Taming the Wild World of Management, Performance and Communication – 13459

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ABSTRACT

Management has evolved a long way from its original meaning of "governing a horse". The industrial revolution fostered "scientific management"; 1930's Hawthorne studies discovered that people's social interactions could alter productivity; and the dawn of the computer age in the post-war 1950's brought general systems theory into management thinking. Today, mobile wireless connectivity aims to transform ever-changing networks of players, mandates, and markets into something that can be "managed".

So why is there no clear and simple recipe for how to practice management? We talk about financial management, safety management, and operations management, but surely the "management" part of those endeavors will share the same set of practices. Instead, we are still arguing for "management" to include everything from developing people to negotiating contracts. A manager's job may include many things, but one of them, the job of management, needs to be nailed down.

Three standard practices for managing in a network are developed: (a) support the dialogues that connect people vital to accomplishing a goal or objective; (b) develop and sustain the scoreboards that serve as a roadmap to reach the goal; and (c) control the feedback to "govern the horse". These three practices are useful for more than reaching goals, as they also support coordinating across boundaries and running productive meetings. The dialogues for productive relationships, scoreboards for goals and deliverables, and feedback for performance together constitute a recipe for managing in a networked world.

THE WAY WE TALK ABOUT MANAGEMENT

The WMS 2013 program lists 11 topics for "Radioactive Waste Management"; 2 for "Safety Management; 2 for "Risk management"; and other mentions of Environmental management, Knowledge management, Information management, and Project management.

This calls into question our use of the term "management". Are the managers in these areas actually "managing" radioactive waste, or safety, or risk? If there are different types of management, i.e., no single method for the practice of management, then there are hundreds of kinds of management, each dependent on the type of objectives to be managed. It may be more accurate to say that managers are *managing for the accomplishment of objectives* in each of those areas: objectives for health and safety, or compliance, for example.

The reason this fine distinction matters is that it lets us see "radioactive waste management", "safety management" and "risk management" as having something important in common: Management. We can then ask whether management could have one standard set of practices for accomplishing all kinds of goals and objectives.

The Multiple Jobs of a Manager

In addition to collapsing the practice of management with the type of objectives being managed, we also tend to include everything done by a person with the title of Manager in whatever we mean by the term "management". A list compiled from discussions with managers over the past decade shows ten distinct kinds of work most often argued as being an integral part of their management job. These "top ten" responsibilities, with examples of each, are listed alphabetically:

1. Financial (cash flow, profit & loss, ROI) and/or Accounting (budgets, income, expenses)
2. Human resources (hiring, firing, compensation, discipline, performance reviews)
3. Information technology (managing databases, operating systems, reporting functions)
4. Legal (handling contracts and negotiations)
5. Marketing (product innovation, media, merchandising, market share)
6. Operations (production, safety, compliance)
7. Quality (quality control, assurance, and improvement)
8. Sales (sales prospecting, product promotions, forecasting)
9. Strategy (strategic planning for risk, safety, revenue, resource allocation)
10. Training and developing people (improving skill sets, supporting career paths)

Managers may well be spending much of their time and attention doing and/or overseeing one or more of those functions as part of their job description. But it is unrealistic to believe that all managers perform all of those jobs, or that they must have all of those skills. Further, each of those types of work is a specialty area in itself; each requires the application of management to fulfill its unique goals or objectives.

Consequently, those jobs are not *parts* of what we mean by management. They are jobs in their own right that require management. Managers whose duties include these specialties are managing for the accomplishment of many different kinds of objectives – this is the normal world of most managers today. That reality, however, does not change the nature of the practice of management; it only changes the objectives to which the practice of management is applied.

The Weak Definitions of Management

Much is made of leadership these days, while management, the workhorse of organizational accomplishment, has a less appreciative audience. To create a clearer distinction between the two phenomena, we can say that "Leaders speak the future. Managers make it happen." (Often, of course, leaders and managers are the same people operating in different roles). Leaders are the people who call for a new future, e.g., the fulfillment of a strategic objective or an organizational change of some kind. Managers are the people who will organize the performance environment for the relationships and results to meet the goals.

Management begins with turning a vision into a plan, and making that plan actionable by many people, including direct reports and others inside and outside of the organization. Unfortunately, two currently popular definitions of management suffer from vagueness and generality:

1. Management is the act of working with people and other resources to accomplish desired goals.

2. Management is the process of planning, organizing, directing, and controlling a group of people or entities for the purpose of accomplishing a desired goal.

Both definitions have become clichés and offer neither insight into the phenomenon of management, nor useful guidance for people who want to be effective managers. Even Peter Drucker (1), the father of business management, gave us general ideas, e.g., the need to set objectives, organize, motivate, and take measures – but not always enough on how to implement them. Drucker's vision for management, however, still remains valid: management allows us to *coordinate* hundreds or thousands of people with different skills and knowledge to achieve common goals. What we don't know much about is how to "coordinate", and we need a standard recipe for doing that. The evolution of management has now made that possible.

