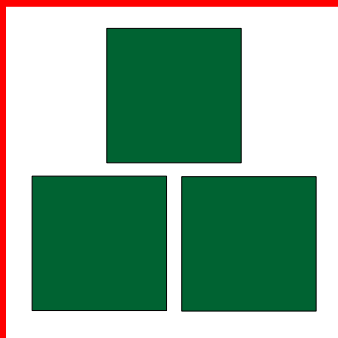


EXPLORING THE MANAGERIAL ROLE - APPLYING RESOURCES TO ACTIVITIES TO ACHIEVE RESULTS



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The managerial role is about process planning, execution, and control. The role is performed by any individual who has to achieve results, not necessarily just appointed executives and managers.

The managerial role is essential for earning the value inherent in innovative ideas. It applies the notion of planning, execution, and control to both project-oriented and perpetually-oriented activities. Planning involves organizing activities and resources; control involves reporting and evaluating status, and making adjustments accordingly.

Research and development activities are project-oriented with a finite beginning and end. Sales and production activities are either perpetually-oriented or project-oriented depending upon the nature of the products and/or services offered.

Mass manufacturing work is perpetually-oriented enabling large volumes of products to be delivered from a single design. Orders may repeat indefinitely provided that the market doesn't tire. Custom manufacturing work is project-oriented requiring a product to be built to order from a unique or tailored design. Through the use of computer-aided design and manufacturing, it is possible to achieve a hybrid of mass manufacturing with custom design.

Within the context of planning and policy development, deployment, and performance measurement activities, the managerial role comprises organization, execution, evaluation, and adjustment.

Organization:

- Confirming scope, objectives and goals (budget, schedule and quality standards)
- Assigning people to tasks
- Securing facilities and equipment, materials and supplies
- Training

Execution:

- Communicating to the team, and to sponsors
- Assigning and accomplishing tasks
- Solving problems
- Handling exceptions

Evaluation:

- Monitoring the earned value in terms of scope, objectives, budget, schedule, and quality
- Assessing the people
- Assessing the facilities and equipment, materials and supplies

Adjustment:

- Tuning (scope, objectives, budget, schedule, quality, resources)
- Taking corrective actions for future performance

Work is organized in terms of:

- What is to be accomplished and why (scope, objectives and goals)?
- How it is to be accomplished (resources and work units)?
- When it is to be accomplished (schedule)?

As tasks are executed, progress is evaluated periodically in terms of variances from:

- Budget
- Schedule
- Quality
- Resources (people, materials, supplies, facilities, and equipment)

Adjustments in plans must be made as necessary until the results are delivered, the work is rescope, or canceled.

The managerial role benefits from the use of both operational and analytical systems for people, products and/or services, processes, and project management that deliver both financial and non-financial information for performance measurement activities.

The managerial role applies resources to activities to achieve results and earn value in conjunction with the entrepreneurial and leadership roles. The managerial role is an enterpriship (entrepreneurship, leadership, and management) competency.

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About Nigel A.L Brooks...

Nigel A.L Brooks is a management consultant to entrepreneurs, business enterprise owners, executives, and managers, and the enterprises they serve. He specializes in developing the entrepreneurial, leadership, and managerial competencies that build sustainable advantage from vision to value. He is an author and a frequent speaker.

He obtained his professional experience as a partner at Andersen Consulting (now Accenture, Ltd.), as a vice president at Booz Allen Hamilton, Inc. (now Booz and Company), as a senior vice president at the American Express Company, as president of Javazona Cafes, Inc., and as president of The Business Leadership Development Corporation. He has been a contributing editor for the Bank Administration Institute magazine, and has served on boards of entrepreneurial networks. He was educated at the University of Exeter, Devon, United Kingdom.

His clients are in the financial services, food services, high-tech, manufacturing and distribution, pharmaceuticals, oil and gas, professional services, retail and wholesale, transportation, and government industries.

He has experience in North and Latin America, Europe and Asia-Pacific.

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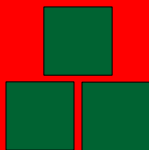
About The Business Leadership Development Corporation (BLD)...

The Business Leadership Development Corporation is a professional services firm that works with entrepreneurs, lifestyle business enterprise owners, executives, and managers, and the enterprises they serve.

BLD develops entrepreneurial, leadership, and managerial competencies that achieve performance excellence by *building sustainable advantage from vision to value*™ through:

- Strategic Management Consulting
- Executive Coaching and Mentoring
- Professional Training via The Center For Business Leadership Development (CBLD)
- Motivational Speaking

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