

Managing Through Goals, Roles, and Procedures

For management to be effective, the people and team must establish clear and agreed-upon goals, roles and procedures.

Manager: A person in a role in which they are held accountable not only for their personal effectiveness but also for the output of others; and is accountable for building and sustaining an effective team capable of producing those outputs, and for exercising effective leadership. [Jaques RO]

Accountability: A situation where an individual can be called to account for their actions by another individual or body authorized to do so and to give recognition to the individual for those actions. [Jaques RO]

Authority: Legitimated power – that is to say, the power vested in a person by virtue of their role to expend resources – material, technical and human. [Jaques RO]

Goal: The object of a task; a “what-by-when.” [Jaques RO]

Role: A position in a social system. [Jaques RO]

Procedure: A series of actions or operations leading to a goal. [Jaques RO]

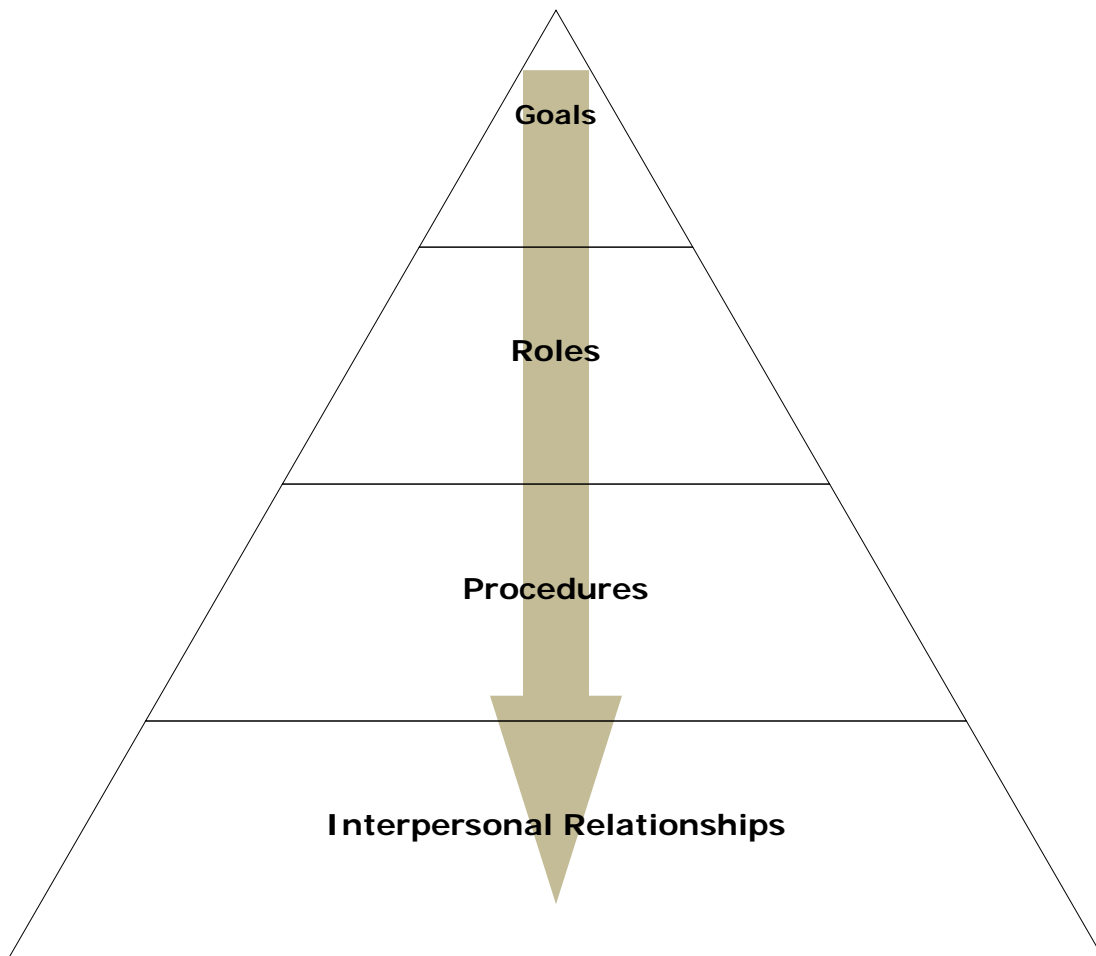
Interpersonal Relationships: *TRUST* The ability to rely on others to be truthful, to do as they say, to follow established rules, [procedures], custom, and practice. [Jaques RO]

What to do:

The Goals, Roles, Procedures, Interpersonal Relationships (GRPI) Pyramid tells you that to be an effective manager; you should start at the top and work your way down:

1. First, make sure everyone understands and agrees on what goal we are trying to achieve.
2. Next, make sure everyone has a role to play in achieving the goal.
3. Last, establish procedures that support progress towards achieving the goal.