FROM MANAGING PRODUCTION TO MANAGING CONNECTIONS

Management has come a long way from its original pre-industrial meaning of "governing a horse", i.e., handling (*manus*, the hand) a horse's reins to control its direction, gait, and speed. Today we get most of our work done in systems, organizations, and industries that seem much harder to control than a horse.

Still, the goal is performance of some kind, i.e., to produce or provide something that is valued by others. Table I outlines four post-horse changes in our quest for performance, including the structures most used, the focus of attention, and the performance that is most valued.

TABLE I. The Evolution of Management

Management Era	Structures	Management Focus	Performance Value
Mechanical	Hierarchy & Jobs	Task sequences and Production	Process efficiency
People	Informal & Social	Human behaviors and Interactions	Human Productivity
Information	Processes & Systems	Data & Information Products and Services	Customer satisfaction
Communication	Networks	Connectivity and Coordination	Customer interaction

Process and Production Management. With the growth and development of industrial mass production engines, mechanics, and power generation, Frederick Taylor's "scientific management" was formulated to improve economic efficiency by making workers more productive. The focus of management attention went to individual workers and the sequences of their tasks – the processes of production.

Scientific management's popularity peaked before World War I, but Taylorism gave us valuable productivity-enhancing ideas still in use today: an emphasis on waste reduction, knowledge transfer, and standard processes with documentation. Perhaps the greatest legacy, however, was the introduction of "process thinking" as in Diagram 1 showing the input-output sequence of materials moving from one individual to the next.
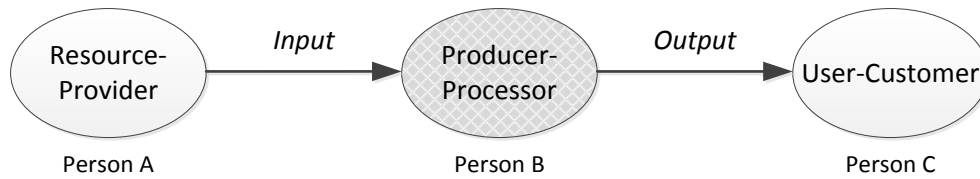
Diagram 1. Connections as Inputs and Outputs

People and Productivity. The 1930's Hawthorne studies marked "a sea change in thinking about work and productivity" (2). Where Taylor had focused on people's role in work sequences, Hawthorne established that people and their social interactions affect productivity. Now, instead of seeing organizations as machines and people as economic commodities, management expanded to include this new psycho-social dimension of respecting what people wanted, how they perceived their jobs and workplaces, and their values and beliefs.

The study's results eventually fell out of favor, but the ideas of developing people, giving effective feedback, and paying attention to personal and group human factors is at the foundation of today's "leadership industry" (3). Further, the idea of services began to gain ground as a target for improving productivity in organizations. Still, the attention of managers went to the middle circle – the Producer-Processor – in Diagram 1 – in the belief (still prevalent today) that giving people the right kinds of attention will increase their productivity.

Information Management Discovers Connectivity. In the post-war 1950's, a dawning computer age brought forward a focus on information flow. Supported by general systems theory, people and their groups (departments, divisions, and organizations) became senders and receivers of data and feedback, adding new power to the idea of processes seen in scientific management. Most important, this shift in perspective made clear that "my output is your input" (and my input is your output) opening up a new way of seeing connectivity.

The new attention to connectivity brings attention to the diagram's arrows, not as Taylor's steps and sequences, but as a way of looking at what information each group provides to those who will receive it as their input and use it to produce their output, as in Diagram 2. The sender may develop a new interest in providing value for a receiver, including for an "internal customer".
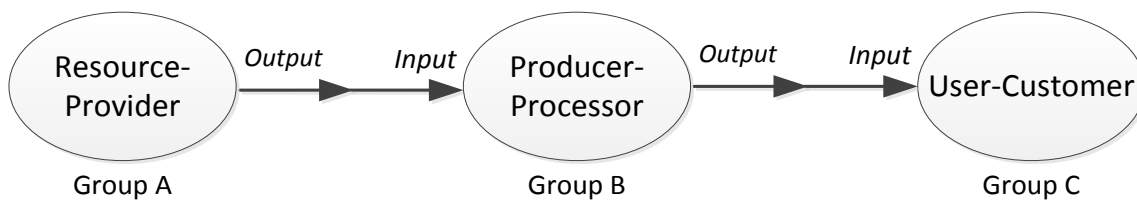

Diagram 2. Connections as Outputs that become Inputs

Communication Management, Connectivity Management. In the 1990's, mobile wireless connectivity began linking people and groups in new ways, making everyone a sender and

receiver of information and communications of all kinds. This leap, still unfolding, requires new thinking to manage the reality of highly interactive networks that go far beyond the traditional scope of management. Today's networks of resources, customers, and communications invite a new model of management that shifts away from that center circle, and concentrates primarily on the arrows that connect groups. The connections operating *between* entities and activities have become the senior phenomenon, and treating inputs and outputs in isolation is outdated.

