planning

- Organizational planning that provides specific details on how overall goals are to be achieved.

How do Planning Time Frames Differ?

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Short-term plan

- A plan that covers a period of less than a year.

Intermediate-term plan (medium term)

- A plan that covers a period of one to five years.

Long-term plan

- A plan that covers a period in excess of five years.

What is Benchmarking?

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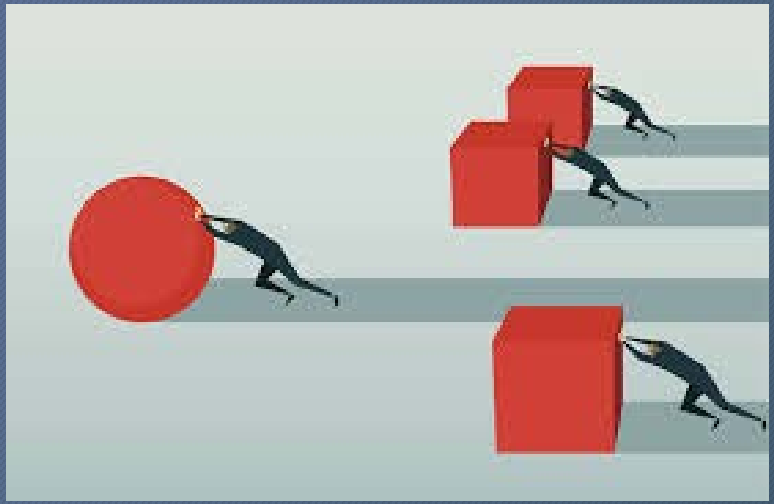
Benchmarking

- The search of the best practices among competitors or non-competitors that lead to their supervisor performance.



Budget

- A numerical plan that expresses anticipated results in rand terms for a specific time period; used as a planning guide as well as a control device.

Scheduling

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- Detailed planning of activities to be done, the order in which they are to be done, who is to do each activity, and when the activities are to be completed.

Goal Setting: An MBO Experience

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Management by objectives (MBO)

- A system by which employees jointly determine specific performance objectives with their supervisors.

- Progress towards objectives is periodically reviewed, and rewards are allocated on the basis of this progress.

What is the Key to Making MBO Effective?

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- Goal specificity.
- Participation.
- Time limits.
- Performance feedback.

Setting Goals/Objectives

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Steps in Practicing the Skill

- **STEP 1:** Identify an employee’s key job tasks.
- **STEP2:** Establish specific and challenging goals for each task.
- **STEP 3:** Specify deadlines for each goal.
- **STEP 4:** Allow the employee to actively participate.
- **STEP 5:** Prioritise goals.
- **STEP 6:** Rate goals for difficulty and importance.
- **STEP 7:** Build in feedback mechanisms to assess goal progress.
- **STEP 8:** Commit rewards contingent to goal attained.

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Session 2

Develop a Mission Statement

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- Understand the purpose of the mission statements.
- Form a task force to draft the mission.

- **Write first draft:**
- It can vary in length
- It must be clearly articulated
- It should be written in an inspiring tone
- It must be relevant and current
- It must reflect your organization’s uniqueness
- It must be enduring
- It must cater for all audiences

Develop a Mission Continued...

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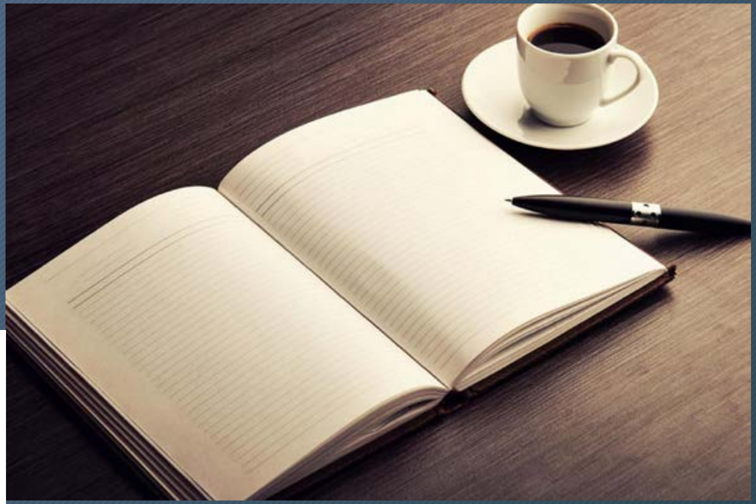
- Review, revise, validate, and seek acceptance.
- Operationalize the final version.
- Keep the mission under review.



Develop a Strategic Plan.

- Establish rapport and outline the program.
- Articulate a vision.
- Develop a mission statement.
- Construct action matrices.
- Form think-tanks to overcome blockages.
- Link the plan to structure and budget.
- Document, disseminate, and implement.

