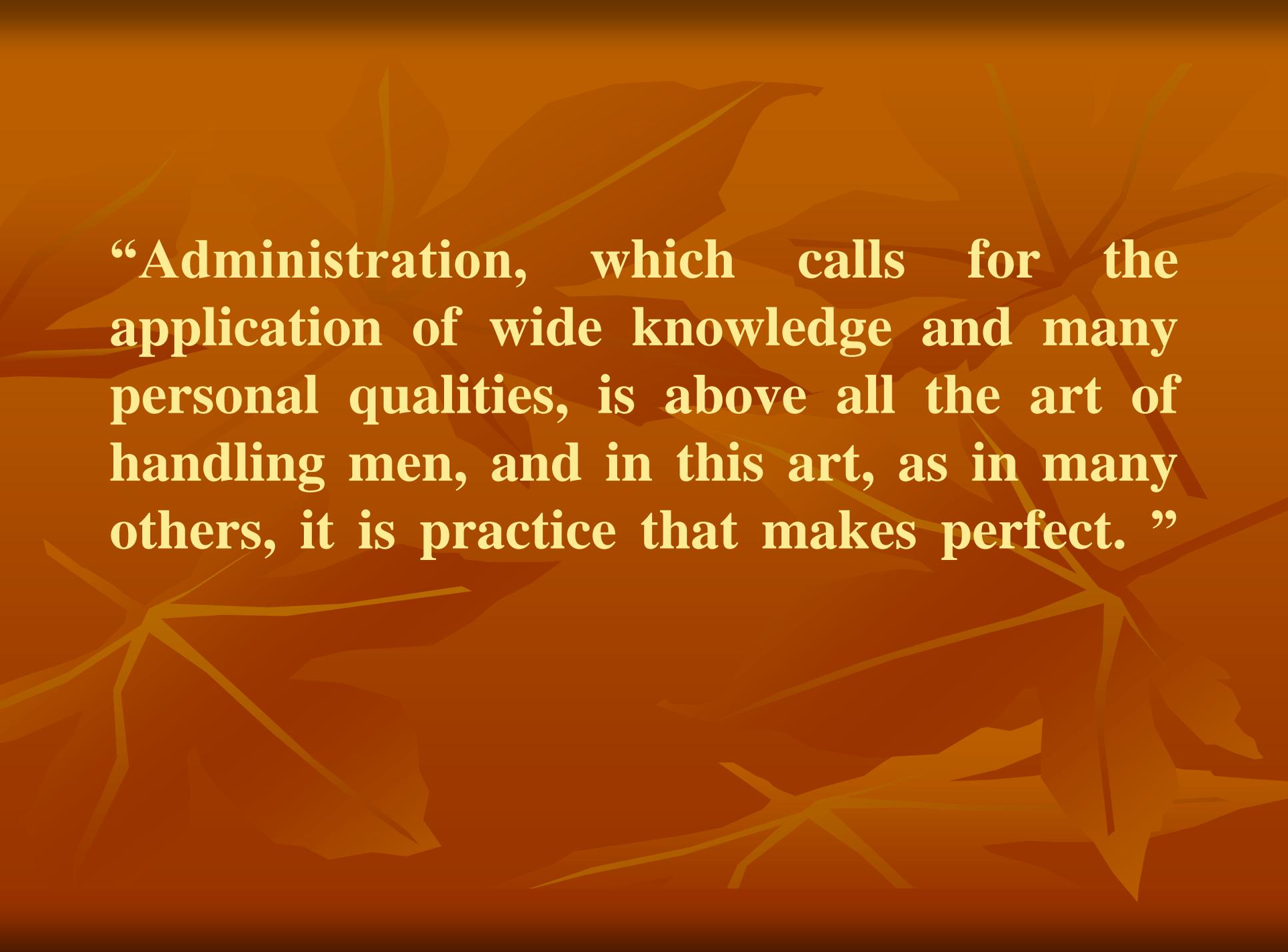




Principles of Management

If I asked my staff right now what their two to three most important goals are for the year:

- A. their answers would probably match mine
- B. match in some places only
- C. match with respect to top goals
- D. do not match at all
- E. they'd ask "What goals?"

The background of the slide features a pattern of overlapping autumn leaves in various shades of orange, yellow, and brown, creating a textured, seasonal aesthetic.

“Administration, which calls for the application of wide knowledge and many personal qualities, is above all the art of handling men, and in this art, as in many others, it is practice that makes perfect. ”

Session Objective

You shall use principles of management to develop a motivated team to deliver effective performance

Session Outline

- Analysis of 3 Case Studies on different issues in management
- Comparing traditional management with principles-based management
- Summary

Case Study 1

- You have just taken charge as SP. You wish to create good impression about responsive administration. You have three SDPOs reporting to you. Mr Bhaskar is senior most SDPO. He has one and half year to retire. He joined as SI and has worked in different postings in the district. He has a network of political, media and bureaucratic contacts.
- Mr Bhaskar is polite to you. However, you have a feeling that Mr Bhaskar controls the sub-division. Your orders are implemented, ignored or subverted as he feels fit.
- You receive a complaint of illegal custody and torture in one of the police stations. You refer the complaint to Mr Bhaskar for personal inquiry. He reports complaint is false. You learnt later he collected a fat sum to release the detenu.
- You have a feeling that you were tested and you failed

Case Questions

1. Is there a problem here?
2. What is the problem?
3. What should be done?

Case Answers

1. Yes, there are number of problems there
2. First, there is immediate problem of Bhaskar sending wrong report. Second, there is a problem of you establishing a working relationship with your subordinate. Third, you have a profound problem of establishing leadership over the entire team.
3. Firstly, you must have an “expectations” meeting with all three SDPOs which will allow you to detail your performance expectations and management practices as well as learn about their issues. Secondly, you must have a private meeting with Bhaskar and discuss with him about your agenda of responsive administration and seek his suggestions. The approach should be non-confrontational.