Two network facts introduce connectivity. First, those arrows go in two directions now, not just one, which means that every group, department, or organization is simultaneously a Resource-Provider, a Producer-Processor, and a User-Customer as shown in Diagram 3. Second, the need for more direct interaction between groups has displaced passively waiting for needed resources, or blindly putting out the same old products and services in the same old way. To be effective in a complex network, a manager must support:

1. Making clear requests for resource deliverables and arranging for mutually agreed resource specifications, timing, and delivery modes;

2. Interacting with internal and external user-customers, to clarify exactly what deliverables they want and need, and perhaps also to find out how and why they will use them; and

3. Making explicit agreements for what, when, and why these well-specified products, services, and communications will move between them in the future.
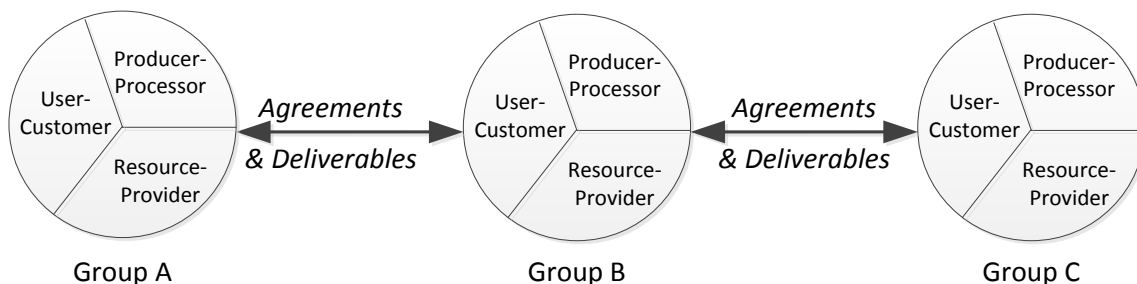

Diagram 3. Connections as Agreements and Deliverables

The Management of Connections

The generic name for what moves between the nodes in a performance network is "deliverables", i.e., products, services, and/or communications sent and received from one node to another. Regardless of whether either or both of those parties is an individual, a department, or an entire organization, an agreement will need to be established to clarify exactly what, when, and why those products, services, and communications will be delivered.

The management of connections in a network of agreements and deliverables opens up the possibility of Drucker's coordination. Managers can coordinate the connections between many resource providers, producer-processors, and user-customers by *developing and tracking agreements* between all parties in the achievement of a goal. The focus on agreements and deliverables creates a new understanding of what we mean by performance.

FROM PERFORMANCE = PRODUCTION TO PERFORMANCE = DELIVERY

Hierarchies are the most familiar structure for people working with organizations. The organization chart is usually shown as boxes and lines in the shape of a pyramid. Boxes represent groups doing related kinds of work; the lines connecting them represent reporting relationships of authority and responsibility.

Performance networks are different. First, the boxes (or circles) still represent individuals or groups, but they are usually defined by their functional role rather than by which manager they report to. Some managers, for example, oversee several functions that would each be represented by a different box. Second, a performance network's connections are not lines, as they would be in a social network, nor are they cause-effect connections, as sometimes shown in process or procedure diagrams where arrows indicate progression from a Step-1 box to a Step 2 box.

In a performance network, the connections are represented by arrows indicating *deliveries and agreements* between groups. This delivery-connection property of a network gives us three different locations where different kinds of performance can be measured:

1. **Efficiency & Productivity** – Performance as efficiency or productivity uses measures that compare a group's resources used (input and operating) to its costs of producing outputs. Sample metrics are: the number of hours worked, tasks completed, productivity of processes, or other "Input-Process-Output" statistics.

2. **Quantity & Quality** – Performance in terms of quantity or quality is measured by the amount or quality of a group's outputs and compares them to established standards for quality attributes, numbers of output defects, or costs of re-work needed to get outputs up to specifications.

