

(22) Effective Executive

- o Effectiveness defined
 - s Getting the right things done.
 - s Intelligence, imagination, knowledge are essential resources, but only effectiveness converts them into results.
- o Who is an executive?
 - s Those knowledge workers, managers, or individual professionals
 - ï who are expected
 - ï by virtue of their position or knowledge
 - ï to make decisions
 - ï in the normal course of their work
 - ï that have **significant impact** on
 - ï the **performance and results of the whole**.
 - s Authority of knowledge is surely as legitimate as the authority of position.
 - ï Make decisions of significant and irreversible impact.
 - ï Same kind of decisions as top management
 - ï The most subordinate manager may do the same kind of work as top management
 - H Plan
 - Organize
 - Integrate
 - Motivate
 - Measure
 - His compass may be quite limited, but within his sphere, he is an executive.
 - s There are many managers who are not executives.
 - ï Have neither the responsibility nor authority over
 - H The ... of the work or
 - r Direction,
 - r Content, and
 - r Quality
 - H The methods of its performance
 - s Knowledge work
 - ï Is not defined by quantity
 - ï Is not defined by costs
 - ï It is defined by results
- o About organizations...
 - s Organization is an abstraction.
 - ï It is unreal compared to the reality of the environment in which it exists.
 - s There are no results within the organization
 - s What happens inside any organization is effort and cost.
 - s The outside which is the true reality is well beyond effective control from the inside
 - s Stands under the law that governs the size and structure of animals and plants
 - ï The surface goes up with the square of the radius, but the mass grows with the cube.
 - ï The larger the animal becomes, the more resources have to be devoted to the mass and to the internal tasks, to circulation and information, to the nervous system, and so on.
 - s An organization is not, like an animal, an end in itself.
 - ï And successful by the mere act of perpetuating the species.
 - ï An organization is an organ of society and fulfills itself by the contribution it makes to the outside environment.
 - o Executive realities
 1. The executive's time belongs to everyone else.
 2. Executives are forced to keep on "operating" unless they take positive action to change the reality in which they live and work.
 - ï The flow of **events** will determine what he is concerned with and what he does.
 - ï Yet the **events** rarely tell the executive anything, let alone the real problem
 - ï Events are not even symptoms (in the patient/physician sense)
 - ï Needs criteria which enable him to work on the truly important contributions and results
 3. Within an "**organization**"
 - ï Executives are effective only if and when other people make use of what he contributes.
 4. "**Within**" an organization
 - ï And therefore removed from the only reality that matters—the outside.
 - H He sees the outside only through thick and distorting lenses, if at all.
 - H What goes on outside is usually not even known firsthand. It is received through an organizational filter of reports, that is predigested and highly abstract form that imposes organizational criteria of relevance on the outside reality.

PD's View of Developmental Directions

- H The relevant outside events are rarely available in quantifiable form until it is much too late to do anything about them.
- H The relevant events are often qualitative and not capable of quantification.
 - r They are not yet “facts”.
 - r For a fact, after all, is an event which somebody has defined, has classified, and above all, has endowed with relevance.
 - r To be able to quantify one has to have a concept first.
 - r One has to abstract from the infinite welter of phenomena a specific aspect which one then can name and finally count.
- H **The truly important events on the outside are not the trends. They are the changes in the trends.**
- H These determine ultimately success or failure of an organization and its efforts.
- H Such changes, however, have to be **perceived**; they cannot be counted, defined, or classified.
- H The old classifications still produce the expected figures.
- H **But the figures no longer correspond to actual behavior.**
- ï The need to gain outside-focus.
 - H Unless he makes **special efforts** to gain direct access to outside reality, he will become increasingly inside-focused.
 - H The higher up in the organization he goes, the more will his attention be drawn to problems and challenges of the inside rather than events on the inside.
- o The five practices—for getting the right things done
 1. Managing the small amount of time that can be brought under their control.
 2. Focus on outward contribution “What results are expected of me”?
 3. Building on strength
 - ï Own strength
 - ï Strengths of superiors, colleagues, and subordinates
 - ï Strengths in the situation—That is what they can do.
- 4. Concentration on the few major areas where **superior performance** will produce **outstanding results**
 - ï Set priorities and stay with priority decisions.
- 5. Make effective decisions
 - ï A matter of system
 - ï Right steps in the right sequence
 - ï A few fundamental decisions
 - ï The right strategy