Lesson learnt

Discipline must be upheld in organizations. Fayol argued that discipline ought to come from effective leadership—not from dictatorial or harsh management practices.

You must be knowledgeable about disciplinary procedures or your effort to discipline may boomerang.

Remember without hard evidence you cannot take any action against Bhaskar for wrong report. You have to be attentive to your relationship with Bhaskar. You have to obtain his past record, his reputation and his hold with politicians, media and bureaucrats.

Case Study 2

- You have decided to improve poor conviction rate in serious crimes. You decide on a training programme for officers to order to improve their skills for investigation, facing cross-examination during trials and briefing public prosecutors.
- You have conducted the training programme over a period of 6 weeks on the new SOPs.
- Radhakrishna, Inspector is 50 years old. He approached the training with gusto. You are happy because you thought his strong “people-orientation” may not have a “technical” aptitude.
- After completion of training, you are realising Radhakrishnan is uncomfortable with new SOPs.. He has delayed a complicated investigation. Public is also complaining about difficulties in filing FIRs.

Case Questions

1. Is it a training problem or learning problem?
2. What should you do to assist completing the learning process of Radhakrishnan?
3. What should you do if Radhakrishnan expresses difficulty to learn new SOPs?

Case Answers

1. Radhakrishna has received same formal training program as others. Others are working fine with new SOPs. It is more a learning problem than training program. Radhakrishna needs to acknowledge it.
2. First you can let Radhakrishna know that he is still in learning mode and you want to help him in it. You can let him know that it is OK as people learn at different speeds. Second you need to sit down with Radhakrishna and work out a learning plan. It should start from easy to complex as felt by Radhakrishna. You may depute an training assistant to work with Radhakrishna for some time.
3. You shall inform that you shall work with him closely on analysing skill deficiencies, arranging help etc. However, the ultimate responsibility of learning lies with Radhakrishna only.

Lesson learnt

Employee feedback is information given about a person's actions at work, to be used as a guide for future improvement.

We're talking here about Radhakrishna attempting to learn and having that effort fail but analyzing what happened, then using what was learned to improve.

A line has to be established if Radhakrishna keeps repeating the same mistake.

Case Study 3

- You are in the midst of a new training programme on the new SOPs for your employees. About three weeks ago, your Conservator had given you a major work to prepare a project proposal to Govt of India for conservation of habitat of rare vultures.
- Sudhir, a recently recruited direct recruit Ranger works in your office. He has joined recently. He is a conscientious worker and reports to office on time and leaves on time. He has little experience in preparing a project proposal.
- You hand over the assignment to Sudhir and tell him that you are in midst of lot of work and you can't baby sit him. You tell him to obtain similar project proposals and look at it and talk to field officers for other details.

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- After few days, Sudhir comes to your office and tries to ask about types of conservation practices to be included in the proposal. You reply briefly. After his third question on similar lines, you say with irritation asking him to sort it out with field officers and ask him whether he has any big questions as you are busy. He says he has no further questions.
- In two weeks that followed, you were busy but you followed up with him about the proposal. One time Sudhir wanted some guidance on some specifics but you wondered aloud why he didn't look at specifics himself. After that, there was no contact.
- At the end of deadline, Sudhir had submitted the report in your office. When you returned to your office by 6:30 pm, Sudhir was not there but report was on the table.
- You read the report and find out it is just wrong

Case Questions

1. What is the problem?
2. What should you do about the faulty report?
3. How should you have supervised Sudhir on this project?

Case Answers

1. The apparent problem is faulty report and the underlying problem is your improper supervision of Sudhir
2. You may have to make corrections in the proposal yourself. Whenever you are free, you must have a meeting with Sudhir and detail what the report should contain and how should it be corrected.
3. Sudhir is conscientious but has medium knowledge about how to make a project proposal. A directive and participative approach is needed. You have to provide detailed structure of the plan with examples and support material. Follow-up meetings should be scheduled frequently initially until Sudhir develops confidence and can handle it more independently.

Lesson learnt

One higher order management skill is developing subordinates. It's rewarding because it's what leadership is all about: making a difference in the lives of others.

Once your employee develops skills, it frees up your time to focus on more important goals, so it's a win-win.

Traditional Management

- Focus on shortfalls in performance i.e what has not been accomplished
- Field visits made to inspect what subordinates are doing, etc

Principled Management

- Helping to ensure tasks are completed satisfactorily rather than checking what is wrong
- Field visits are made to observe performance, provide on-the-job training and follow-up on decisions taken

Traditional Management

- Team meetings are generally giving of gyan by mnager. Mostly one way communication
- Records of field visits and team meetings are made for compliance purposes.
- Role of manager : superior who can punish subordinates for lapses

Principled Management

- Team meetings are generally joint problem solving. Mostly two way communication
- Records of field visits and team meetings are made to plan improvements.
- Role of manager : mentor, facilitator to improve performance of subordinates

Summary: Skills of Manager

- Ensuring effective discipline to reduce problem behavior
- Giving effective feedback to subordinates to ensure top performance
- Displaying effective coaching to ensure development of subordinates
- A principle-based approach to ensure top performance and development of subordinates



**THANK
YOU**