

The logic of courses run by Dr Phil Jauncey

Rationale

I have always believed that we tend to make simple things far too complex. Management, in my view, is the act of facilitating (making easy) success for staff, rather than enforcing compliance. It is this mind-set shift that gives most people problems.

Overcoming the traditional KITA principles

Most of us have been raised in the work environment of KITA (**K**ick **I**n **T**he **A**...-backside). That is, when something goes wrong, find someone to blame and then punish that person. If you have the misfortune to get blamed by a superior, then find a subordinate whom you can blame and sanction (who in turn might also pass it on). This creates a world of insecurity, anger and frustration. Despite the obvious futility of focussing on a past that no longer exists, most managers feel compelled to angrily deal with poor performance of the past.

Also managers generally believe it is up to them to make staff perform. They are continually looking for “carrots” to bribe or potential punishments to scare employees into productive outcomes. Thus, they take ownership away from staff. This in turn increases the workload, distress and burnout for those managers. Why anyone would want to manage under these conditions (even with great salaries) is beyond me.

Four reasons for failure

The goal of a manager is not to motivate staff members to perform, but rather it is to try to find out why those employees do not perform. If the reason is that they do not know **what** to do, then the solution is to teach that knowledge. If the non-performance is due to a lack of skills (**how**), then either recruiting or training is the problem. If the **resources** are not available, then either provide those resources or change the expectations. Finally, if the failure is not due to the above three reasons, then it is due to a lack of **want**. The goal now becomes to ensure that the staff become aware of their choices and to accept ownership of those choices. They then can either choose to perform appropriately or choose to self dismiss.

There is no pressure, anger nor negativity towards the manager using the “So what you’re telling me...” techniques with staff. The employees have dignity and also will be able to perform without needing the manager to waste time being “Big Brother” (watching over staff continually).

We’re all different

I stress that we are all unique in our characters and our preferred choices. Thus, our style of management cannot be prescribed by anyone other than ourselves. If one methodology works for me in my facilitation role, it may not work for others. Using common sense – “*Is what I am doing getting me to where I want to go?*” – we develop a self-feedback analysis to ensure effectiveness.

Dealing with others

Whether it be in education, staff correction, sales or client conflict, the principle remains the same: We must focus on the change resulting from our involvement rather than merely on our actions. That is, whilst the trainer ensures his/her training procedures and materials are of a high standard, the educator is concerned about what the audience has learned. The manager working with an errant employee is not caught up in showing outrage in slack performance, but rather is interested in what stopped good results as well as what the staff member will do to fix it (or choose to leave). The sales person never tries to sell something, but in fact tries to influence a “buy” (the person with a need gets what fulfils his/her requirements). The unhappy customer is treated as having a right to honestly believe (before clarification) that s/he has been wronged (even if it turns out it that it was not the provider’s fault). The goal is to find a solution the problem.

Human dignity

My belief is that good management ensures that no one person is considered to be of more importance or value than another. Thus, harassment and discrimination could not survive in this environment. Staff and customer satisfaction remains high in this setting. The old maxim says it all, “*Treat others as you yourself would like to be treated!*”

It is my hope that the course helps participants to be more effective. I trust that by understanding the dynamics involved, these people can develop their own unique strategies for management success. Hopefully they in turn can share their secrets with others.

Phil Gauncey