

REVIEW ARICLE

Definition of Management based on Objectives

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ABSTRACT

Management has wide definition because of its contribution in many areas . Basic meaning of management is defined in regard to the objectives which include mind and physical realities . So the perception of any context can lead the managers to manage effectively and efficiency . Management and organisation has coonected together deeply and managers must know the fundamental structures and functions to sustain the individuals abilities to perform functions well . managers must determine the objectives to their employees clearly and enhance the relationship between all individuals in organization. The anthology begins, needless to say, with Peter Drucker's ruminations on this theme from the year 1999. Drucker is the person who designed both the preoccupation with objectives and with the notion of subjectivity even though he does not invoke a psychoanalytic idiom explicitly. Drucker, as some readers might know, was introduced as a young boy to Sigmund Freud in Vienna and told that he had met somebody who was even more important than the emperor though the young Peter may not have understood in exactly what way. Subsequently, when Drucker decided to move from being a highly paid investment banker to a management theorist, he cited his interest in people as the main reason

for doing so. This interest in people issues is also the main challenge for young professionals who are asked to assume positions of leadership and often have difficulty in transiting from technical expertise to people based issues. Not only is it difficult for them to manage people, but there is an even more pressing issue which Drucker refers to as the challenge of managing oneself. In order to manage themselves effectively, executives, managers, and leaders must develop a strong knowledge of their own self. What Drucker sets out to do then is to spell out the modalities involved in doing so effectively in terms of the relationship between strengths and weaknesses, and the relationship between problems and opportunities. And, furthermore, to do so successfully, it is a good idea if the person who must serve the executive function is clear as to what sort of a value system is likely to generate and sustain his ability to perform successfully. Or, to put it simply, the executive must perform a SWOT analysis of his own self before setting out to situate his firm. Drucker argues that this form of self-analysis can be done through feedback mechanisms, learning to be an effective listener, and by delineating both the information and cognitive processing styles that constitute an executive's self. Drucker argues that success and failure are often related to working in harmony with cognitive styles which the executive may not be sufficiently acquainted with. What Drucker is arguing here is related to the set of cognitive tools that have been developed elsewhere including the well-known Johari's Window. For Drucker, understanding and situating this cognitive style is not just a matter of cognitive necessity but an ethical imperative. Leaders who understand what makes them tick are less likely to harm themselves, their followers, and their organizations. This piece is followed by an essay that discusses the problem of 'reverse delegation' through an allegorical representation of a monkey that is carried on the shoulders of executives who are weighed down with problems that they are unable to solve. The monkey in this allegory is 'symbolic' of the problem awaiting a solution. William Oncken and Donald Wass (1999) argue that watching this

monkey jump from shoulder to shoulder will give us an important clue as to how organizations grapple with the challenges of problem solving. The main learning here is that a well-intentioned executive who likes to solve problems often makes the mistake of letting the monkey jump from the shoulders of a subordinate (who is supposed to solve the problem) onto his own shoulders without appreciating the dangers of reverse delegation. Oncken and Wass then set out to advise executives, who wind up with heavy monkeys on their shoulders, on what, if anything, can be done to return the monkeys safely to the shoulders of their subordinates. Using a storytelling mode to illustrate the dangers of reverse delegation is a more colorful way to think through the problem because the invocation of the allegorical mode makes it easier for executives to admit that this happens all the time; it also becomes simpler to take action when they come to terms with the fact that subordinates might be dumping work on them. Management time then can be hijacked when subordinates cleverly pass on their responsibilities to the person to whom they should be reporting; the senior executive now has to work endlessly to demonstrate his competence to his reportees. This is the trap that awaits many well-intentioned executives and the goal of this essay is to free them from the trap that they may have set for themselves when they become eager beavers. Asking the question, 'Who's Got the Monkey?' then, is synonymous with understanding the modalities of effective delegation and in preventing situations that lead to reverse delegation of tasks within the organizational hierarchy. Doing the work that should be done by juniors is not to be conflated with good management practices, which presuppose that executives can get the work done through their subordinates.

Another important psychic attribute that is of interest in the management of self is resilience especially during economic downturns that is captured through phrases like 'when the going gets tough, the tough get going'. What is toughness? And why are the tough able to get going? This is, simply put, the mystery of resilience. Diane Coudu, a Boston-

based psychoanalyst is interested in asking this question not only in business and organizational contexts, but also of those who are able to survive extreme situations like concentration camps (2002). What are the coping strategies that make it possible to build the resilience that emerges in such situations amongst those who are able to survive severe traumas? Coutu invokes brief caselettes featuring Viktor Frankl at Auschwitz and Admiral Jim Stockdale in Vietnam. What was the interior monologue that gave these prisoners of war the strength to face up to not only the travails of torture and prison, but to come to terms with their innermost fears? Coutu's findings are surprising; it was the qualified pessimists who survived rather than the optimists because the former were able to manage their own expectations more effectively, and were therefore less likely to suffer a broken heart. In terms of civilian life, the relevant example for Coutu is the attack on the World Trade Center during the tragic events of 9/11 and the heroism exhibited by those who were affected on that fateful day. Coutu is particularly impressed by those who occupied the offices of Morgan Stanley in the second tower and were able to not only evacuate the building successfully, but, above all, by the leaders who led the effort even when it came at a personal cost. This is a simple but riveting example of resilience which will appeal across the board. Coutu does not claim to have understood resilience, but, nonetheless, she makes a haunting case for at least being able to identify resilience.