3. **Effectiveness & Impact** – Performance measures for effectiveness and impact require getting – and using – customer feedback. After our products, services, and communications have left our hands (or mouths, email systems, or loading docks), they enter the world of the User-Customer. To determine how well they are received, or what impact they have, we establish a feedback mechanism to gain access to that other world. That requires creating agreements between sender and receiver, shown in Diagram 4.
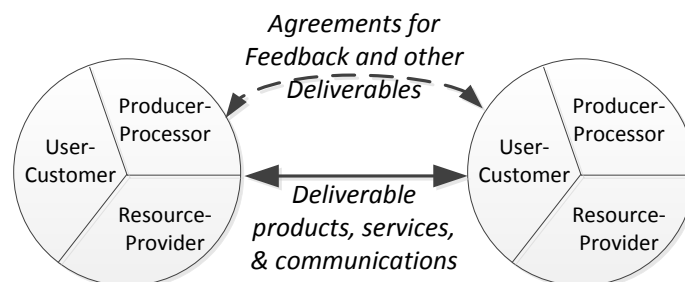
Diagram 4. Performance of Agreements & Deliverables

4. **Agreements & Deliverables** – Performance as the success of agreements and deliverables shifts a manager's focus to the constituents of connectivity in a performance network. As with tracking effectiveness and impact, this connection must be created by developing an agreement with the sender or receiver to communicate, clarify which deliverables should move back and forth, and establish agreements about their specifics. Performance is then a matter of tracking whether agreements are established in the first place, and, when they are, whether they are honored, and if they are workable or need to be revised. Seeing performance as an "in-between" phenomenon like feedback, agreements, or deliverable performance is more challenging than calculating input-output ratios or comparing outputs to pre-set standards, but it also directly supports having an effective relationship with internal and external resource-providers and user-customers.

Performance is defined as the art and science of delivering something from one unit to another to provide value, ideally for everyone involved. The "something" delivered may be a metric, as it is with all four types of performance listed above. But all four types of performance also measure deliverables, though the first two lack any agreement with the sender-receivers.

The value of managing performance as agreements and deliverables is twofold. First, we want feedback, or even a dialogue, with the people who send our inputs and receive our outputs, so we need a way to make that relationship real, productive, and malleable. Having a standard practice to establish agreements for input and output deliverables creates a vehicle for defining our performance relationships for exactly the kinds of deliverables desired by each party.

A second value in focusing on agreements for deliverables is as a vehicle to more powerfully engage people in their work. The communication necessary to establish productive relationships within a group and between a group and its external players is a completely human endeavor. Creating a productive network provides people with a context as well as an opportunity to be effective in a highly connected world.

Managing Network Performance: Use a Performance Circle

While people rarely see themselves as being part of a large network, they are usually able to identify the individuals and groups in their immediate "performance circle": their resource providers, associated producer-processors, and user-customers. Even people who are isolated by cubicle walls, assembly line positions, or working from locations other than "the office" know they are dependent on others to do their jobs. Awareness of their performance environment allows people to notice the larger context of connection to others beyond their island of activity, which can enable a fresh view of the consequences of one's work and value, and open an interest in improving collaboration for quality, accuracy, and completeness.

Any group of people, teams, or organizations that is responsible for performance of any kind can be imagined as the center of a "performance circle". Just as every goal has its own distinctive objectives and timelines, it also has a distinctive performance circle. The performance circle for Manager A's "quality improvement initiative" will not be the same as the performance circle for that same manager's "safety compliance challenge", or for her "information systems upgrade

project". Diagram 5 shows a template for a performance circle in which performance is measured and tracked as the performance on agreements for deliverables.
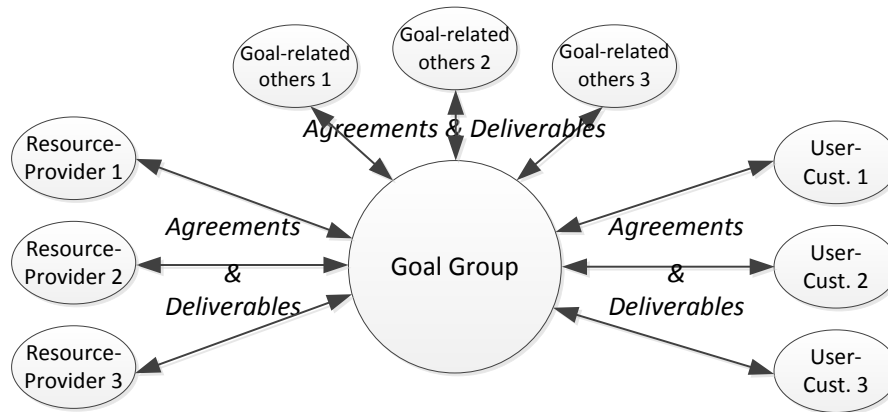

Diagram 5. The Performance Circle for a Group with a Goal

One challenge for some managers is that they see only one performance circle, even when they have several different kinds of project and performance goals. The performance circle needs to be designed intentionally to include the external Players necessary and sufficient for what may be the unique requirements of each goal. Managing multiple goals means managing multiple performance circles – something that most managers are already doing.

