

MANAGEMENT
AND
LEADERSHIP
FOR THE
NON COLLEGE
PERSON

MOVE UP!
DUMP THE STATUS QUO



STAN ROBINSON PhD, PE

As a Senior Executive many of my line management demonstrated unusual Leadership capability. I have a PhD in Management and Psychology therefore every day at work was a training and research day. Many of the individuals were former members of the unions. This book is my opportunity to be helpful.

**MANAGEMENT AND LEADERSHIP FOR THE NON
COLLEGE PERSON**

by STAN ROBINSON PhD, PE

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CHAPTER 6

MANAGEMENT DEFINED

Management is the other half of the question. It is the practice of all the leaders of the enterprise. In most cases we are talking about a commercial enterprise. In general the functions of management allow for the jobs covered by the people who are benefited by relative special training. Also in some situations you may have the opportunity of on the job training. This training off times is offered over lengthy periods of time. Consequently, I am offering a specialized text that trains the non college person at his or her own determined time. Yes, management and leadership offered at your own special pace. This group is heavily made up of college graduates. The purpose of this book as previously stated is totally designed to open the doors of management to the non college person. As a result of my lengthy experience in corporate row and my extensive training in engineering, management and psychology I am prepared with a clear vision of what is attainable. Therefore I have taken the objective to provide a text which is titled "Management and Leadership for the non college person". Is it possible for a non college person to move into management ranks? Of course the answer to that question is highly positive. It is my sincere conviction that the subject of management and leadership provided in an appropriate manner is the real practical response to that question. It can be done!

For the benefit of all parties it is extremely important to offer inside knowledge of the workings of management which is intertwined with the issue of command which is further intertwined in the subject of leadership. The objective is to

present a clear vision that opens up opportunities for most people who have a desire to improve their occupation. Consequently we will take a careful view of all matters in this chapter pertaining to Management Defined. For sure the latter subject is taught as part of the college education. In my career I have learned that a great number of leadership positions in the commercial environment are subject to being conducted by a non college person with special talent, after self studies in management and leadership which is the purpose of this book.

It is my sincere objective to provide a different definition of management as it participates at the interface between leader and subordinate. The fact that I have a PhD in management and psychology has taught me that management presented for the target audience is both feasible and necessary. At one time in my career I was invited by the Troy New York Community College to design a course for non college individuals in the areas that we are discussing. I had 27 students in night school who were fork truck operators, construction workers and ladies working in spas as typical examples. At the end of that semester the total student body in this course presented me with the placard of thanks with 27 signatures. The college offered me a position as Dean of Management School with the objective of starting such a department. Unfortunately I was already committed and most disappointed. However I did prove that the non college person could certainly “MOVE UP” if provided with the proper training experience.

To further the definition of management we should take a look at the nature of organizations that employ this category of individuals. Needless to say there are employment scenes that are both union organized and without. In my experience the issue of management is above and beyond the issue of unions. The latter are totally humanistic employees with the same

objectives and if approached by Common Codes Leadership are neutralized. Chapter 3 explains that principal in depth. The mutual objectives are basically the same between leader and subordinate only when there is proper leadership and management applied.

In a manufacturing entity the working class people are in constant contact with the following specialists.

1. Engineering – this group solves problems in the machines and generally any other part of the process. If a new machine is necessary for purchase they would analyze the situation and make recommendations. The personnel are usually all graduate engineers.

2. Maintenance - this department has a responsibility for maintaining the process, the buildings and the surrounding property. They also interface with suppliers such as repair supplies. These personnel are primarily specialists in various trades.

3. Quality control – these people are usually special technicians who take samples of the production lines to ascertain that all specifications are being met. These personnel are usually highly trained technicians in sampling procedures.

4. Research – this department is highly independent of manufacturing day to day. They develop new products and do testing on current specifications as an example. The personnel are usually graduate researchers and some locally trained technicians.

5. Accounting – this department maintains all of the accounting procedures included in the areas of the business. They constantly evaluate such manufacturing matters as

productivity and quality from a cost and quantity point of view. In connection with all the other departments mentioned they maintain reporting on all budgets. The personnel are graduate accountants.

