Management of many is the same as management of few.

It is a matter of organization.
Why study the Art of War for Management?

- Because it is more vital to the long lasting health of the organization than your work skills.

- It is not enough for an organization to be great at the worker level or at the very top.

- Without GREAT first line and department head leadership an organization will NEVER become great, EVER……..

You!!!!!!!
as a supervisor

- If you are sitting here - your organization obviously believes in YOU!!

- You have far more impact upon your organization than you may realize.
Organizational excellence

An understanding that organizational excellence results from the efforts of your PEOPLE

It is a conscious choice to attain this level

It does not occur by accident but is a planned culture changing activity

How?

Sun Tzu's FIVE constant factors of management!!

Who is Sun Tzu and Why read about him?

- Penned the worlds first....... 
- and still the most revered -- military treatise in the world.
- However it has been applicable to management, sports, strategy and others throughout the world
- Is mandatory reading at many universities and the military academies
"War is a matter of vital importance to the state: a matter of life and death, a road to either survival or ruin. Hence it is imperative that it be thoroughly studied."

We’re not studying war, but substitute management, and it comes together.

Managing people is the most costly activity in your profession to your municipalities.

Sun Tzu’s Five (5) Constant Factors

- MORAL INFLUENCE
- HEAVEN: EARTH & WEATHER
- TERRAIN
- THE COMMANDER = YOU!!
- METHOD & DISCIPLINE
Know these five CHARACTERISTICS OF THE LEADER and their presence......

...... or lack thereof and anyone can tell whether your organization........

.................................is sound and built for long term success......or not

Moral Influence

The belief as a municipal supervisor that what you do is a profound good.

**IT IS;** we help people by nature of our job.

Public service is a very noble profession and endeavor.

The smallest jobs often receive the largest praise from the public.

*No man will make a great leader who wants to do it all himself, or to get all the credit for doing it. —Andrew Carnegie*
Moral Influence

1. There is no “I” in team, ensure you lead, teach, develop and care for your people.
2. They in turn will respond.
3. Are you fair, play favorites, equal to all in opportunity, possess honor and integrity in all your conduct?
4. Do you select vendors fairly and impartially?
5. Walk the walk.

Moral Influence

1. Hiring people who believe in public service and the mission your organization conducts
2. You will have a stronger more stable presence and organization.
3. Always be honest with your people, even if it's uncomfortable.
HEAVEN: Signifies night & Day, Cold & Heat

- Sun Tzu was referring to the changes in seasons (winter avoid long marches etc)
- For us it is more time of the year cycle in government:
  - Budget preparation time August - November
  - Do you have a three (3) or six(6) year capital plan?
  - Do you receive feedback from people as to operational and capital needs?

HEAVEN: Signifies night & Day, Cold & Heat

- Do we plan out ourhirings in accord with budget adoption?
- Give time for postings?
- Interviews
- Reviews by Manager, Mayor etc?
- What is the climate in your towns? History of layoffs etc?
HEAVEN: Signifies night & Day, Cold & Heat

- Regular HONEST (sometimes rude abrupt and brutal) conversations with your administrator.
- There is no more important conversation even if it is uncomfortable, the truth must be informed to him/her weekly.

HEAVEN: Signifies night & Day, Cold & Heat

- The key is recognizing the changes
- Is the economy turning and there is a bad budget year ahead that will impact:
  - Your capital purchases, your staffing?
  - Will petroleum prices change suddenly affecting asphalt and operations
  - Is there a another winter of 2014 that strains salt supplies, maybe purchase additional in December with surplus
  - Is there a recent court rule, OSHA rule, grievance procedures????
- KNOW THE CHANGES IN THE AIR
• While you may not be able to control external forces (HEAVEN), you can control your internal landscape

• Understanding your internal terrain:
  • Workforce
  • Workproduct
  • Responsiveness

• Your ability to understand and interpret the terrain that you operate in.
• In terms of the pressures that you have some ability to influence but little to control.
  • Once it becomes too late, you have lost the ability to influence.
• Current environment or terrain we operate in.
• Self explanatory since the depression of 2009;
Terrain

- 2% levy caps, 3.5% appropriation caps, chapter 78 medical co pays.
- Public desire for lower cost government with same level of service.
- Possible desire for shared services or consolidation.
- YOU need to understand where and how these impact your department.
- AND if those conversations involve you. Once the governing body goes down any of those roads it is likely too late.
- Staffing, understaffed, overstuffed? You will have to make the case with objective facts either way

TERRAIN

- Ensure you have objective data to backup any claims to counter the movement for downsizing
- Review of work product
- Open calls
- Time of response
- KPIs with personnel at staff meetings
Terrain

• Be aware of perception and the work crews, informed to you or not.

• PERCEPTION IS VITALLY important

The Commander

• There are no problems, only solutions.

• Communicate honestly and sometimes abruptly upwards your personnel's needs and concerns.

• Do you evaluate, establish training goals, improve and in some instances cut ties with personnel?
The Commander

• Do you have the leadership tenets expected?

• Do you convey your mission and overall direction to your people?

• Do you have a sense of optimism and convey a “can do” attitude to your personnel

• LEADERS – LEAD!!! (even if you’re unsure of the answers, be positive, encouraging, it will come!!!)

The Commander

• Create conditions of trust and equity (Hot stove rule).

• Discipline from The Commander for moral infractions (mistakes of the heart) should be:

  • Swift
  • Severe
  • Equivalent of a hot stove when touched
Method and Discipline

• This is where you bring everything together.

• If you have all the other four elements of leadership….

• But cannot be organized and self disciplined to orchestrate everything….

• Then your opportunity for organizational excellence will be lost.

Method and Discipline

• Be organized, establish a routine disciplined approach to your business.

• Is your department well organized into accountable teams?

• Is there an organizational and functional chart?

• Is there unity of command?

• Span of control?
Method and Discipline

- Do you attempt to micromanage beyond your span of control? (span of effective control is 3-7 persons).
- Delegate authority but hold commensurate accountability to your people.
- They will respond to the trust in them.
- Do you hold regular safety briefs, staff meetings, chart out the coming weeks and months?
- Or is it, “that’s the way we’ve always done it?”

Method and Discipline

- Numbers don’t lie!!!!
- Does your organization track all of your activities?
- When personnel go out and accomplish tasks…
- Who, what, where, when, why and how should be tracked.
Method & Discipline on dealing with difficult personnel

“Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win”

• When dealing with 5%ers you MUST ensure:
  • Emotions are calm always.
  • That the person isn’t actually correct, if they are do the right thing.
  • Sometimes the biggest attention demanding employee actually is correct.
  • Be objective.

Method & Discipline on dealing with difficult personnel

• Ensure there is documentation - if it is not written, it didn't happen. PERIOD.

• Ensure there has been progressive discipline, your bosses are informed…no surprises!!!

• Ensure you have sign offs on everything, many are yearly and should be a part of your January review process and on boarding processes
Method & Discipline on dealing with difficult personnel

“He who knows when he can fight and when he cannot, will be victorious”

Sun Tzu

• There are times when you do not hold any of the cards, do not have the facts correct or have conflicting stories, live to fight another day rather than take a horrible embarrassing loss.

• Do not take irrational action that can bite you in the form of a lawsuit.

• Ensure you are aware of:
  • HARASSMENT, POLICY AND PROTECTIONS
  • CEPA (Whistle blower)
  • NEW JERSEY LAW AGAINST DISCRIMINATION

Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win………..

Sun Tzu

* Translation – be prepared and master all five constant factors of management and every challenge will be overcome before it arrives.