A second challenge is how to establish, sustain, and manage the productive relationships required to achieve the goal(s). Traditional management training and education usually says more about the "multiple jobs of managers" (page 2) than the necessary practices of management. There are three standard practices to manage performance in a network: using dialogues to support connections; maintaining performance scoreboards, and controlling the performance feedback.

THE MANAGEMENT RECIPE

Management is a distinct specialty area with its own distinctive means to accomplish its ends. No matter whether the objectives are for health and safety, balanced budgets, or productive operations, the practice of management is designed to meet the fundamental duty of management: performance.

Managers are the people who, by working with others, create a roadmap to reach a goal in a way that will redefine a complex network of resources, activities, and requirements into a game that can be easily communicated, evaluated, and documented. The recipe for managing a network of responsibilities and communications is scalable i.e., it can be applied to the management of an individual's work toward fulfilling his or her goals and objectives, to a team, or to achieving the goals of an entire factory or organization.

The three necessary parts of the practice of management are: (a) support for the dialogues that sustain game-appropriate connectivity; (b) the use of two "game boards" to visibly track what the game is for and who delivers what to whom; and (c) controlling the game's feedback to direct performance.

Support the Connectivity Dialogues

Supporting the dialogues that create and maintain necessary connectivity for reaching a goal entails paying attention to conversations that are internal and external to the goal-producing group. The manager *facilitates the establishment of productive relationships*, internally, with the direct reports who will be responsible for reaching the goal (the Goal Group), and also externally with all the Players in the goal's performance circle by assisting people to:

- Engage others in confirming their participation, recognizing any ground rules, and providing input to (a) define the goals, objectives, and timelines, and (b) identify other prospective Players to be included;

- Clarify deliverables and their schedules with all participants;

- Establish agreements for deliverable specifications, results, and schedules; and

- Provide support and follow-up on deliverables, results, and agreements.

Participation Ground Rules. A shared understanding for the rules of communication within and between organizations, levels, and divisions or departments will support productive relationships. Because goals will be reached based on the ability to create, maintain, and update agreements between groups, explicitly addressing the ground rules for communication can encourage people to operate with integrity and to be accountable for what is – and is not – working. A sample set of ground rules that has been used successfully is:

1. Integrity with the environment. The work of accomplishing objectives may require connecting with people in other departments or organizations. Follow the expressed laws, rules, and regulations appropriate to all connections.

2. Integrity with communications. Honor your word. Making agreements is a commitment to keeping them, to communicating promptly if it is recognized the agreement will not be kept, and taking responsibility for costs or consequences of that breakdown.

3. Responsibility for communications. Performance is a product of making requests, promises, and agreements, i.e., the "performance communications" that move people (including us) into taking action and producing results. Make them explicit, in language that is clear to all, avoiding reliance on assumptions or expectations.

4. Accountability for performance. Support Goal Group members and external Players in being accountable for actions and outcomes by visibly tracking the status of performance relationships, agreements, results, and problems or delays. Update these status displays at regular and frequent intervals using metrics appropriate to the agreements.

5. <u>Productive Meetings</u>. Use a visual accountability tracking system, e.g., the two "game boards" recommended in the next section, as the agenda for meetings, conference calls, and conversations related to the goal(s) and objectives.

Goal Group - Internal Connections. The manager supports each Goal Group to have conversations that will develop more shared knowledge about the following:

1. <u>Performance metrics and timelines</u>: What metrics will demonstrate success, progress, and problems? When are the results supposed to happen? Are there "drop-dead" dates, milestones, or scheduling contingencies that are known now?

2. <u>Value</u>: Why is this objective important to the organization and to us? How do the current objectives relate to the mission, vision, or purpose of the organization?

3. <u>Performance Circle of Players</u>: Who else is – or should be – involved in accomplishing the intended results? What resources will we need and where are our resource providers? Who will use our end results, and where are these user-customers located? Are there any "ground rules" for communicating or working with these groups? Are there any boundaries that cannot be crossed?

4. <u>Deliverables</u>: In order to achieve the goal(s) and complete the final deliverables, what needs to be produced, provided, or communicated among/by the internal and external participants in this performance circle? What do we know about the timing of those deliverables?

5. <u>Methods and Practices</u>: How should results be produced? What rules and regulations are pertinent to the work at hand? What processes, systems, and resources will be available or are recommended for the work ahead?

External Player Connections & the Productive Relationship Checklist. A manager may assign certain Goal Group members to be responsible for productive input-output connections with the external Players. The 6-step "checklist" below has been used successfully for developing productive relationships, i.e., establishing deliverable agreements with each key Player. It can be revised as appropriate to the Team and the objectives to be accomplished.

1. <u>Prior to outreach</u>. Establish a simple and clear statement of: (a) The deliverable(s) that will move between the Goal Group and the external Player; (b) The time(s) of every delivery; and (c) Why these deliverables are important to the group and the larger goal.

