

# Do More With Less



*...a better way to manage*

the  
**happy**  
manager

# HOW TO BE A BETTER MANAGER

## Do More with Less

### *What's in this guide:*

#### *Page*

3	<a href="#"><u>About the "How to be a Better Manager..." Series</u></a>
4	<a href="#"><u>Introduction</u></a>
4	<a href="#"><u>What do we focus on?</u></a>
5	<a href="#"><u>Confusing efficiency with effectiveness</u></a>
6	<a href="#"><u>The efficiency focus</u></a>
8	<a href="#"><u>Knowing how to work smarter</u></a>
9	<a href="#"><u>Using resources</u></a>
10	<a href="#"><u>Being resourceful</u></a>
11	<a href="#"><u>Scarcity and abundance</u></a>
12	<a href="#"><u>The laws and principles of working smarter</u></a>
18	<a href="#"><u>A final thought</u></a>
20	<a href="#"><u>Tool 1: The Eff words</u></a>
21	<a href="#"><u>Tool 2: Being resourceful</u></a>
22	<a href="#"><u>Tool 3: Work smarter tips</u></a>
23	<a href="#"><u>Tool 4: 80/20 prioritising tool</u></a>
24	<a href="#"><u>Tool 5: What does more mean?</u></a>

## How to be a Better Manager...

**Do More with less** is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess  
Directors, Apex Leadership Ltd

### Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

**Consider ...**

**Tools ...**

After you've worked through the guide, work through the tools. These have been designed to help you use and develop the advice given in the guide. Click on the tool buttons where they appear for an in-text hyperlink to the actual tool. At the end of each tool you can simply click on the "return" link to get back to your place in the guide.

[Return to contents page](#)

## Introduction

The management of resources is a dilemma for any manager. This guide offers ideas from management thinkers to help you do more with less or perhaps better still, to do less whilst achieving more. It discusses principles and suggests techniques to help managers deal with the increasing pressures of decreasing resources.

The guide will help you to:

- ✓ Evaluate approaches to managing with limited resources.
- ✓ Develop techniques to manage limited resources.
- ✓ Investigate scarcity and abundance mentalities.
- ✓ Apply the Pareto principle, dealing with the small number of events which account for the majority of results.

## What do we focus on?

### Consider

"The bulk of time, work, attention and money first goes to problems rather than opportunities, and secondly to areas where even extraordinarily successful performance will have minimal impact on results."

Peter Drucker

It shouldn't take most of us long to recognise this in our own organisations. It illustrates the common tendency to focus on problems, or to continue to resource areas which will never make significant contributions to the organisation's growth.

**The result? Resources get stuck which means a lack of funding to support the real opportunities.**

Perhaps the first step in attempting to do more with less, or to achieve more by doing less, is to think about our focus.

Think for a moment about which areas might be the obvious resource "black holes". Where do these precious resources routinely disappear without generating any significant results for the organisation? Or perhaps there are results but they don't justify the resource input.

Now think again but this time with a focus on opportunities. Where would or could you apply resources to achieve more benefit to the organisation?

[Return to contents page](#)

## Confusing efficiency with effectiveness

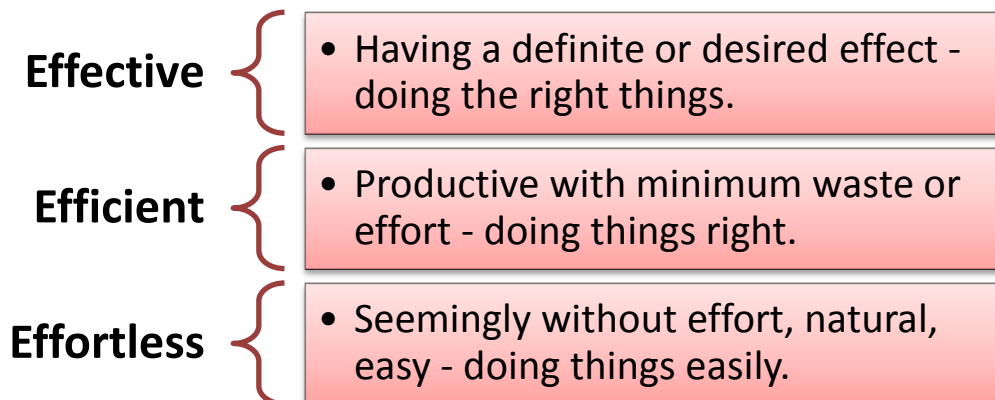
A major problem in a manager's job can be confusion. Dealing with confusion caused by other people or events is one thing, but there is no excuse for confusing effectiveness with efficiency. This is often one of the main issues with poor use of resources and something all managers should be able to address.

