

Human Resources Management

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Sub title: How to breed top-quality managers and top-echelon leaders: the ABS experience

Introduction

- Skilled, motivated people are the most important assets in any statistical office
- Choose your people wisely; then manage them well
- No Chief Statistician is stronger than his/her agency's weakest manager

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Chutes and Ladders: Growing the General Manager

- Thomas V Bonoma & Joseph C Lawler
- Sloan Management Review, 27, Spring 1989

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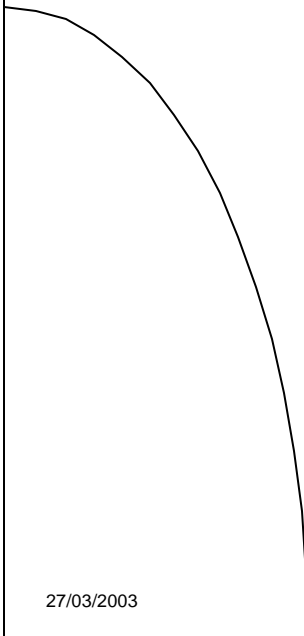
How top managers get made

- The chief statistician's most important tasks involving junior managers are selecting, training, motivating, and assigning them to various jobs.

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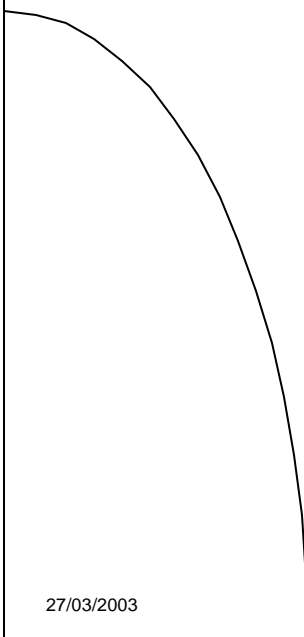
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- Good assignment paths will reinforce a manager's strengths, remove weaknesses, and produce a better senior management candidate.

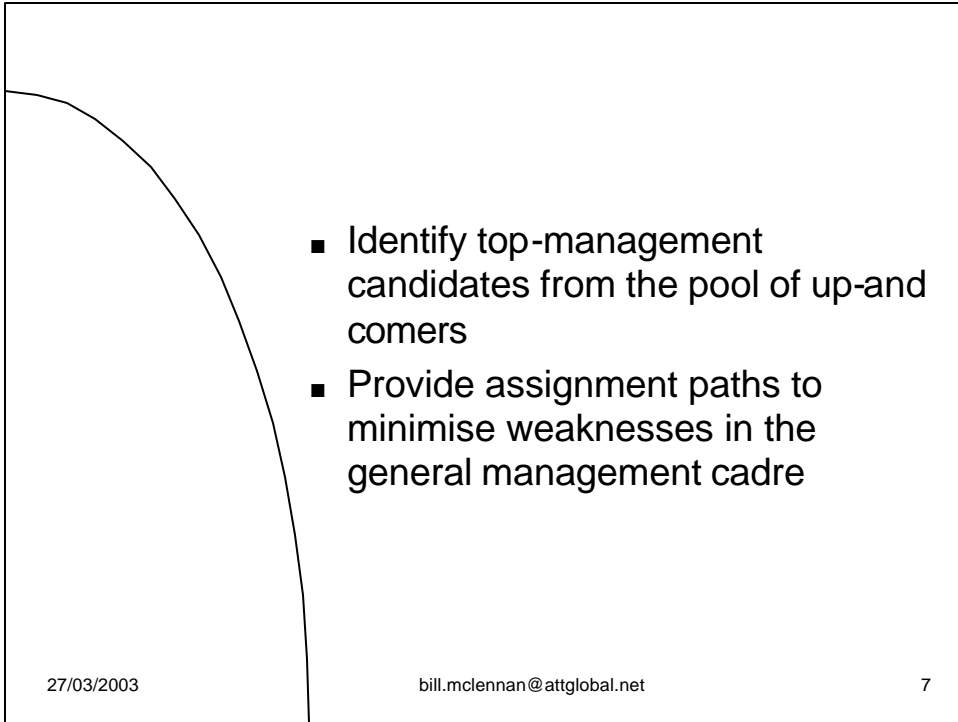
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What does the ABS do?