2. <u>Request for meeting</u>. Contact the external Player and set up a mode and time for communicating with them, e.g., an appointment for a phone conversation, email interchange, or video or personal meeting. In setting up the meeting, include a brief summary of the group's objectives for the proposed deliverable(s) and timeline(s), and express an interest in having a dialogue for an agreement that works for you both.

3. <u>Communication with Player</u>. In the meeting, review the objective for the deliverable(s) and timeline(s). Ask for input, ideas, and feedback: Does this proposal or request sound workable to you? Will you be able to provide us with what we want and need? Are the

plans for delivering products or services acceptable to you? Note any proposed change to current objectives, timelines, and metrics. For problems, ask to discuss possible solutions.

4. Agreement. State the final agreement in language that works for you both, e.g., "We agree that your Office will send product X to our group by the 23rd of the month"; or, "Our group will provide services X-Y-Z to your Office every other Thursday starting in 3 weeks from this date."

5. If no agreement for the deliverable of needed products, services and communications is reached, clarify the next actions: When and where will this conversation be taken up again to further develop the plans and agreements? Who else should participate in the conversation at that time?

6. Ongoing agreement support, maintenance, and follow-up. The Goal Group member responsible for creating, maintaining, and updating a Player relationship will also be responsible for supporting that Player to deliver as agreed. This may involve reminders prior to deliverable dates. It will require follow-up after each deliverable to provide feedback, and possibly to update the agreement. These "closure conversations" are what keep a relationship actively accountable for producing the desired resources and results.

Four Types of Productive Communications. There are four conversations that comprise the daily communications of productive people in organizations of all types (4). All four conversations are used in supporting productivity and performance for good connections in the performance circle. The four conversations will facilitate conversations that engage participants in the game, clarify deliverables and their schedules, establish agreements for deliverables, and provide support and follow-through for accountability and integrity.

1. Initiative conversations engage people in the ideas of (a) What is wanted; (b) When it is wanted; and (c) Why it matters, and to give people a sense of purpose and build interest and enthusiasm.

2. Understanding conversations engage people to develop and clarify specifics and identify external Players who will provide resources or receive products and services. These conversations are used to develop plans, encouraging people to offer ideas, concerns, and solutions. This dialogue is developed by asking questions that invite dialogue, such as: (a) Who else will be involved in accomplishing this objective? (b) Where will resources come from? (c) Where will interim and final results be delivered? (d) How will we establish all the necessary relationships and produce the results, and how can we do this most efficiently and effectively?

3. Performance conversations are the requests, promises, and agreements that will support people to produce, send, and receive accurate, complete, and on-time deliverables and results. *Tip*: When requesting and promising results and resources, always include a "by when", and add a reason or metric that makes it clear the agreement is important to the group and perhaps also to larger mission or strategic commitments.

4. Closure conversations support accountability by providing necessary feedback on the status of agreements, timelines, and planned results. They also clear up mistakes and

misunderstandings, provide appreciation and recognition to participants, and establish new or improved agreements when past agreements are found to be insufficient or incomplete. These conversations complete what happened, debrief what worked, what didn't work, and what will have things work better, and they are designed to reduce or eliminate resentment, cynicism, or mistrust for better collaboration and confidence.

Dialogue Support is Ongoing. The nature of management is iterative: agreements continue to be developed and refined over time and people need to be reminded of agreements and due dates. The dialogue between participants in a performance network should develop increasingly accurate statements of intended deliverables, results, and timelines. They should also make it possible to see when it is necessary to add, change, or delete participants from the circle as their role or value changes with respect to the goal. Providing ongoing support and follow-up for all deliverables, agreements, and timelines is critical to the accomplishment of the goal.

Develop the Game Boards

The primary "game" of management is to make something happen that was not going to happen by itself, e.g., accomplishing a goal, implementing a change, or improving performance objectives. The game has three components:

1. Goal – the purpose of the game is stated in terms of both metrics and benefits, and includes schedules, milestones, and other forms of timelines;

2. Participants – the individuals, departments, or organizations that will be responsible for the winning the game (i.e., reaching the stated objective), plus the people or groups participating as resource providers and/or user-customers;

3. Deliverables – the products, services, and communications that must be sent and received among Players in order to reach the goal(s).

These three game components can be made visible by using two scoreboards – the Goal Scoreboard and the Deliverable Scoreboard. This makes the entire arena for accomplishing a goal available for people to participate by updating it as needed, using it as a meeting agenda, and using it to support dialogue for any connections at any stage of the game. The visual displays, whether electronic or physical, belong in a location where the Goal Group – the people responsible for winning the game – can see and use them.

The process of developing the two game boards is iterative: they are not completed in a single event or conversation. Further, developing and using these tools *are* the management practices that enable coordination of internal and external groups, deliverables, and requirements to accomplish the goal.

