

Four critical management issues

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December 2000



Compass Partnership

Four critical issues

1. Managing constant change

3. Creating effective teams

Top Performing Organisations

2. Delivering results and real impact

4. Providing excellent governance



Where did management come from?

Technique	When did it come?	Where from?
Establishment of objectives	Pre WW2	Military
Management by objectives	1960's	Business
Strategic planning	Late 1970's	Business and academia
Performance measures	1980's	Public sector
Market segmentation	1980's	Business
Quality management	Early 1990's	American management gurus



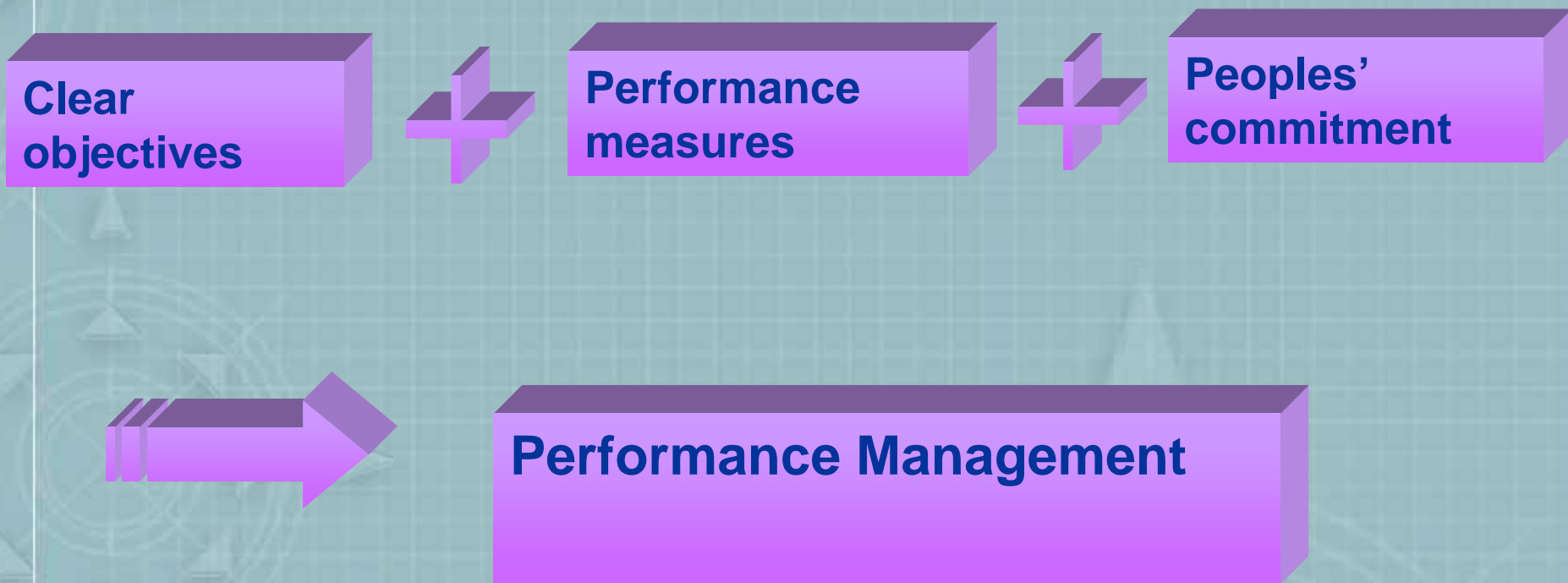
Where did management come from?

Technique	When did it come?	Where from?
Learning organisation	Early 1990's	British consultants and academics
Good governance	Mid 1990's	British business
Investors in people	Mid 1990's	Government initiative
Benchmarking	Late 1990's	Private sector
Mentoring	Late 1990's	?
Outsourcing	Late 1990's	Business

1. Managing Constant Change



2. Delivering results and real impact



Three levels of performance

Type of performance

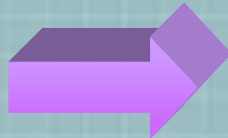
Monitors

Strategic



Organisation wide achievements

Operational



Services and support function achievements

Individual



Achievement of personal targets



3. Creating effective teams

- Start modestly
- Plan together
- Encourage openness
- Face up to differences
- Systematise decision taking
- Encourage action
- Promote the mission
- Support each other
- Ensure good admin
- Review performance
- Make the team visible
- Celebrate success



4. Distinguishing governance and management

Governance

- Determining policy and strategy
- Appointing and overseeing the Chief Executive
- Managing the governance process
- Monitoring performance
- Providing insight, wisdom and judgement

Management

- Developing policy and strategy
- Appointing managers and staff
- Supporting the governance process
- Measuring performance
- Implementing board decisions
- Delivering services and campaigns

Characteristics of really effective boards

- **Critical functions of the board are crystal clear**
- **Members chosen for their skills and potential contribution**
- **Appropriate structures for representation and decision making**
- **All governance processes are managed tightly**
- **Board has a creative partnership with the Chief Executive**
- **Committees do governance work not management tasks**
- **Board monitors performance of the organisation and the CEO**
- **Chair works in close partnership with the CEO**



Compass Partnership books:

Managing Without Profit, Mike Hudson, (DSC, 2000) sets out the theory and practice of creating highly successful nonprofit organisations.

Managing at the Leading Edge, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from www.dsc.org.uk

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