

Management Processes



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Management

- Management Roles
- Skills of a Manager
- Management and Leadership
- Management Process

Defining Management

- Management - The implementation of the five conditions that must be present for management to succeed:
 - Mission
 - Authority
 - Resources
 - Responsibility
 - Accountability

Mission

- The mission is the purpose or reason for the existence of the organization
 - Usually key to the definition of management
 - Everyone in the organization must work together to accomplish a common mission

Authority

- Managers must have the authority to direct the team toward the goal
 - Since human beings first began to join together in groups, there have been leaders - chiefs, kings, etc. - people of authority.

Resources

- The manager must have the necessary resources to achieve the goals assigned
 - People
 - Equipment
 - Supplies
 - Money

Responsibility & Accountability

- **Managers have the responsibility for achieving the goals assigned**
- **Managers have the accountability for using the resources established**

The Roles of the Manager

- **Managers are the leaders of the organization**
- **As such they are required to play three basic roles**
 - **People**
 - **Servants**
 - **Representatives**

The Manager as a Person

- **The manager is first and foremost a person**
- **Responsible for, and to, other people with similar fears, dreams, hopes, life problems, aspirations, potential, and expectations.**
- **Each manager, like the people they supervise, have their own individual talents, training, and weaknesses.**

The Manager as a Person (cont'd)

- **In management, the emphasis is on the development of the person.**
- **This is crucial from the entry-level worker to the CEO, because the organization is people. If people fail, so does the company.**
- **This concept is more pronounced in healthcare.**

The Manager as a Person (cont'd)

- **The ability to deal with people and things is essential in management**
 - **Natural leaders may have good people skills, but may fail when put into situations that require exact planning or technical language**

**Managers are
made,
not born!**

The Manager as a Servant

- The primary role of the manager is one of instrumentality
- Sees to it that the person who actually performs the tasks and work of the institution has the resources necessary to effectively and efficiently accomplish his or her duties.

The Clinical Laboratory Manager

What does the organizational chart look like?

Organization of a Hospital

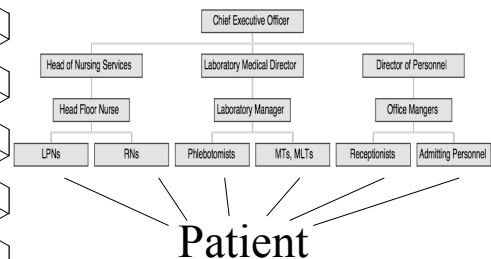


The Clinical Laboratory Manager

Where does the interface with the patient or client occur?



The Clinical Laboratory



The Manager as a Servant

- **The patients and clients are the reason for the organizations existence. They should be the top priority of the organization.**
- **The organizational chart should be flipped upside down to create a patient-focused organization.**
- **This means managers should be supporters of their staff for the organization to function properly.**

The Manager as a Representative

- **The manager is a paid representative of the organization.**
- **The manager represents those they supervise**
 - **They are responsible for bringing the concerns of the people they supervise to the leaders of the organization**

The Manager as a Representative

- **It is in this role that communication flows between each level of the organization.**
- **Some experts say that this representation function is the most important role of a manager in the successful operation of any business.**

Skills of a Manager

- **The skills needed by a manager center around people and things and their coordination.**
- **Managers must have a basic understanding of the organization's product and be proficient in organizing the physical and human resources of the corporation to deliver a high-quality product.**

Four Types of Management Skills

- **People Skills**
 - **The ability to understand human needs and work motivations is essential to accomplishing the goals of the individual and the organization**

Four Types of Management Skills

- **Organizational Skills**
 - **The ability to conceptualize and apply the management process, systematize work flow, make decisions, and communicate with workers**

Four Types of Management Skills

- **Financial Management Skills**
 - The skills to effectively use and account for the monetary assets of the organization

Four Types of Management Skills

- **Technical Skills**
 - The synthesis of the first three skills and the management of physical resources into the operational parameters unique to each organization

Management vs. Leadership

Is there a difference?

Management and Leadership

- Management refers to ensuring the continuing efficient operations of an organization in its current mode.
- Leadership involves change.
- Good management will often require leadership when change is needed, and good leadership will often require management as the process of change proceeds.

R Campbell, Univ. of Missouri

Management and Leadership

- **Management is getting people to do what they're supposed to do.**
- **Leadership is influencing people to want to do what they're supposed to do.**

Army Corps of Engineers

The Management Process

- **Planning**
- **Organizing**
- **Directing**
- **Controlling**

Planning

Before you begin a journey, you must know where you are going.