6. Top management – are the leaders of the entire facility which includes being the head of manufacturing and is usually titled Vice President. Marketing and sales could come under top management. Off times a plant includes all the above functions in one location. Frequently sales are an exception and would be found in their own location. All functions at the plant location respond to a plant manager who would be considered top local management. The likelihood is that a home office would contain top management and sales while leaving the plant manager totally in charge of the independent factory elsewhere.

A retail organization has a somewhat different management profile. There is a head of the total function with sales clerks, buyers, supervisors, accounting and maintenance. It is important to note that all of these operations have opportunities for non college personnel. It is mandatory that we overcome the hurdle of comprehension of leadership and management for our specific type of applicant. Consequently we should now move directly into defining the true management function which is taught at the college level throughout the USA. Once again I have designed this presentation to meet the needs of the non college person in spite of the fact that this material is not usually openly available.

The Business School teaches that there are 5 direct management functions. If you become proficient in practicing these 5 functions then the basic assumption is created that you are a skilled manager. The 5 functions are: Plan, Organize, Control, Direct and Coordinate. These 5 functions are

recognized as the standard of the business school. Wherever you study the subject of management you may expect to learn in depth these 5 functions. I can say from experience that they are real, efficient, applicable, substantial and mandatory. These 5 functions are applied with appropriate in depth awareness utilizing the five human senses that are: sound, sight, touch, smell and taste plus the most important unidentified sense which is Common Sense. This implies that a high level of awareness is essential while performing the 5 functions. They will work for you. If you are a non trained manager you may wish to take a serious look at what we offer in this chapter. As a next step we will explain in detail the meaning of each of the 5 functions as well as a few practical aspects. The idea of the two extra human functions will also be discussed further in future chapters.

1. PLAN - all activities must be considered and analyzed in advance. A common sense activity that is most accurate and applicable. Without this execution there is absolute chaos. To plan 85 percent of the activities while leaving the 15 percent at random you certainly would create a chaotic situation. It would be impossible to achieve success thru out the commercial facility while allowing for one example marketing to operate as catch as catch can. The company would fail. To ignore anyone of the five would lead to confusion and disappointment. It is realistic to say that planning is absolutely necessary along with the other four functions. A simple definition is LOOKING AHEAD and is impossible to be excluded.

Some organizations have a department called planning and they devote their full time to planning the delivery of the product, raw materials measured against planned sales. Other organizations have a person particularly in retail called buyer who devotes full time to these matters. Without this upfront

thinking whether it will be retail or manufacturing the operations could not move. The planning function contains a great deal of common sense and the rules of the road that depend highly on this human planning characteristic. The planner or buyer can be an extremely important element in the business operation. The operation cannot function without these inputs. Many of the procedures in this function are heavily dependent on practical judgement.

2. ORGANIZE – in order to function you must provide a competent staff. There are several categories in manufacturing such as engineering, research, accounting, quality control, management and industrial relations as an example. Each party will conduct their function as a part of the overall plan. They are non independent groups and must mesh with the total organization. A simple definition is placing the right person in the right job. Finding the right person for the right job is often allocated to the personnel department. It is critical that the organization be fully staffed for developing a smooth flow of all activities. If training time is required as well as down time before the applicant is found these voids must be covered. Consequently waiting till the last minute is not allowed in a tight organization. Another consideration is that the business organization must be competitive regardless whether the applicants are college trained or otherwise. In order to be successful it is critical that proper training time is in the plan.

3. CONTROL – each function must work in accordance with established standards. Production levels, accounting documents, sales, budgets, product specifications are all examples of measures of activities. Performance as compared to standards is a critical element to evaluate the extent of progress. The goal must be clear and concise which coexists with the plants or retail stores of the enterprise. Reviewing the progress

in accordance with monthly budget reports is an excellent example of the function of control which in simplicity is measuring performance against the control standard. The end point of all business operation is the ability to produce a high quality product whereby when sold full profit is achieved. Every department in business has a budget which defines the final unit cost of the product. If a department is inefficient and cannot achieve standard cost on a continuum that immediately cuts into your profitability. Once the budgets are established it becomes necessary to measure the ability of each function of the departments to attain standard cost. This knowledge if available beforehand enables those responsible to take immediate action which is critical to receiving full profit on each product sold which is the final status that is the true and lasting objective of a business entity.

