

— From the Pen of —
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Management Controlling

Controlling is the work done to ensure that results conform to plan. Controlling presupposes both objectives and a specific structure. Management controlling includes four activities:

- 1. Establishing performance standards** means that we agree with the person or the persons working with us as to what quality work is going to be accomplished, before it has begun. There is a mutual agreement. Here is the job and here is the standard to which it is going to be performed. Many problems arise at this point. We give people a job or ask them to do something. They assume, "This is not very important. We can do it sloppily or half-heartedly. It does not really matter." We, however, attach a great deal of significance to it. We must communicate adequately so that we and our workers agree about the standard for the job; otherwise there is going to be incompatibility and serious friction. We must establish performance standards. If new assistants are assigned to you, let them know what you expect of them. Many breaches of relationships occur because of failure to communicate expectations.
- 2. Performance measuring** means that whether people are counting money, passing out literature on the street, planting a church in a pioneer area, or whatever they are doing, somebody is measuring their work. Now, the point here is not to measure how many souls they have led to Christ; it is their performance in their work that is to be measured, and it may or may not be reflected in souls saved. We have built-in resistance when we attempt to do this.
- 3. Performance evaluating** is the appraisal of the importance of an individual's work in relation to all the other work which is being performed in the organization, and with respect to accomplishing the total goal. When we get into this kind of thing seriously, we will find a lot of people doing jobs that do not need to be done.
- 4. Performance correcting** involves not only correcting mistakes that have been made but also involves coaching, providing the person with the "how." It is saying, "Here is how you do it," and then coming back to correct mistakes and to continually provide methods for accomplishing the assigned task. We do not have to know how to do it ourselves, but we have to know where to send people for the help they need to learn how to do it. Performance correcting includes coaching. In other words, we do not just set standards, and measure and evaluate. We also coach: "Read that book." "Take that course." "Talk to that person." "Read this article."

According to L. A. Allen, the above activities constitute the totality of the management process in any and all situations. Your first love is likely to be preaching or teaching, but you have an inescapable responsibility to serve your people by doing management work for them. And if you do not incorporate this work in your life, the entire organization will suffer.