

#SCRAPPY GENERAL MANAGEMENT

TWEET

MICHAEL HORTON

Practical Practices for **Great Management Results**

BOOK 01

A THINKaha® BOOK

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Book01

Practical Practices for Great Management Results

Book Excerpt

By Michael Horton

THiNKaha[®]

E-mail: info@thinkaha.com
20660 Stevens Creek Blvd., Suite 210
Cupertino, CA 95014

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Section I: Keep It Simple & Sensible (KISS)—Understanding the Market & Strategizing



Section I

Keep It Simple & Sensible (KISS)—Understanding the Market & Strategizing

As a GM of your division, it is important to understand the market in which your business operates, and how your organization fits into that framework. Once the market and market forces are understood, you must look inward into your organization to set the right strategy and vision to enhance your market share and position yourself ahead of the competition. SWOT (strengths, weaknesses, opportunities, and threats) Analysis will help you formulate the right strategy to fit your particular business.

1

The key to long-term, sustainable success is “Keeping Things Simple & Sensible” (KISS).

2

A General Manager (GM) must strategize, sell, supply, & service, but also see opportunities, bring profits, & provide training & motivation.

3

Definitions for GM may vary, but a GM is responsible for the overall business of the company, commonly referred to as “Profit & Loss.”

4

The secret to managing successfully is simple: use common sense to make sensible decisions.

5

A GM's role is influenced by both internal factors (people, strategy, etc.) & external factors (customers, regulators, etc.).

6

When facing challenges, you should stick to your morals, do what is sensible, & never give in to something you strongly disagree about.

7

At a minimum, you must understand your position in the market, know your competitors, & be able to identify & relate with your clients.

8

You should willingly talk to everyone—friend or competitor—to understand different perspectives & thereby make good decisions.

Section II: What Everyone Depends Upon: Sales & Marketing, Production, & Delivery



Section II

What Everyone Depends Upon:
Sales & Marketing, Production,
& Delivery

Selling is an art and your business depends crucially upon how well you succeed in selling your products or services. Creating deep, long-term relationships and truly investing in your clients is necessary to build a strong customer base. A happy customer gives repeat business and acts as a goodwill ambassador, helping you to attract more clientele.

47

Once you have a great product or service, it is essential to have a structured organization to ensure sales success.

48

People who interface with clients must be marketing oriented because their transactions determine who will become repeat customers.

49

People who are trained to
become sales oriented build
good customer relationships
& customer knowledge.

50

Market orientation involves customer orientation, competitor orientation, & cross-functional coordination.

51

If the market orientation is strong, the overall performance of the organization will be impressive as well.

52

If changes in attitude or organizational structure are needed, make them without hesitation.

53

In general, a flat organizational infrastructure with no hierarchy best supports a marketing organization.

Section III: The Handshakes that Matter—Managing External & Internal Relationships



Section III

The Handshakes that Matter—Managing External & Internal Relationships

A highly motivated workforce that routinely delivers is a huge asset to any organization. As a GM, your attention should be focused on measures that keep your employees happy. Creating avenues for personal growth along with good financial packages can go a long way in retaining talented employees and ensuring organizational stability. Internal relationships are only half of the equation. You must also focus on external relationships, engaging customers and partners on a regular basis through formal and informal meetings. Maintaining these connections helps to ensure that the business has a strong, carefully crafted network of external stakeholders.

109

Members of your team are like car parts. Maintenance, improvement, & replacement are inevitable, & some people will last longer than others.

110

Rotten apples have the tendency of spoiling the entire bushel. Get rid of people from your team who are rotten apples.

111

Downsizing is best done quickly with as little fuss as possible. Lend compassion & support to persons affected by these changes.

112

A working relationship can be greatly improved when clients or co-workers have met face-to-face, especially if one party is offshore.

113

Engage in social activities such as black tie theater outings or a big holiday party with the team.

114

As GM, you should participate at an appropriate level in the major milestone events of your employees—i.e., birthdays, marriages, & deaths.

115

Employees appreciate being cared for as individuals. Try to give every member of your team the opportunity for personal growth.

Section IV: Self-Reflection—Managing Yourself & Creating Support Structures



Section IV

Self-Reflection—Managing Yourself & Creating Support Structures

One of the most important aspects of being a successful general manager is understanding yourself and knowing how to tweak your management style to work for your particular organization. An appetite for knowledge, an ability to delegate while also serving as a motivating leader, and the humility to ask for advice are all crucial traits that you must possess. A great general manager must never stop learning because continuous education is essential to remain up-to-date on the latest trends.

123

Be the type of leader whom your employees will respect. This evokes a sense of personal loyalty, & people won't willingly leave your company.

124

You must know yourself & be comfortable with making important decisions to effectively lead others.

125

Collaboration is the long-term winning strategy. Enhance your organizational network & create goodwill that can be used when you need it.

126

Living a balanced lifestyle is an important factor in achieving long-term success, a healthy life, & avoiding becoming a boring old goose!

137

Social media marketing is a credible base for communication & knowledge sharing. Utilize this tool in your business!

138

The tech savvy teenage population may lack the prestige of the Harvard Business Review, but are valuable leading indicators for business trends.

About the Author



Michael Horton is Vice President for the Australian Chemical, Energy, and Natural Resources division of Computer Sciences Corporation (CSC), with responsibility for annual revenues of \$500 million and a matrix responsibility for 2,000 people. Michael has 28 years of experience in the information technology industry, including 21 years spent in a management capacity. Michael has been with CSC since 1994 and during this time, he has held senior management positions in Western Australia, Victoria, and New South Wales, Australia. Since 2000, he has also completed challenging assignments based in Singapore, Kuala Lumpur, Malaysia, Maidstone, UK, and San Diego, USA.

Michael holds an Associate Diploma in Applied Science from Edith Cowan University in Western Australia, a Master of IT Management from Charles Sturt University in New South Wales, and is Project Management Institute (PMI) certified. He is married, with two teenage children, and enjoys surfing, sailing, and going on holiday at every opportunity.

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Sensible Tips for Improving
General Management on an
Executive Level

As a GM, encourage collaboration between departments to fulfill objectives. Stress that competition is not the key to long term success.

Deploy strategies that will link identifying your goals with achieving them. In Japanese, this means hoshin kanri, or “pointing direction.”

Make a habit of always delivering on your promises. You will enjoy repeat customers & additional business because of this practice.

You should willingly talk to everyone—friend or competitor—to understand different perspectives & thereby make good decisions.

Ongoing education is a valuable tool for inspiring creativity. Add dimensions to yourself that complement what’s already there.

Veteran business expert **Michael Horton** translates his deep management experience into usable wisdom for today’s corporate managers.



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