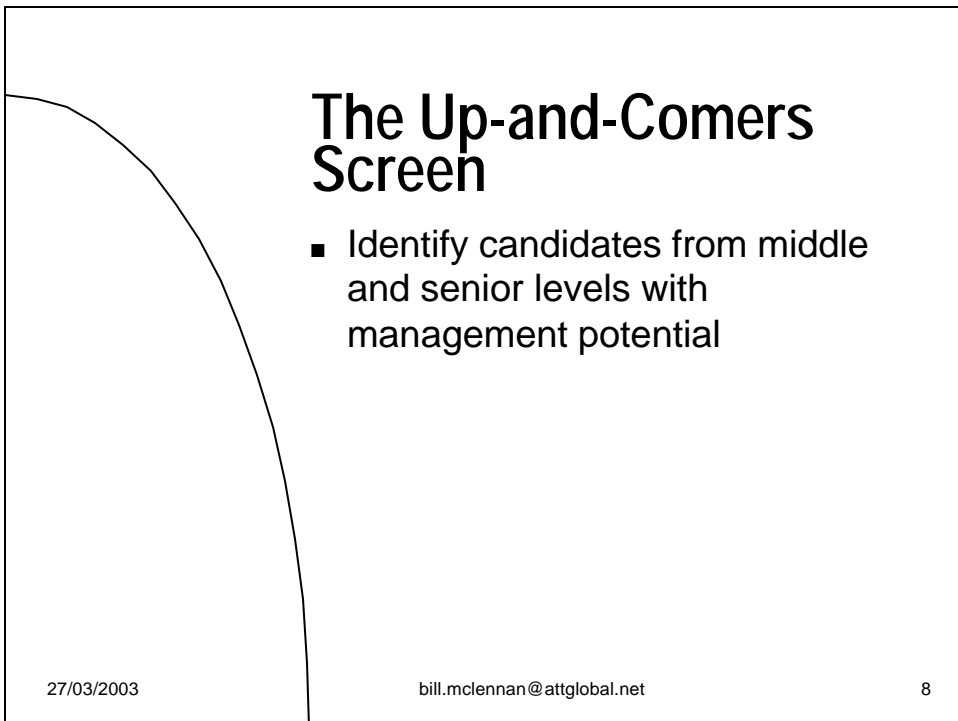
- Determine the "up-and-comers" from the remainder of the management pack

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- Identify top-management candidates from the pool of up-and-comers
- Provide assignment paths to minimise weaknesses in the general management cadre

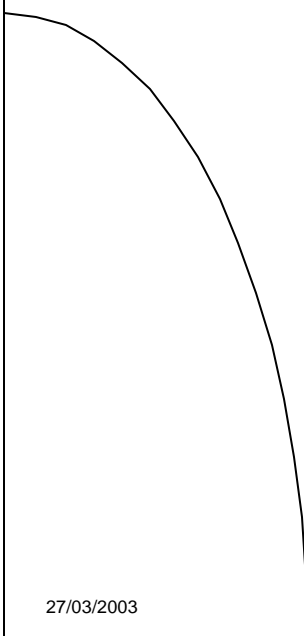
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The Up-and-Comers Screen

- Identify candidates from middle and senior levels with management potential

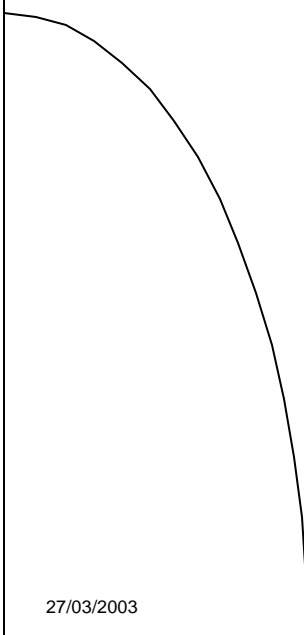
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Functional Expertise

- No expertise; no future as a manager
- The specific area of expertise is irrelevant