Set Achievable Goals/Objectives

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- Remember: **SMART OBJECTIVES**

- **S** = specific
- **M** = measurable
- **A** = achievable
- **R** = relevant
- **T** = time-framed

Also, remember when setting Goals/Objectives

- Keep your goals simple.
- Know why you have set each goal.
- Write goals with accountability in mind.
- Make your goals timely.
- Write your goals down.
- Align goals with the corporate mission.
- Publicize your goals.
- Review progress regularly.
- Make your goals challenging.

Develop a Plan for Action.

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- Express your solution as a series of goals.
- Generate a list of actions for each goal.
- Prepare a timeline.
- Allocate resources.
- Identify possible problems.
- Develop tools for monitoring progress.
- Assign tasks.
- Estimate costs.
- Implement the plan.
- Remember: It’s not all over yet…

Plan and Manage a Project. (Project Management)

- Establish your objectives.
- Identify the tasks to be done.
- Organize the tasks in sequence.
- Allocate a time for each task.
- Create a schedule.
- Assign tasks to staff members
- Establish a budget.
- Explain how you will monitor and evaluate

Elements of Project Management

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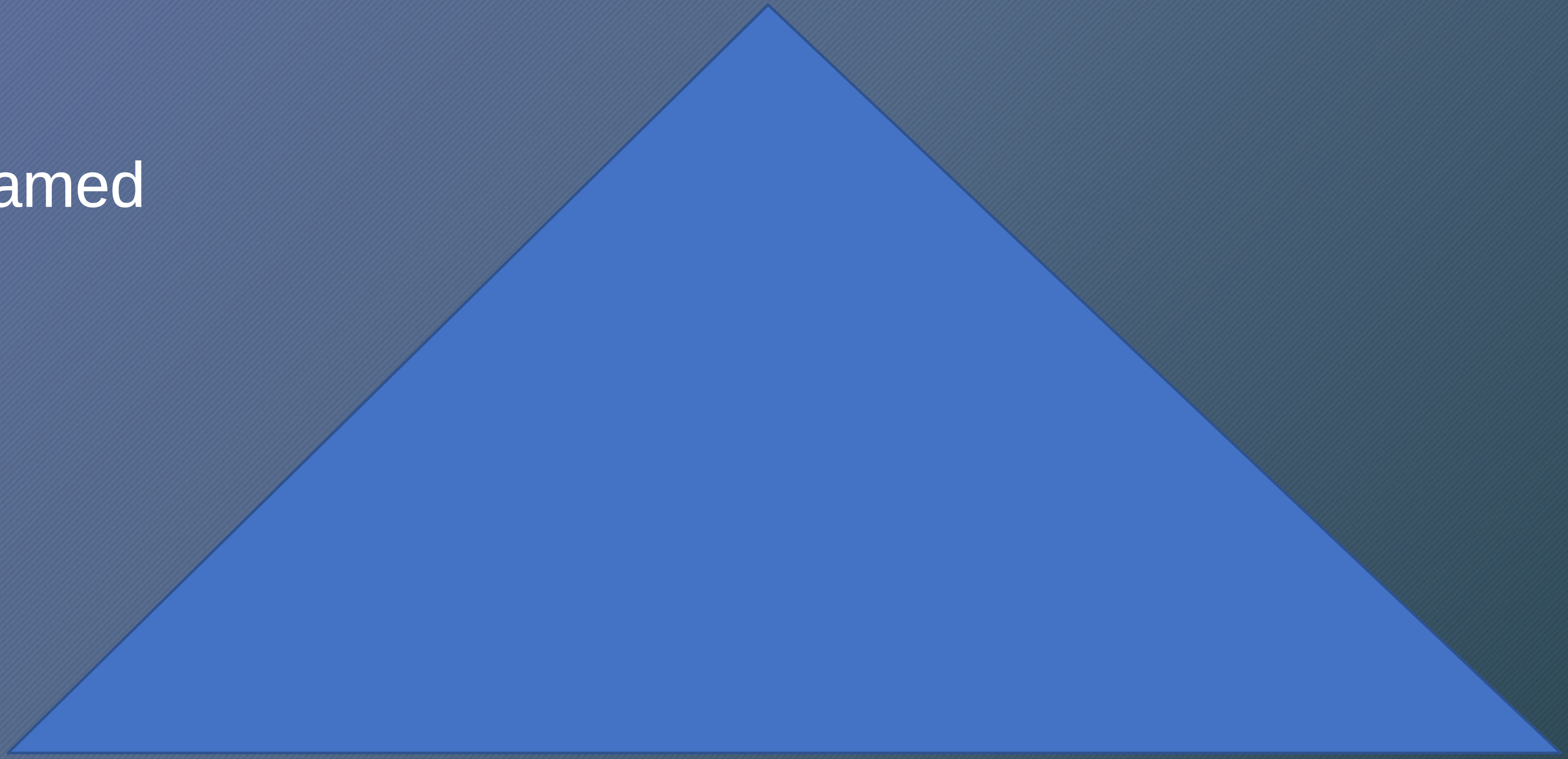
- 1. Budget
- 2. Time-framed
- 3. Quality



Very Important...