Talking of resilience may seem like an impossible ideal when most employees struggle with everyday demands on their time and energy. Tony Schwartz and Catherine McCarthy (2007) argue that it is more important to manage for energy than time since energy can be renewed, but time is necessarily a constraint. While it may be possible to do a little more in a given stretch of time, time itself cannot be stretched within a Newtonian framework. Corporate renewal then depends on managing energy levels effectively in an organization; the authors, needless to say, are affiliated to the Energy Project in New York. Their goal is to identify

the main sources of energy in employees and identify the steps that must be taken to increase it. The main sources of energy are ‘physical, emotional, mental, and spiritual’, and the main thrust of the argument is to find ways whereby the routines of an organization can draw upon these energies in a sustainable fashion without unnecessary depletion. They use a case study of Wachovia Bank to illustrate how ‘energy renewal programs’ can enhance the productivity of employees. This is followed by an essay by Edward Hallowell who is preoccupied with the problem of understanding and curing dysfunctional working styles (2005). The main problem for Hallowell, a psychiatrist, is that employees get hooked to dysfunctional patterns linked to multitasking and suffer the consequences in the form of an attention deficit disorder, which if left undiagnosed and treated in a timely fashion, can engulf an employee’s psyche. Not only will this reduce energy levels and motivation, but lead to alarming declines in the levels of productivity and job satisfaction. It is therefore important to teach employees how to navigate safely through the excessive stimuli produced in ‘hyperkinetic’ environments and maintain the attention spans necessary to be productive workers. Hallowell refers to this phenomenon as the problem of ‘overloaded circuits.’

The problems enumerated above can lead to not just dysfunctional behaviors but to pathologies leaving employees feeling ‘unfulfilled, inauthentic, disconnected, and exhausted’. It is therefore important, as Stewart Friedman of Wharton (2008) puts it, to think-through work-life balance issues to generate a ‘total leadership process’ by conducting a psychological experiment to determine what works or does not work in a given situation. The idea here is to identify and focus on ‘small wins’ rather than aim at something ‘big’ too early in the game by learning to delineate the rudiments of the self. Doing so will not only increase the levels of self-awareness, but also make it possible to get some measure of control over the demands of work and the workplace. This is also the thrust of the argument put forth by Sumantra Ghoshal and Heike Bruch

who argue that chronic ‘busyness’ is often a symptom of being dysfunctional rather than being productive (2004). This has to do with the fact that managers often get overwhelmed by the demands made on their time and resources. The solution to this problem is to develop an explicit agenda, prioritize demands, generate resources, and manage expectations effectively. The three key modalities for Ghoshal and Bruch are to ‘prioritize demands’, ‘liberate resources’, and ‘exploit alternatives’. The first modality is illustrated through the example of a McKinsey associate who learnt through trial and error to prioritize demands and thereby got some control over her workload; this in turn made it possible to increase the levels of attention that could be paid to the work, which, as a consequence, led to higher levels of value addition, and a better placement in the firm’s hierarchy. The second modality is illustrated with the example of Thomas Sattelburger who was able to raise the resources necessary to set up the Lufthansa School of Business by preparing for years ahead of the actual launch of this venture. The third modality is illustrated by examining how Dan Andersson of Conoco-Phillips exploited alternatives effectively to develop ‘automated self-service filling stations in Finland’. These then are the sort of achievements that will prepare an individual to lead by making it possible to identify and seize ‘moments of greatness’. This is what is presupposed, as Robert Quinn of Ross Business School puts it, in ‘entering the fundamental state of leadership’ that emerges when a leader encounters a crisis, but is able to resolve it to the satisfaction of himself and his stakeholders (2005). Quinn’s main task then is to set out the attributes of this fundamental state so that leaders are able to situate themselves in terms of the question that they are most likely to ask themselves in terms of their orientation. Are they focused, for instance, on results? Are they oriented internally or externally? Or are they worried about others? This simple typology is not just a menu of possibilities, but often takes the form of an ethical compulsion of which leaders may not be conscious.

The advantage of making it conscious is that it will make it possible to shift directions if and when necessary.

It is important for leaders to learn to talk to themselves successfully. Robert Kaplan of HBS argues that it is important for leaders to test themselves and not just their followers (2007). What does this mean? It means that they should be able to situate whatever they do within a repertoire of possibilities where each of the possibilities has its own action logic. It is easy for leaders to squander what they have if they do not match how they spend their time with their priorities; in such situations everything seems equally important. Keeping a simple time log, in such cases, can free up resources. There are more difficult challenges like 'succession planning' which only the truly brave ones will even consider since it has implications for their estimated life spans; which is, needless to say, a sensitive topic for any human being to contemplate let alone act decisively upon. Alignment, again, is not merely about aligning followers, but aligning themselves to the emerging patterns of organizational forms and businesses as well. And, finally, there is the challenge of remaining true to oneself under the continual pressure of the business. The technique that Kaplan recommends then is the process of relentless 'self-questioning'; in order to do this, intrapersonal communication is as important as interpersonal and organizational communication. This is important because leaders have moods, and moods like economic states can be 'contagious'. Goleman (2001) therefore argues that an important prerequisite for 'primal leadership' is to have a high degree of self-awareness. Managing the 'inner life' of leaders and employees is as important as managing the 'outer life' of organizations. The increasing emphasis on emotional intelligence as both a modality of organizational intervention and as a prerequisite for effective performance has increasingly become a standard requirement once 'threshold requirements' in terms of understanding the basics of the job have been met. The best way to make an effective case for sustainable change then is to understand the role of

‘mood over matter’, which is a variation of ‘mind over matter’. The former formulation matters because in the framework of primal leadership, mind states are mediated by primal fantasies and fears. The most effective way of steering organizations without precipitating crises that result when leaders act out conflicts therefore is to self-regulate to the extent possible not only the vicissitudes of their instinctual patterns, but also acknowledge its role in the unconscious thought processes that govern the human mind. Hence, the importance of this book to both business academics and practitioners who must represent, teach, and practice the subtle art of decision-making.

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