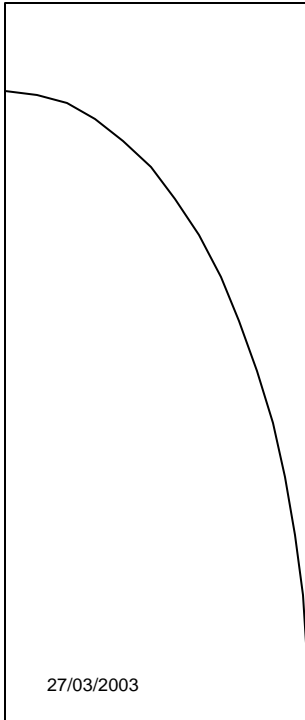
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Interest in People

- Successful management has more to do with governing the efforts of others than it has to do with tasks, policies, or programs

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- Managers who do not shift their primary focus from tasks to people cannot become candidates for the general management ranks

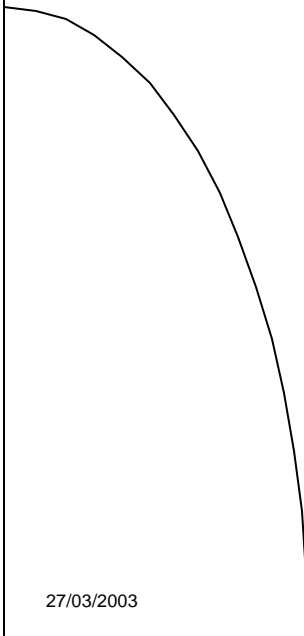
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Commitment to winning

- Most managers do not have the a competitive will to win
- They mistake looking good for winning!

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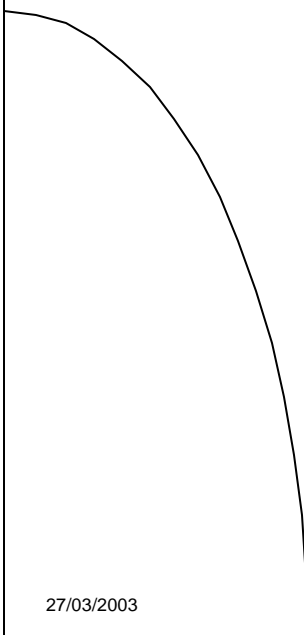
Creativity

- The rarest characteristic for membership in the up-and-comers group

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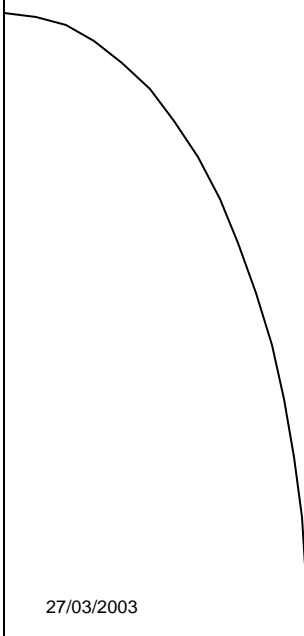


- Top managers clearly dislike nonconformists, and people who refuse to play by the rules
- But most top managers dislike poor results even more than they dislike rule breakers!

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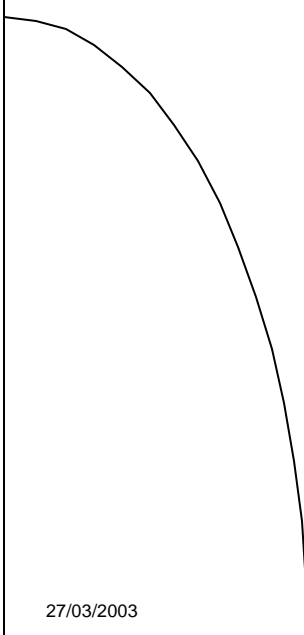
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The General Management Screen

- Characteristics for leadership ability

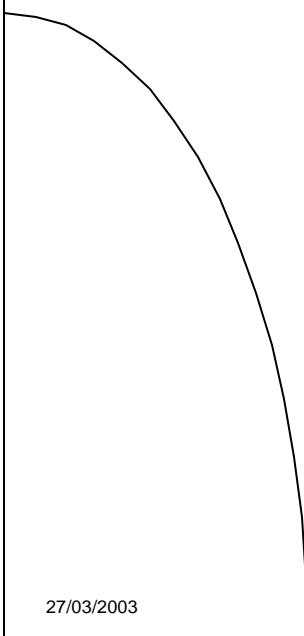
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Sensitivity

- A genuine empathy for others; it is the starting point for managerial wisdom
- “The capacity for participation in another’s feelings and ideas”