4. DIRECT – This function is synonymous with leading, a most essential human function. In the absence of leadership the enterprise will fumble. Leadership affects the entire organizations. Motivation and dignity are two critical elements created among the subordinates depending on the capability of the leader. All members of management must possess this talent in order to be successful. A simple definition is telling people what to do. Direction comes from the person in charge of the function. That person receives information from sales advising the marketing forecast and therefore requesting production at the sales levels. Without this upfront information the department or function is totally lost and it loses its ability to direct the people involved. Failure is the only result.

5. COORDINATE – assuring that the right job is being done at the right time. Additionally assuring that the performance in process meshes with the terms of the expected output and delivery to the customer. A breach of anyone of the

elements spells failure. Carrying out this function requires the availability of placing the specific job which is synonymous with the title of the correct job at the right time. This coordinative function usually centers around the immediate person in charge. It is at that juncture that all functions of the business establishment stand ready to execute. In order for the right job to be accomplished at the right time there must be coordination between all of the functional departments all working towards the same final objective. If equipment is inoperative, if raw material is unavailable, if absenteeism is uncontrolled anyone of the above can settle into a catastrophe. Once the rules are established there is no excuse for failure. Once the functions are in process they must intermesh. There can only be success and it depends entirely on teamwork. So the secret is to establish all the factors important in meeting the goals with proper highlight to maintain efficiency. A very important function of management is to achieve the objective that is well understood by all parties.

All of the five functions are part of an analysis provided by the management school. The latter concentrates on delineating the management functions to achieve satisfying outcomes. The concern for the human relations element is there but not highlighted as frequently as the definitions provided in the business school which is included in the five management functions. So therefore if you are a proponent of the human relations school you must accept that there are two additional functions which are Communicate and Reduce Conflict.

6. COMMUNICATE – is the interchange of messages, verifying receipt and understanding between the sender and receiver. This is the function that never rests. It is the most dynamic function of management and an issue that can never be excluded. A simple definition is speak, listen, comprehend and

respond. Each department is a separate country with imaginary borders. This creates the opposite of teamwork which I have witnessed often in various companies. This condition penetrates the organization whereby teamwork does not exist between departments. That means that all functions do not communicate with each other and develop their own country or principality. There are many reasons for this malady and one important reason is to operate their own department while avoiding complications from other people's errors. If peak communication exists and all matters are discussed openly in a positive manner then teamwork does flow. Communication is the answer and without it the principality syndrome prevails leading to failure.

7. REDUCE CONFLICT – to minimize incompatibility and tension between people. This function broadens the perception and worth of the leader to create harmony in a functional and proficient group. A simple definition is to maintain harmony. One of the main tools is communications as well as concern for others. Once again solutions that are found in the common codes of behavior such as proper leadership. Communications is also a valuable tool in reducing conflict.

We have now described the total seven management functions of the two major schools i.e. management and human relations. The untrained manager relies on common sense to develop sensitivity for all the above. However providing the 7 functions as part of conscious thought certainly enables the manager to possess a prescribed formula for daily endeavor. Maintaining this inventory as conscious thought allows for self discipline, correction and proficiency. Under these conditions the 7 functions become part of your professional mentality and serve as powerful aids to following the recommended prescriptions.

In order to express a combination of all management functions I will discuss a case history that I am aware of. Company A for 6 years had lost considerable sums of money and was at the point of closing their doors. As a last attempt they hired a new manager with outstanding experience. During his first week on the job he started observing and asking questions. He looked at the budgets and efficiencies of the sales people and the buying groups. In fact every independent function or department was reviewed according to the standards. The results were discouraging however this person was highly experienced in department store activity. He sat down with each person demonstrating COMMON CODES. His level of GENTILITY with each person was obviously demonstrating CONCERN FOR OTHERS. Each interviewee felt extremely comfortable with this new store manager. He openly stated that he would give them FULL COOPERATION AND UNDERSTANDING and would have a review every week. He pointed out that the purpose was to FACILITATE the business life of each person. He requested when a situation occurred that was contrary to the objective to feel free to obtain ADVICE AND GUIDANCE from his office. He guaranteed that if contacted and available each request would be handled within an hour.

