

The Plan ... Organise ... Lead ... Control (POLC) Model

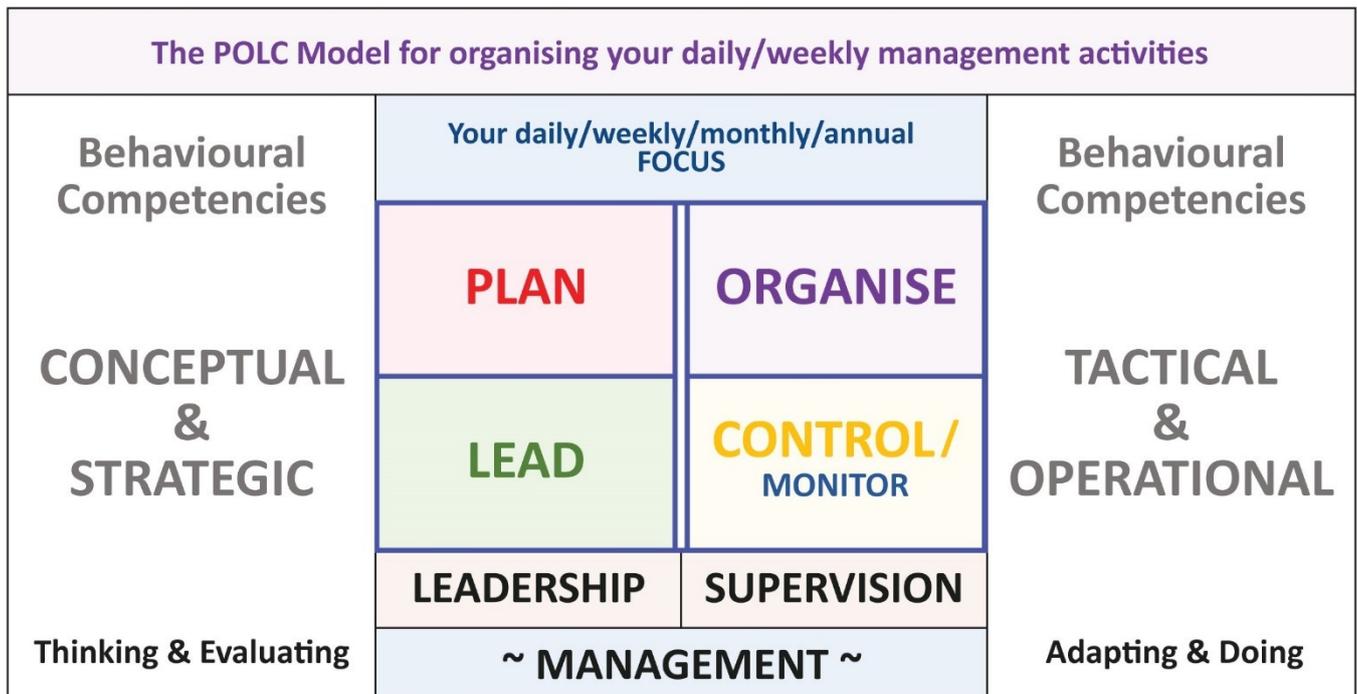
The following business model offers opportunities for review and discussion about key aspect of management philosophy and practical application.

A familiar definition of **Management** *'is the process of reaching organisational goals by working with and through people and other organisational resources'*. (Management Innovations, 2008); however, **Gareth R. Jones**, in his book **Organizational Theory** (1995), defined management, in terms of its functions and objectives, as 'the planning, organising, leading and controlling of resources to achieve goals **effectively** and **efficiently**'.

Organisations are efficient when they manage resources to maximise their performance in the process of producing goods or services. Organisations are effective when they achieve qualitative goals or outcomes that are customer-centric, such as satisfaction. In other words, it is not a question of how much but rather how well the organisation achieves its goals.

Peter Drucker summed it up as *'Efficiency is doing things right; effectiveness is doing the right thing'*. (1974)

David Johnson in a paper, **Management: The Four Functions** reviewed the above work (which I have further summarised) and stated: *'Management is a ubiquitous term that is applied to a range of human endeavour. This make sometimes makes it difficult to discuss the topic given the number of potential meanings and definitions applied to the concept'*.



(Diagram: Michael J. Cameron 2010)

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The Four Functions of Management:

Planning

Rayanne Thorn (2012) identified the following as standard planning questions that should be part of an ongoing and continuous process that requires management to monitor progress as well as the business, social and governmental environments to identify new and emerging opportunities for an organisation:

'Where do we want to be? What has to be done? Who will do it? and How will the tasks be completed?'

Drucker had already noted, in 1974, that ***'Great planning is the foundation for both efficiency and effectiveness'***.

A direct outcome of the planning function is the development of ***strategy*** and ***tactics*** to accomplish the objectives defined by the planning function.

Organising

The second principle function of management is to organise the workplace in a manner that ***allows people and groups of people to work together*** to achieve the goals of the organisation. To succeed, on both the effectiveness and efficiency scales, the organisation must deploy resources, both human and material, in a manner that aligns these resources to produce the greatest possible outcome. One of the outcomes of organisation is the concept of ***organisational structure***. Grouping people into departments, work units, or other operational entities defines these interactions as does the hierarchy and leadership structure required to help the organisation reach its potential.

In addition, organising:

- ◆ Allows organisations to reap the benefit of specialisation
- ◆ Provides the optimum utilisation of resources
- ◆ Helps in effective administration
- ◆ Provides channels for expansion and growth
- ◆ Achieves co-ordination amongst different departments
- ◆ Creates scope for change

Leading

The leadership task includes creating a ***vision, focus*** and ***direction*** for the organisation that will encourage employees to work at high levels and to ensure their activities are co-ordinated to achieve maximum results for the organisation. ***Great achievements will not be***



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accomplished without leadership, in some form or function. Leadership is about behaviours and creating the conditions for success.

Controlling

Creating exceptional plans, developing the perfect organisational matrix and finding the perfect leader is of little value unless you can measure performance and ensure the organisation stays on track. This is the domain of the controlling function.

Control can't exist without **plans**, **objectives** and **goals** being created, communicated, monitored and audited across all levels of the organisation.

(Acknowledgement: G.R. Jones, P. Drucker, D. Johnson – Refer to above notes)