Planning

- **Planning is the thinking and analyzing portion of the management process. Everything else deals with the implementation of the plan.**
- **Manager anticipates the future and prepares for the coming changes**

Steps in the Planning Process

- **Determine the goals the organization wishes to accomplish**
- **Collect information, evaluate the current situation**
- **Establish a time frame to achieve goals**
- **Set objectives**
- **Forecast needs and use of resources**

Steps in the Planning Process (cont'd)

- **Determine steps necessary to implement plan**
- **Provide feedback mechanism to continually review the success of the plan and to implement necessary revisions**

Planning - Identifying Goals

- **First, ask where or what does the institution wish to be?**
- **From the answers and insights gained in the questioning process, the manager can identify problems and set the direction and goals for the laboratory**

Clinical Laboratory Questions

- **Does the lab wish to continue providing same level of service, or has the changing nature and mix of patients and physicians require the development of new programs and services?**

Clinical Laboratory Questions

- Do complaints continue to focus on specific areas of service?
- Has there been an increase in the number of requests for certain procedures?

Planning - Evaluation

- Important to re-evaluate what you have to work with, even if the manager thinks he has extensive knowledge of the department
- Crucial to include all personnel involved in the project in the decision-making process
 - Might overlook important obstacles that may appear obvious later.

Planning - Establishing a Time Frame

- Key element in determining if the plan is realistic
- Most plans are severely limited by short-term time constraints
- Placing goals within the context of time frames enables managers to plan where they want the organization to be in 1, 2, or even 5 years

Planning - Setting Objectives

- Goals vs. Objectives
 - Goals are broad long-term ambitions of the organization - more philosophical
 - Objectives are specific short-term standards that allow the manager to achieve the goal - specific benchmarks

Planning - Setting Objectives

- Objectives allow the manager to set the best route to achieving the goals
- Example - Goal is to improve turnaround time, the objective is to have all fasting glucoses on the chart by 7 A.M.

A Good Objective

- Is clearly defined and understood
- Is obtainable and realistic
- Has a strict time period in which it is to be accomplished
- Is measurable

Planning - Forecasting Resource Needs

- **Must know the current resources and the feasibility of obtaining additional resources**
- **Within the time frame of the objectives, arrangements must be made for the acquisition and use of appropriate equipment, supplies, work space, and personnel**

Planning - Forecasting Resource Needs

- **The development of the laboratory's budget, both operational and capital, is the principle vehicle for accomplishing this task.**

Planning - Steps to Implementation

- **Includes strategies for anticipating and overcoming obstacles**
- **Two routes to implementing a plan**
 - **Tools of Persuasion**
 - **Tools of Control**

Tools of Persuasion

- **Communication**
- **Training**
- **Involvement**
- **Feedback**
- **Support**
- **Inclusion**
- **Building confidence**

Tools of Control

- **Allocation of financial resources through the budgeting process**
 - **Selection of equipment and supplies**
 - **Number of employees involved**
- **Process of staffing and scheduling, or job assignments**

Planning - Steps to Implementation

- **Success of implementation depends of the balance of these two tools**
- **By including the staff in the design of the project, managers assure their support and refine the plan**

Planning - Creating Feedback Mechanisms

- **The manager needs to know how the project is progressing and functioning.**
- **This step completes the cycle of the management process**

Planning - Creating Feedback Mechanisms

- **Methods for obtaining feedback**
 - **Formal meetings between managers and co-workers**
 - **Informal meetings and conversations with staff and customers**
 - **Monitored standards of performance**
 - **Analysis of nature and types of problems encountered**

Organizing

- **The organizational structure must be developed**
- **Pay attention to efficient use of all resources**
- **As organization continues, the need for continual modification becomes apparent**

Organizing

- **Two dimensions**
 - **The formal hierarchy of work groups, job assignments, and lines of authority**
 - **The network of informal relationships - friendships, social groupings, "grapevine"**

Directing

- **This is the most visible of all management functions**
- **Day-to-day tasks necessary to ensure a smooth-running facility**
- **A manager can get trapped here**

Directing

- **Faults overlooked in planning and organized become blatant here**
- **If project not well planned, stress, frustration, "fire-fighting"**
- **Can stop progress to project completion**

Controlling

- **Two parts to giving instructions**
 - **Making sure instructions are understood**
 - **Checking to ensure instructions have been followed**

Controlling

- **The control function is the measurement and feedback mechanism of setting objectives**
- **Compares what has been accomplished with the original master plan in order to determine the success or identify needed modifications**