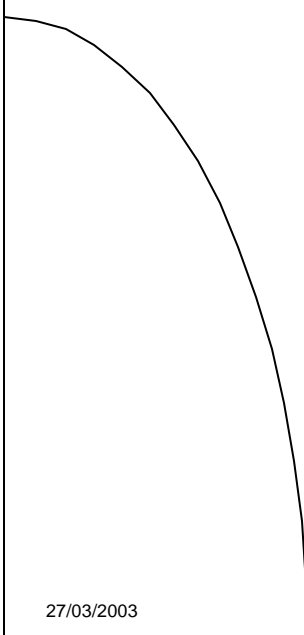
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Perspective

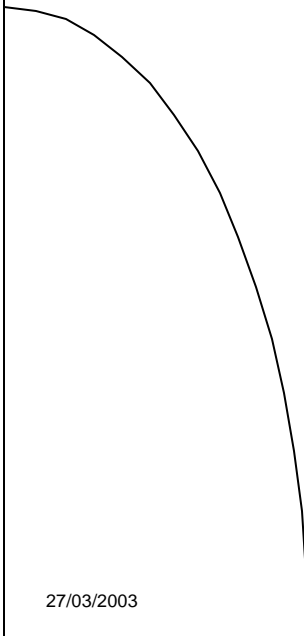
- Managers gain perspective when they are wise in both familiar and unfamiliar situation

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- Often shown by an ability, by drawing on past experience, to ask the kinds of questions that spark insight in subordinates

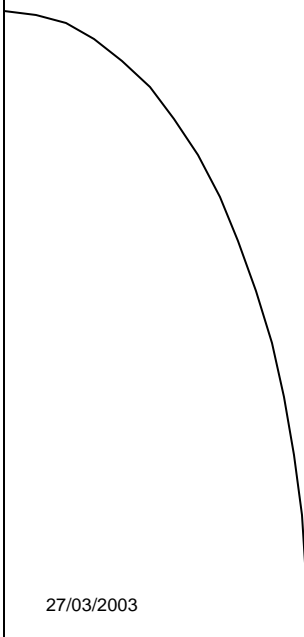
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Confidence

- Has a “bias towards action”
- Is not paralysed by analysis

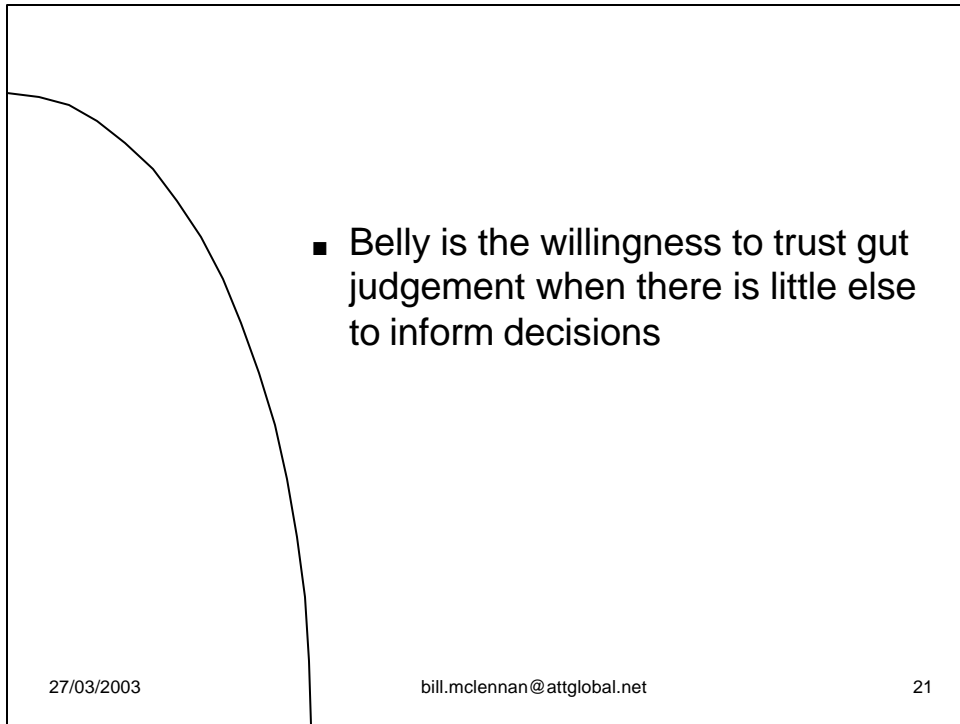
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A Good Belly

