

The Development Vessel

People Management

People Decisions in an Organization – The Five Decision Steps

The people within an organization are the vessels that can execute. The most faithful mission, ingenious ideas and strongest plans can not be fulfilled unless they are executed on. Human beings are the bridge between thought and action, and with this in mind, the right decisions regarding people are critical for an organization to thrive and succeed to the next level.

Placing the wrong person into a job responsibility that does not suit them not only cripples the individual, but those below and around them as well. In order to avoid traps like this, managers need to have a system in place, otherwise emotions can make ineffective people decisions.

There are five decision steps when making people decisions:

1. Carefully think through the work assignment
2. Review several qualified people
3. Review the candidates performance and what each did well
4. Get feedback from those who have worked with and around the candidate
5. Make sure the appointee understands the assignment

Carefully think through the work assignment. Any organization needs to learn to change along with society in order to survive. A job title can remain the same for years, but the job responsibilities and assignments can change depending on economic booms or busts. In recessionary times, organizations can layoff hundreds or thousands of workers which can change the assignment of any executive that stays to re-structure. Thinking through the assignment helps narrow down those who can take on the new roles and responsibilities.

Review several qualified people. Find out which formal qualifications are attached to this assignment. With the group of individuals you have in mind, review their qualifications and absence of qualifications dismisses the candidate. The absence of training and qualifications does not mean that person can not do the job well, what it means is you are limiting the risk of choosing the wrong candidate.

Review the candidates performance and what each did well. Do not start off with what the candidate can't do. Everyone has weaknesses, what is important is building strength and limiting weakness. Performance in business is achieved by building on an individual's strengths, find those strengths that fit best to the assignment. It is one thing for someone to "do" the assignment, it's another for someone to "perform" in one.

Get feedback from those who have worked with and around the candidate. You can only see one side of the prism when reviewing a candidates strengths and limitations. In order to get a view of the majority or all sides of the prism, going out and getting feedback from the candidate's peers or directs helps you see the traits that have impressed (or not impressed) others. The analysis of the candidates "people environment" helps gauge and fine-tune towards the decision.

Make sure the appointee understands the assignment. It is your responsibility as a manager to explain clearly what the assignment entails. Then let the new person have time to go over what actions they would want to take in order to be successful and perform in their new role. Once the standards and the plan have been set, committing it to writing will help in reviewing the assignments success in the future. It is critical that the appointee understands their assignment, as failure to understand is failure to achieve.

The right people decisions are the most effective way to eliminate future problems. The hours it can take to make the right decision can save you the months of dealing with the wrong ones!

Jorrian Gelink
Management Architect

Peter Drucker Quote of the Month:

"Time is the scarcest resource, and unless it is managed, nothing else can be managed."

Web 2.0 Company Profile and Business Benefit

LinkedIn



What is It?

An online business network to help you connect with colleagues, start new business ventures, give/receive advice and to maintain your professional network.

Business Tips

Remember to fill your profile with details on your professional life. Ask for recommendations with those you have or are working with regarding your work.

Head to the "Questions and Answers" section and give advice in the topics you specialize in to show you are an expert in that field.

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Interview - Executive Coach Marshall Goldsmith



Dr. Marshall Goldsmith is a world authority in helping successful leaders get even better - by achieving positive lasting change in behaviour: for themselves, their people and their teams.

Marshall has been a huge influence on the business world around him in the field of behavioral change. His book *What got you Here won't get you There* was not only a best-seller, but the Wall Street Journal's #1 business book and winner of the Best Business Book of the Year.

The book goes over best practices on how to become more successful than you already are, and all the points made in the book are adapted from Dr. Goldsmith working with Fortune 100 CEO's in the field. You would think a CEO of a top organization couldn't be more successful; Marshall Goldsmith proves otherwise and gives tips on how to get past his "twenty bad habits of successful people".

His newest book *Succession: Are you Ready* dives into the human side of a CEO, or any executive's successor. Dr. Goldsmith utilizes his 30 years of expertise developing and working with CEO's to find the best ways for any leader to let go of the top spot and ways to make the transition as smooth as possible, whether it is a promotion or retirement.

Interview

The interview today goes over topics first starting with *Succession: Are you Ready*, and then to *What got you Here won't get you There*. It was a privilege and an honor to have Marshall Goldsmith to take the opportunity to help contribute to the education of effective management that I provide on Jorrian.com.

1. When do most CEO's realize that it is time to "pass on the torch" in their organization?

The most effective ones leave before they are asked to go. They leave when their successor is ready to take over.

2. What are the fears of a CEO that is about to leave the organization? How do they overcome those fears?

The largest fears are a potential lack of meaning, contribution and happiness in the future. The best way to overcome these fears is to create a future that includes meaningful work, important contribution and work that makes them happy.

3. What positive and negative behaviors impact a CEO coaching their successor? How do they overcome them?

On the positive side, CEOs want to 'leave a positive legacy' and to develop a potential successor who can continue this legacy. On the negative side, CEOs may place too much focus on leaders who remind them of themselves. To overcome this natural trap, CEOs need to help shore up successor's shortcomings in coaching - and to review their own tendency to over-rate their strengths.

4. In your studies and implementation of being a behavioral coach, what "success" behaviors have you run into recently that hold leaders back from developing in today's economic climate?

In today's rapidly changing economic climate, leaders need to be extremely flexible. They need to be able to make fast decisions. They need to be willing to change their plans as the world changes.

5. When coaching clients for behavioral change, sometimes those clients fall off the bandwagon on improving because they are "too busy" or "forgot", what is the most effective way to keep someone on track with their improvement plan?

This is why follow-up with a coach can be so helpful. My clients are all great people. They are also busy people. It can be hard for extremely busy people to 'stick with the plan' and do the work that is required to achieve positive, lasting change in behavior.

6. MarshallGoldsmithLibrary.com is full of free materials, what was the driving factor in giving your work away for free?

I am a Buddhist. I am going to die anyway. Why not try to do a little good to help people while I am here?

Thank you again Marshall for the interview, we'll see you next time!



Jorrian Gelink is leadership coach and "management architect" in the continuous study and analysis of modern management. Providing free resources such as his non-profit management consultancy site, Jorrian.com, Jorrian wishes others to achieve a higher level of excellence and understanding in the field of management within their industry.

Following Peter Drucker's work (the father of management), Jorrian adapts Drucker's ideas and effectively teaches it out to others in a format that is actionable and up to date to current events. Jorrian Gelink wishes to be a thought leader in management and leadership throughout his career and share his wealth of knowledge with everyone!

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