Instead of an autocratic villain he became the savior for all his subordinates. He was operating under the Common Code Leadership Style demonstrating high level SINCERITY, POSITIVISM AND TEAM WORK in all of his interactions. His subordinates sensed TRUSTWORTHINESS and CONCERN FOR OTHERS as a powerful personality trait of this new boss. In a matter of a month or two the store was making profit and the longer this POSITIVISM prevailed the benefits of SECURITY and ACCOMPLISHMENT created a high level group immersed in TEAMWORK and SUCCESS.

This case history demonstrates how MOTIVATION, FORTHRIGHT work and Common Codes Leadership can benefit the functions of management.

There is one other function that is not part of the educational system to date. It is one that I have noted and constantly bring to the attention of many. It has never been highly discussed or recognized although I have lectured on the eight function many times. The story proceeds as follows. In domestic life you are invited to a party and in the event you found it to be unsuitable. So as a result you decided never to accept another invitation and therefore avoid the discomfort. Contrarily you go to work 5 days a week and you find that you are not particularly pleased interacting with the other employees. In domestic life you would just stop attending but under the commercial environment you don't have the choice even if the major displeasure was your Boss. Consequently the conditions of that type of managerial activity tells you that you must interact with the individuals at that scene regardless of your likes or dislikes. Therefore I conclude that there is an eighth function of management whereby you must interact daily with people (including the Boss) whom you would prefer to avoid. The solution is that you must become a functional hypocrite explained as follows.

In previous writings I have added an additional eighth function which I came upon while giving a lecture series at the New Jersey Institute of Technology. One of the students came to me with a serious problem. He said "I hate my boss and I am having trouble with the situation". I lectured the student as follows. In domestic life you meet people in many venues. Take a small social party of three couples. At the conclusion you may find dissatisfaction with this group and conclude that you will take your option and avoid the people. No problem with this

situation since you have available to you all the degrees of freedom. So you can do as you please. However in management you do not have all the degrees of freedom and if you dislike your boss you will see that person Monday through Friday. You are not privileged to do otherwise. It doesn't make sense to resign every time you dislike your boss or for that matter the general temperament of the entire organization. Not only for this occasion but the rest of your professional life. There is only one solution and that is to act out a profile of total compliance, trust and respect that in truth does not exist. While in that mood you become a professional and perform according to the needs so that a harmonious atmosphere exists, and that proper business can be conducted. After I lectured that person he reported back to me that he was thrilled with my analogy. He gets along beautifully with the boss and his performance level and job satisfaction has become very positive.

Needless to say if you wish to remain in the enterprise for a career you must become proficient with the above. It goes with the job as well as politics, salesmanship, influence and success as a beginning. The eighth function of management is covered in depth in my book titled "The Underside Of Management-What you Can't learn in College." A treatise of my findings of 43 years in corporate row where I discovered a multitude of layers of negativisms in management that can distract from your success. The eighth function of management covers a whole chapter in that book since from a psychological point of view you must act out a duplicity that is generally not required in society. The latter and many other layers of negativisms in the "Underside of Management" are what makes the job on a daily basis somewhat challenging. However in this book I lay out procedures in order to cope and improve the pleasantry of the work experience.

This chapter has concentrated on several points of view of the management functions. All the included material is based on my specialized training and most important a 43 year expanse of experience. It is primarily critical background material for the reader. The experienced person should find this treatise enlightening and realistic. On the other hand the complete outsider will find sufficient explanatory material to promote acceptance. In fact it has been my objective to provide sound evidence why I feel so positive about labor unions. As we move on to the forthcoming chapters I can assure you that you will experience all of the basic learning of my 43 year exposure.

