

organise

The extent to which a leader plans, implements and monitors

'Organise' is the extent to which leaders focus on the transactional and task-oriented aspect of management, and efficiently deliver quality and timely outputs. It involves monitoring performance to ensure quality standards are met, establishing work structures and procedures, minimising role ambiguity and conflict, managing workloads and timelines, and solving problems.

Leaders who exhibit 'organise' characteristics focus on the rational management of people and resources toward meeting organisational goals, and strive to make organisations as efficient and productive as possible. Goal and task focus are particularly important for success at the management level.

suggested actions

Developing your competence in planning, implementing and monitoring may require you to:

Learn from others

- Ask a mentor or a person you believe manages their work and time well. Find out what tools other people use (and how they use them) to manage data and work.
- Look for courses on Financial Management, Problem Solving, and Project Management.

Adapt your behaviour and environment

- Use problems and issues as an opportunity to test assumptions and identify underlying root causes. Use a decision-making framework and reflect on what has emerged that you might normally have missed.
- Plan and prioritise your tasks, to ensure you are spending time on important tasks that will help to achieve your goals, and are not reactive and distracted. Identify those tasks which you must do, would be nice to do, or should do.
- Encourage your team to understand each other's work. This will help them to understand the complexities associated with each job, and to be able to problem solve more efficiently.
- Plan project tasks in detail before commencing project implementation. Include key criteria such as tasks, the owner(s) of the tasks, realistic milestones, equipment, and budget. Communicate well to ensure successful project implementation.
- Manage expectations around deadlines and ensure there exists a coordinated effort to achieve project goals
- Provide leadership and guidance for your team's projects and act as a champion for identifying and using new technologies to better manage projects.

people working with leaders high on 'organise' say

"You have a clear focus on delivering results"

"You respond quickly to matters as they arise"

"Your 'roll your sleeves up' approach is a key strength"

"You are excellent at managing deadlines for all tasks"

"You're incredibly dedicated to the goals of the organisation and go the extra mile"

"You have strong analytical and problem solving ability, and an ability to find practical solutions"

people working with leaders lower on 'organise' say

"Say 'no' on occasion, delegate when possible and sometimes be more direct"

"You need to be able to manage and implement your strategic ideas better"

"Improve project management skills to ensure projects are well planned, monitored and executed"

"You could communicate clearer timeframes, so that I can prioritise my workload better"

"You sometimes tend to involve yourself in the work of others - you could improve your effectiveness in time management by being more selective in where you place your efforts"

"Follow through on commitments - at times you make commitments to do something and then it doesn't happen because you get caught up in other things"

useful resources

- Wood, R., Cugin J., & Beckman, J. (2009). *Managerial Problem Solving: Frameworks, Tools, Techniques* (2009). Sydney: McGraw Hill.
- Covey, S. (1989). *7 Habits of Highly Effective People*. New York: Free Press.
- Covey, S. & Merrill, A. (1994). *First Things First*. New York: Simon & Schuster
- Rock, D. (2009). *Your Brain at Work* (2009). New York: HarperCollins.
- Lowy, A. (2007). *No Problem*. Bloomington, IN: AuthorHouse
- Thomsett, M. (2009). *The Little Black Book of Project Management* (3rd ed.) AMACOM Div American Mgmt Assn.
- Morgenstern, J. (2005). *Never Check Email in the Morning: And Other Unexpected Strategies for Making your Work Life Work*. New York: Fireside.
- <http://www.bps.org.uk/events/e-learning/e-learning> - The British Psychological Society e-Learning materials: Decision making for managers, Managing Workload, Problem solving, Project management.