- The most important characteristic is to have good instincts

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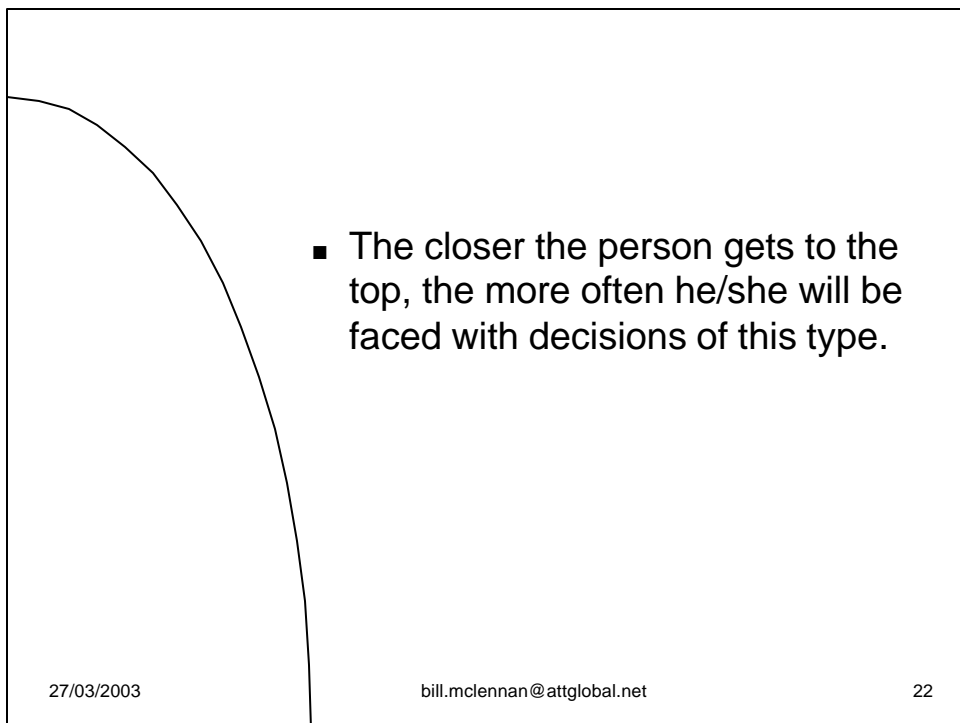


- Belly is the willingness to trust gut judgement when there is little else to inform decisions

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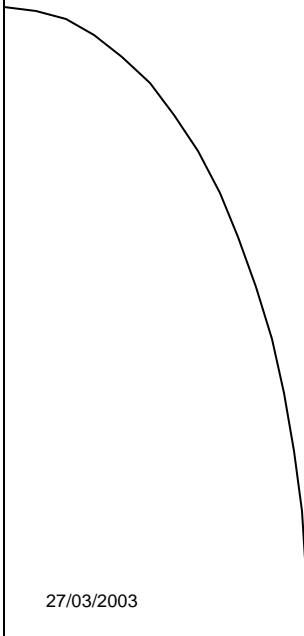


- The closer the person gets to the top, the more often he/she will be faced with decisions of this type.

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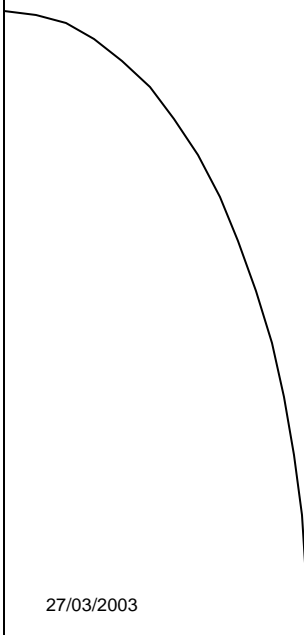
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Assignments for Growth

- Building sensitivity
- Building perspective
- Building confidence
- Building good instincts

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The key tool top managers have for forging stronger subordinates is how these subordinates are assigned to jobs.

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