The scoreboards are not intended for the manager to use on, or with, the Goal Group. They are tools the manager and group members will use together to plan and establish the roadmap of actions, events, and productive relationships that will reach the goal.

The Goal Scoreboard. The scoreboard for tracking progress toward reaching the goal will require that the manager, working with team members, do two things: (a) Identify intended results and benefits to be produced; and (b) Identify goal metrics & timelines for the game.

Whatever the starting statement of the goal and objectives to be attained, developing a Goal Scoreboard like that shown in Table II is an exercise that fleshes out milestones, metrics, and timelines for the overall accomplishment. This discussion in the Goal Group will help clarify decisions about measures performance (on efficiency, quality, effectiveness, and/or agreements) and how to display and update metrics.

TABLE II. The Goal Scoreboard, a sample

Milestones Goal-Objective Success metric	Milestone 1 – Target Metric & Date *Actual* metric on that date	Milestone 2 – Target Metric & Date *Actual* metric on that date	Goal Completion – Target Metric & Date *Actual* metric on that date
% Inventory Items put in new system	*25% by Apr. 1* *Actual: ____*	*50% by May 1* *Actual: ____*	*100% by June 15* *Actual:____*
# Supervisors trained in inventory system	*2 by Apr. 1* *Actual: ____*	*2+3 = 5 by May 1* *Actual: ____*	*5+7=12 by June 15* *Actual:____*
Report of Year-On-Year cost savings w/new system	*1ˢᵗ (test) report June 30* *Actual: ____*	*10% loss reduction in Sept. 30 report* *Actual: ____*	*18% loss reduction in Dec. 31 report* *Actual:____*

The Goal Scoreboard is used to track and communicate progress by filling in the "Actual" data on the dates specified. It serves to make sure any revisions to the plans and timelines are visible to all, and to support continuously clarification of the objectives to be accomplished.

The Deliverable Scoreboard. Developing the Deliverable Scoreboard is also iterative, identifying and defining the specifics of goal-relevant deliverable products, services, and communications in the performance circle. A first draft may be drawn up before ever going out to interact with external Players, but with each dialogue the Deliverable Scoreboard board will be updated with new information. Deliverables take time to define: what they are, their specific attributes and due dates, and who will send and receive each of them. The starting point is to identify:

1. Players who are likely to be required in order to accomplish the intended results.
2. The specific goal-relevant products, services, and communications that will be sent and received, and which participants will send and receive them.

The Deliverable Scoreboard, like the template shown in Table III, can be used to track and communicate progress by filling in the "Actual" data on a regular schedule, with the Group member responsible for each relationship reporting the status changes on the board. It supports discussion about where and how agreements can be developed, and when and how to communicate with others to support or revise the agreements.

TABLE III. The Deliverable Scoreboard, a template

WHAT products, services, and/or communi-cations need to be provided by any Player to any other Player?	WHO needs this product, service, or communi-cation? Who is the "receiver"?	WHEN do they need it? What is the "due date"?	WHY do they need it? How does it contribute to reaching the goal of the game?	WHO delivers this product, service, or communication to its recipient by the time they need it? Who is the "sender"?	ACTUAL: Was the delivery done? On time? Benefit realized?
				Goal Owner 1	**Y / N**
				Goal Owner 2	**Y / N**
				...	**Y / N**
				Goal Owner 99	**Y / N**
				External Player 1	**Y / N**
				External Player 2	**Y / N**
				...	**Y / N**
				External Player 99	**Y / N**

A simple start to creating the Deliverable Scoreboard can be a diagram of the Goal Group's performance circle (as shown in Diagram 5), with the group in the central circle, and all the external Players shown as the ring of circles around the edge. The connecting arrows, of course, represent the deliverables that need to move back and forth between them in order to accomplish the objective. Ultimately it will be useful to make a chart or table (similar to the one above, but perhaps allowing for more deliverable detail) showing senders, receivers, and deliverables and specifying what is currently known about each deliverable: timing, quality, quantity, etc.

There are three different types of internal assignments for Goal Group members:

1. **Production**. To accomplish the goals and objectives, group members may have agreements to develop and deliver products, services, and communications for other Goal Group members or with external Players.

2. **Connection**. In addition to their agreements to send and receive deliverables, some group members will be designated as responsible for establishing productive relationships with external Players, creating and maintaining performance connections to obtain resources and deliver goods, services, and communications.

3. **Scoreboard Updates**. All Goal Group members are responsible for updating the results of their work and the status of their connections on a shared visual display of the Delivery

Scoreboard. In addition, one or more Team members will "own" the visual displays of both game boards, ensuring they are kept current and understandable to all.