- **Monitor the project to completion.**
- Keep track of the progress
- Communicate regularly
- Become a troubleshooter.
- Take corrective action.
- Use your supervisory/management skills.
- Evaluate the project.

Prevent things Going Wrong.

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- Learn form your previous mistakes.
- **Remember the basics of mistakes minimization.**

a) *Think ahead.*
b) *Don’t be over-confident.*
c) *Guard against carelessness.*
d) *Tolerate no laziness.*
e) *Take a stand against incompetence.*
f) *Be disciplined when delegating to others.*
g) *Supervise, supervise, supervise.*

Risk Management Plan

- Consider drafting a risk-management plan.

- **The risk management process consists of:**
- *Identifying and evaluating the risk*
- *Controlling that risk*
- *Financing the process*
- *Delegating responsibilities*
- *Measuring results or benefits.*

Finally, don’t forget what Murphy said...

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- *If anything can go wrong, it will.*
- *Nothing is as easy as it first looks.*
- *If there is a possibility of several things going wrong, the one that will cause the most damage will be the one to go wrong.*
- *Left to themselves, things tend to go from bad to worse.*

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- *Whenever you set out to do something, invariably something else will need to be done first.*
- *It is impossible to make things foolproof because fools are so ingenious.*
- *Anytime things appear to be going better, you will have overlooked something.*
- *If you do something right, nobody will notice. If you do something wrong, everyone will notice.*

Prepare to Bring About Change. (Change Management)

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- Be convinced that change is necessary.
- Analyze the change in terms of the present and the future.
- Understand why the change might be resisted.
- Consider how staff fears might be addressed.
- Develop a tentative but detailed plan.
- Consult, involve, consult, involve
- Communicate pro-actively.
- Be empathetic but decisive.

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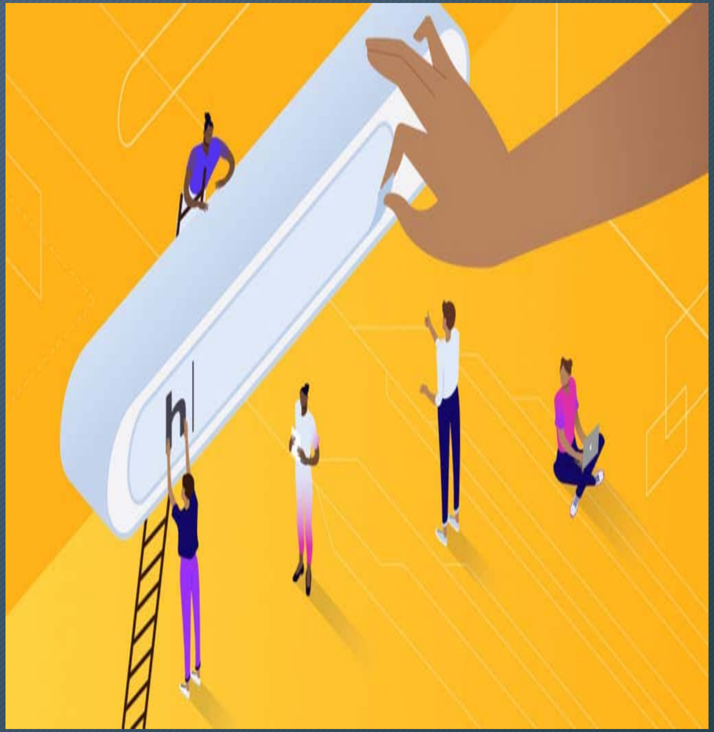
- Ensure staff clearly understands why the change is necessary.
- Sell the benefits.
- Present the change enthusiastically.
- Provide tools, resources, and support.
- Build a track record.
- Foster supportive climate.

When Implementing Change...

- **Note the basics of good change management.**
- People will change when they see the need to change.
- People will change when they know how to change.
- People will change when they are involved actively in the change process.
- People will resist surprises.
- People will change when they are secure in changing.
- People resist being treated as things.
- People do not necessarily change on the basis of new knowledge alone - attitude, feelings, and status are just as important.
- People change some attitudes slowly.



END!

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- Good luck and best wishes!