Refer to the GRPI Guidelines for more detail



Goals, Roles, Procedures Pyramid
Rubin, Plovnick, and Fry, Task-Oriented Project Development

**Guidelines:
Establishing Goals**

GOALS

Key Principle

When the person does not understand and agree on the goals, they cannot be effective. Even if their role is clear, there are good working procedures and the team members like each other.

Guidelines

- Shared Vision:** Ensure you share the same vision of what will happen by the end of the task.
- Clarity:** Make sure the goals are clear and when completed evidence can be shared of the accomplishment.
- Conflict Resolution:** Identify and resolve goals that conflict with those of the team or department. Such conflict can happen when people try to minimize extra work, prefer the status quo to the goals, view the goals as unimportant, or believe achieving the goals will have an adverse impact on them.
- Commitment:** Ensure people own the goals by involving them in the goal setting.

**Guidelines:
Establishing Roles**

ROLES

Key Principle

When roles are not clear, the person cannot be effective. Even if they understand and agree upon goals, there are good working procedures and the team members like each other.

Guidelines

- Clarity:** Ensure that people know and accept their roles, know what other people expect of them, and know what they can expect from others.
- Conflict Resolution:** Identify and resolve conflicts people feel about their roles. Such conflict can happen when people believe that it will be impossible for them to meet the manager's or team's expectations, or when they feel a conflict between their other obligations and their role.
- Role Accountability and Authority:** Identify and share within the role what parts of the goal the person has authority to control and what accountability is inherent in the role.

Guidelines:
Establishing Procedures

Procedures

Key Principle

When the person does not have good working procedures, they cannot be effective. Even if they understand and agree with the goals, roles are clear, and team members like each other.

Guidelines

- Meeting Management:** Establish methods for preparing, conducting, and following up on meetings.
- Conflict Management:** Establish a way to deal effectively with conflicts and disagreements.
- Decision Making:** Establish the most efficient way for the person or team to make decisions.
- Process:** Ensure that all members are familiar and knowledgeable with the process you are using for doing the actual work.

Guidelines:
Establishing Interpersonal Relationships

Interpersonal Relationships

Key Principle

Interpersonal Relationships are seldom the root cause of problems; Usually, such problems are a result of insufficient attention to goals, roles, and procedures.

Guidelines

- Follow the guidelines above on goals, roles, and procedures.
- Speak to the person as an adult. Express the problem, ask for their perspective, work together to resolve the problem, document agreed upon progress steps and follow-up dates.
- When you are confident, with evidence, that the Goals, Roles, and Procedures are known, understood, documented and the person is choosing not to complete the task – refer to ‘why don’t employees do what they are supposed to do?’ and go to HR and request coaching for the employee and you (the manager)

Reality Check

Working with a manager that was tasked with a project team whose goal was to cut costs that might result in the elimination of some jobs and creation of new jobs. The team started by imagining what the company would be like if the team were successful. The members were also asked to imagine what their work lives would be like. It was not surprising that members expressed some serious conflict between the team goals and their personal goals.

They spent several hours talking about how to resolve the conflict, exploring what they might do if their current jobs were eliminated and they had to take on new responsibilities. Some of the team members had spent many years in their present jobs and considered themselves experts, so it was difficult for them to imagine starting over in new positions.

Eventually, all the team members felt comfortable with the possibility and saw the teams' success as their best hope for ensuring the future. A few members even got excited about the prospect of taking on new responsibilities. This is an excellent example of the team following the ***Guidelines: Establishing Goals.***

The disclosure of what each member hoped to achieve because of the project led to some interesting discussion of the roles each would play. The team leader, whose position was not likely to change, decided to take a lower role and let some of the members who hoped to take on new roles be more visible with senior management. Another member, toying with the idea of forming a training department, took on the task of designing and delivering training. The team did an excellent job following the ***Guidelines: Establishing Roles.***

Because the team members had disclosed so much to each other, their procedures were somewhat different from previous teams. They met off-site and agreed to a strict privacy code regarding personal information shared in the meeting. One member took minutes on a laptop during the meeting, and the team reviewed the minutes before they were shared outside the team. Finally, they agreed to use consensus to reach any decision that might result in the elimination of jobs. The task was still difficult, but attending to the ***Guidelines: Procedures*** allowed the team to be successful.