Scoreboard Development is Ongoing. While a manager's most useful tool is communication, his or her most important responsibility is to work with the Goal Group to keep the entire performance environment – especially as represented and displayed in the performance circle and on the two game boards – visible to everyone in the group, and accessible for their regular updates and revisions. Communication must be kept in existence if it is to be effective over time.

Control the Performance Feedback

The two game boards are very robust management tools. The investment of time and attention to develop them, and to sustain their accuracy, is worthwhile for one reason: it supports the feedback that is necessary to ensure management of performance and coordination. Feedback on the Goal Scoreboard is a vital resource for the people in the Goal Group, and feedback on the status of every deliverable is required to maintain accountability, integrity, and responsibility for each individual or group that has a scheduled deliverable.

Without laser-specific feedback, there is no management possible. Providing the feedback, fortunately, is comparatively simple and easy, and can be accomplished with three tasks:

1. Game Board Updates. Each member of the Goal Group is responsible to update the status of both game boards *prior to* the group's regular Report Meetings, and to be prepared to report any anticipated impacts of changes or breakdowns:

   a) Update the Goal Scoreboard, noting any changes in timelines, metrics, or milestones, and indicate how those changes may affect other entries on the board.

   b) Update the Deliverable Scoreboard to add or change names and dates as needed, and to clarify deliverable specifics. Be prepared to report on what agreements for deliverables have been made, which elements of agreements have been completed, and, for elements not yet agreed, specify the date of next action.

2. Report Meetings. Whether Goal Group meetings are face-to-face is not as important as a regular and frequent schedule. These meetings are the opportunity to regroup, address updates on both game boards, and have whatever discussion is needed to get everyone "on the same page". *That page is the agenda*, which includes:

   a) The Goal Scoreboard updates – Observations and suggestions for changes to the board (e.g., to metrics and timelines), with questions or clarifications.

   b) The Deliverable Scoreboard updates – Group members report on the status of each external Player relationship for which they are accountable, with respect to (a) the status of agreements for resources and results; and (b) proposed next actions to move that Player into a more productive relationship (perhaps with reference to the Productive Relationship Checklist). Group members discuss any delays or problems, make observations on changes in Players, timelines, and deliverable specifications, and identify new actions and communications that will increase integrity, reliability, and velocity in performance circle connections.

  c) Review tracking habits for both game boards being maintained effectively to support group member performance and communications with external Players.

  d) Reminders as needed regarding (a) Ground rules for integrity, responsibility, and accountability; (b) the deployment of the four productive conversations for initiating goals and relationships, clarifying roles and responsibilities, making requests and promises for deliverable agreements, and providing closure to what has happened; and (c) the time, location, and duration of the next scheduled Report Meeting.

3. Deliverable Feedback Meetings. Plan and schedule communications with group members and with appropriate external Players regarding upcoming deliverables due, missed due dates, and any changes that will affect scheduling of other deliverable agreements. By ensuring communications with the people who are responsible for each deliverable product, service, and communication on the Deliverable Scoreboard, the manager supports accountability among the people who are responsible for winning the game, and the people with agreements for delivery.

   The Deliverable Feedback meetings may be held as part of the Report Meetings, and will also be arranged separately to provide or obtain performance feedback from external Players, or in case of a need for "crucial conversations" (5) to resolve broken promises or deal with bad behavior.

CONCLUSION: MANAGEMENT IS NOT *ONLY* A SOFT SKILL

If the model of management has changed, the elements have not: we still value standard processes and documentation, developing people, and improving information availability and connectivity through all modes of communication. But in today's nonlinear and multi-connected world of work, we accomplish these things indirectly, by focusing people's attention on objectives, productive relationships, and by supporting accountability, coordination, and communication.

The three standard practices for managing performance and coordination in a network – connectivity communication, goal and deliverable scoreboards, and feedback control – can be delegated, but must be ensured to be operative whenever accomplishing a goal is at stake. Without them, management is missing. Whether these practices are applied to hiring and firing, compliance and safety objectives, or any other goal, if one of the three practices is missing, management is missing.

Management is not only a "people skill" or "soft skill". It requires the manager to "do the math": the real-time challenge of getting good agreements with senders and receivers and tracking their performance with rigor, precision, and persistence. It can be hard work, and it has real consequences for success and failure.

That said, it should be noted that a good manager can make the accomplishment of any objective into a game. The management game requires:

1. Communications to engage people in defining performance relationships;

2. Spelling out details for performance and deliverables between staff and other departments and agencies without relying on "expectations" or assumptions;

3. Establishing good agreements to deliver goods and services on time and budget; and

4. Controlling the feedback to keep all parties present to their agreements and the value, benefits, and consequences of those agreements.

Management is about making some future result(s) important, and sustaining a framework of communication and collaboration – with agreements, reminders, and update mechanisms – that will keep it real for everyone involved. That is what supports other people to participate successfully in an accomplishment that will be worth the effort.

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