Be honest, how much time and effort would you say is *wasted* on efficiency, even if this is done in the name of effectiveness. How often do we accumulate activities, routines, processes over time, which we then need to check regularly – just to see how efficiently they're being performed. But when do we stop to ask: is this the most *effective* way of doing something?

- ✓ **Efficiency begs the question: *how* are we doing something.**
- ✓ **Effectiveness begs a much better question: *why* are we doing it?**

Doing things right might result in efficiency, but too much focus here can stop you being effective *by doing the right things*.

Before going on it's useful to ensure there is no confusion, so first let's clarify some key terms. You can do this by applying the Eff words.....



A fundamental principle of doing less to achieve more is to combine each of these words. Effectiveness is the main aim. Efficiency is important, so long as it's managed with proper reference to that main aim. And ideally, both should be addressed with the minimum of effort, applying the resources required to achieve organisational goals.

Turn to tool 1 for some help on using the Eff words.

[Tool 1](#)

[Return to contents page](#)

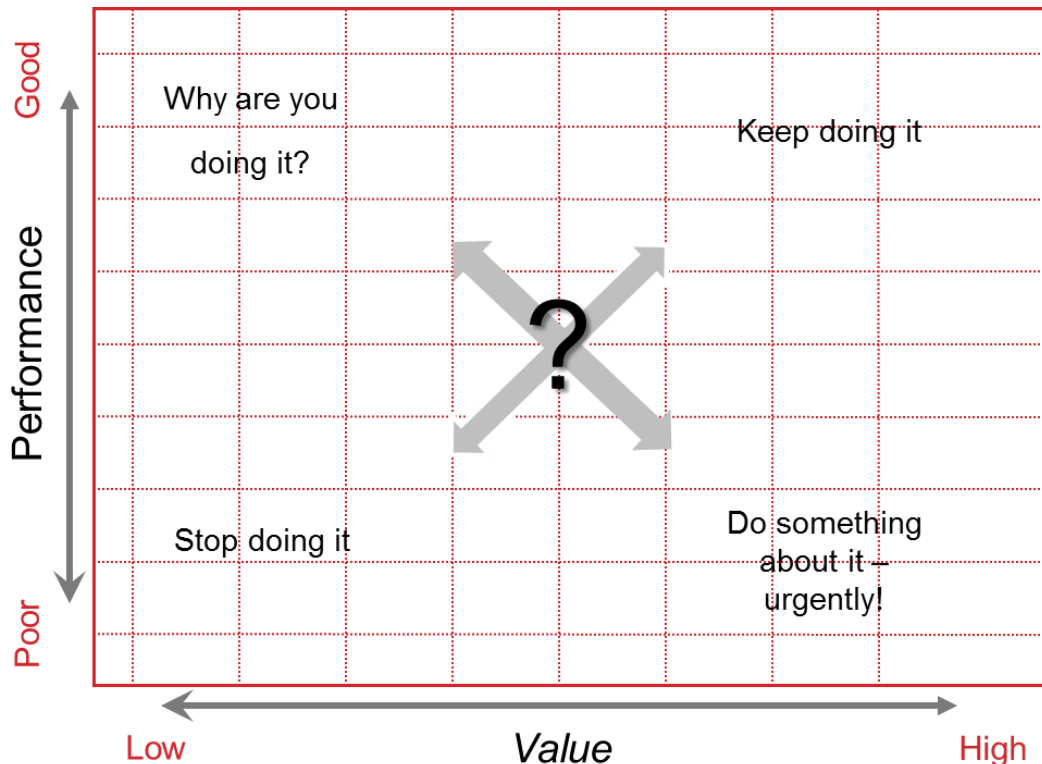
PREVIEW ONLY  
These pages are intentional blank

### Analysing with the Good - Value Graph

The Good Value Graph is an excellent tool to help you do more with less. Use it to analyse what you currently do by focusing on the relationship between value and performance.