Management is a complete system in the organization. It provides solutions for all matters and maintains the ability for the enterprise to accomplish its objectives. All elements of the manufacturing system such as space, methods, raw material, specifications and employees are all part of the system that must be managed. This is indeed a complex function and requires precise and professional leadership. The above particularly applies to the supervisor who is at the front lines of the enterprise as the leader of the subordinate.

In a union they possess their steward. In management a body of supervisors are also available whereby both parties apply important assistance in this leadership function. Additionally it is mandatory on a day to day basis that all of these leaders are in unison from their prospective points of view. For example both parties should solve problems in unison while referring to the Collective Bargaining Agreement book wherever necessary. For example a steward who is exceptionally familiar with the CBA could offer advice to the supervisor in cooperation to solving a problem. Regarding the issue of cooperation I will introduce another case history.

One of the departments in a plant was a mixing function using large S blade mixers. The latter was simply a nomenclature for the mixing blades that were shaped as a letter "S". One day the supervisor put his hand in an operating machine and one arm was removed. As he lay on the floor bleeding to death one of the employees who was a former US Marine removed his belt and strapped it around the remaining stub, stopped the bleeding and saved the supervisors life. He eventually returned to work with one arm and of course was ever thankful to the marine. We have a case here whereby a member of the rank and file performed a wonderful service.

The Red Cross recommended that we start a training program in first aid. The next requirement was to find a manager for the project and I accepted. Consequently I attended classes and became the leader and instructor for the course which would be offered to all of the employees. Classes were conducted in the evening. As a result of this program I had an opportunity to interact with many members of both management and the rank and file. This experience occurred on my first job and proved very valuable not only from the training but also the opportunity to become acquainted with so many people. An important experience that offered the opportunity for all members of the organization to become acquainted with me.

At the top of the list it is critical that both management and the workers maintain a constant awareness for safety under the pressures of day to day business. This topic must not fall by the way side. Consequently the supervisor, stewards and all others have the responsibility of maintaining a constant vigil. I was pleased to have this opportunity to demonstrate my awareness for safety which I carried with me throughout my entire career. From time to time I had to take immediate action to correct situations that had become threatening.

The first floor of a business is usually dense with workers. Whenever I took my daily inspection walk I was particularly critical of any safety violation no matter how slight. In short time the rank and file became very consciously aware that I always carried with me a concern for their welfare. One day during this inspection I found a hole in the floor twelve inches in diameter in the middle of an aisle. I called over the department supervisor and gave him strict commands to stand near that hole and make sure no one was hurt. In the mean time I would go to maintenance and return with the crew that would immediately repair the safety violation. If anybody tells you to leave the area remind them that you are under direct orders from me. The hole was immediately patched and covered with danger signs and the people in the plant buzzed on this matter for days. They never forgot that their leader has concern for their welfare and is outspoken. My sincerity about safety and so many other important subjects defined publicly is where my interest lies. My people were impressed and thankful and returned the favor in many ways.

I must comment that the vision of the one arm supervisor never departed over the 43 year expanse of my career. Additionally I carried with me a conscious regard for first aid and its application. I established a usual plan whereby one or more of my first aid students were available in every department of the business as well as the office. Safety is often overlooked by many regardless of the critical nature of the situation. Consequently I maintained a conscious attitude since safety was never a nuisance activity. In a very broad stroke I have defined the advanced school teachings regarding management. It is part of my profession as well as so many other aspects of this definition all of which have been covered in this chapter. We never put aside the critical nature of the relationship between workers and management whereby there is

opportunity for both parties to oversee the business experience with a humanistic conscious motivation.

Management is an honorable profession. In order to meet the above demand I have for years attended night school while serving in manufacturing enterprises during the day. The night school training at local colleges certainly broadens my view and responsibilities to the participants. I have never lost awareness for the benefits of my night training. Leaders and subordinates all have human needs and hopes for a better life. It has always been my objective to add comfort and happiness to those in my command. All the above had served to encourage me to participate in the written serious objectives. Yes, management is an honorable objective and I caution all participants to hold dear the same profile.

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