

Todd Drummond Consulting, LLC.
Are Some of Your Department Managers, Managers in Name Only?

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InteFrame Components LLC

Tom Manning – General Manager

Nampa, Idaho

...Our team has many decades of experience in the component industry, and we all still gained valuable new ideas and practices from Todd's consultation. Our investment in his services has made a real difference in our processes and methods of doing business. Most weeks Todd's information and comments still populate most of our meetings. His consultation has allowed an increase to profits and is highly worth the investment.



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**Are Some of Your Department Managers,
Managers in Name Only?**

How well do your department managers perform their given area of responsibility as a manager? What is all too common is that there exist department managers that are managers in name only because, even though they have the word "Manager" in their job description, they fail to execute the four basic disciplines of what management is all about. The only area that may be an exception to all four rules is the accounting department. But for all others, let's see if they perform these four basic duties in your company's given departments.

1 – Every department should have actual estimated and posted schedules for every project that it is processing. That is right: managers actually assign time estimations to and display the schedule for each and every project. (Print, design, batch, or however you define the work being done) Knowing when any project is going to be completed is critical information for any company. For example, a salesperson needs an estimate or a technical project request. Do all of your salespeople actually have a common, publicly displayed schedule with realistic time estimations from the tech department of when their work will be completed, or is the answer mostly, "about a week or so"? The correct answer should be an actual date. The technical group is no different from the manufacturing or subcontractors on a job site. *All departments need to have estimated and scheduled work that is properly reserved by the department managers.*

2 – Actually monitor how much work is being processed by each person or team within each department. It is not enough to know how much the department as a whole is performing. The department manager should have real, historical records of how each person or team is actually meeting expectations. How else does one know how efficiently the work is being done by any one person or team? Too often it is judged in accordance with how *busy* each person or team is during the work shifts. *Staying busy is not an accurate measurement of how efficiently work is being completed.*

3 – Each department should have actual written – and displayed – common department standards that everyone can clearly understand and follow. Too often the so-called "common standards" are word of mouth and everyone seems to have a slightly different idea of what they actually are. How effective a manager can one be if the measurement (standards) being used by the people in each department are not clearly defined, displayed and understood by all? And no, we are not referring to the company manual that is hidden in someone's office. *You should be able ask anyone in a group what the standards are for any common condition and they should be able to show the written and displayed standard.* If they cannot show you, then they are spending too much time verbally explaining



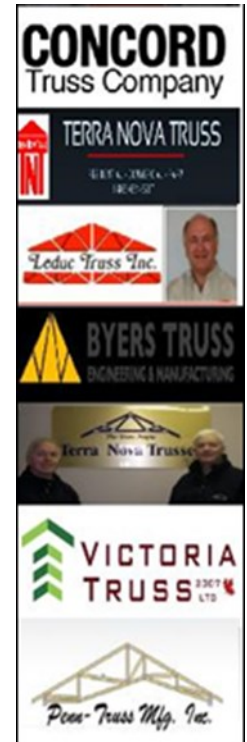


what they think the standards are and not precisely what the company defines them as. Or, worst case, common standards were never clearly defined in the first place.

4 – Each department needs to have its project processes clearly defined and they should be adhered to for their work processes. Too often individual people or teams have their own system for work order processing. Their work order processing was never clearly defined and, if it was at one time, it was not consistently followed. *Work order processing goes hand in hand with scheduling, monitoring and adhering to standards.*

These four basic principles of good management practices allow for proper monitoring of work processing, efficiency, quality controls and adherence to defined company best practices. Without them, too many individuals or teams within various departments are wasting valuable company resources and these managers are failing their basic duties, which define them as managers.

If you are looking for a great tool for resolving these types of problems, you could implement an “**All in One Internet -based Communication, Capacity Scheduling, File Storage and Task Management System.**” Any administrator can easily view from any Web browser how any department or individuals are progressing in any order process. This is a fantastic admin and sales rep productivity enhancer. See <http://todd-drummond.com/appwright/> for more details.



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