Good - how good are you at what you do, as measured by benchmark standards or by customer feedback.

Value - what's the value in what you do, especially from the customer's perspective?



There are four broad areas in which you could position yourself:

1. If it's not important to customers and you're not good at it, stop doing it. Or, if you have to provide for it, get someone better to do it for you.
2. If it's not important to customers but you are good at it, think about why you're doing it. Perhaps you need to try making it more important to customers. Otherwise stop doing it.
3. If it's important to customers and you're good at it, keep doing it, try to do more of it, or do it better. Either way, don't be complacent.
4. If it's important to customers but you're not good at it, find out why and take urgent action.

This graph is ideal for helping you map strengths and weaknesses in an existing service, and in helping you to plan a strategy for improvement or continuity of good practice. (Adapted from Nigel Slack) [Return to contents page](#)

PREVIEW ONLY  
These pages are intentional blank



## Tool 1: The Eff words

Tool to think smart using the Eff words. Smart means: effective, then efficient, then effortless. Answer the following questions in each category:

<p><b>Effective</b></p> <p>Why are we doing this activity/service?</p> <p>Why do we do it this way?</p> <p>What benefit does it bring to the customer?</p> <p>Do we know what really adds value for the customer?</p>	
<p><b>Efficient</b></p> <p>How well are we doing things?</p> <p>Are there better ways of doing this?</p> <p>Are the standards of performance clear?</p> <p>Are you doing the common things uncommonly well?</p>	
<p><b>Effortless</b></p> <p>Is what you are doing as streamlined as possible?</p> <p>Have we cut out unnecessary steps?</p> <p>Is this the simplest way that we can carry out the activities?</p> <p>How can you remove complexity so that your process can be fast and responsive?</p> <p>How can you simplify what you do?</p>	

[Back to chapter](#)

[Return to contents page](#)

PREVIEW ONLY  
These pages are intentional blank

# HOW TO BE A BETTER MANAGER

## Updates

For more information on the content of this e-guide, and other related topics, visit: [www.the-happy-manager.com](http://www.the-happy-manager.com)

Join the community: subscribe to the Happy Manager Newsletter for regular updates and advice on better ways to manage.

Join the conversation: bookmark the Happy Manager blog.

([www.the-happy-manager/blog](http://www.the-happy-manager/blog)) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

## Titles available:

How to be a Happy Manager  
Have a Good Workday  
How to Build a Happy Workplace  
Workstyle, Lifestyle

Build a Better Team  
Team Building Exercises  
Team Health Check  
The Problems with Teams  
Why is Teamwork Important?

Leadership Essentials  
Defining Leadership  
Leading with Style and Focus  
Leading Insights

Transformational Change  
Sustaining Change  
Making Change Personal

It's All About Performance  
15 Performance Management Tips  
Managing Performance and Potential  
Performance Management Skills  
Performance Management Toolkit  
Conducting a Performance Review  
Manage Your Own Performance  
Motivating Performance

Managing for Strength to Strength  
Managers Make the Difference  
Re-defining Middle Management  
Do More with Less  
Managing Time and Priority  
Extreme Thinking: Unlocking Creativity  
SMART Goals, SHARP Goals  
Making Better Decisions  
What's the Problem?

## Copyright Apex Leadership Limited 2012

Efforts have been made to contact the copyright holders of works referred to in this publication. Apex Leadership Ltd hopes that copyright holders will permit references and quotations, where small extracts of their work have been used.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publishers. This book may not be lent, re-sold, hired out or otherwise disposed of by way of trade in any form of binding or cover other than that in which it is published, without the prior consent of the publishers.

First published in Great Britain 2012  
Copyright Apex Leadership Limited 2012

[Return to contents page](#)