

## Diagnosis of Management Routines

Being rigorous and precise in leading management rituals enables social performance to be linked to economic performance. It's a simple and effective way of producing the expected results (safety, quality, energy, environment, performance, etc.). **F = Frequency D = Duration**

	INDIVIDUAL	TEAM
<b>SHORT TERM</b>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b> During a shopfloor tour, I say hello to each member of staff and take the time to discuss (clarification of work instructions, previous day's results, current mood, etc.).</p>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b> During a daily review, I provide essential information and comment on production indicators (safety, performance, etc.). I hold regular meetings (at least once a week) with my entire team to involve them in the progress of the various projects.</p>
<b>MEDIUM TERM</b>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b></p> <ul style="list-style-type: none"> <li>- I plan regular one-to-one meetings with my staff to monitor their objectives. If necessary, I take this opportunity to discuss personal problems.</li> <li>- I systematically carry out a return interview after a period of absence.</li> <li>- Delegating a task to an employee: ensuring that the 5 fundamental steps are put in place to motivate them and give them the necessary support</li> </ul>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b></p> <ul style="list-style-type: none"> <li>- At a monthly or quarterly meeting, I summarize the results and encourage continuous improvement and the exchange of best practice.</li> <li>- I explain the reasons for decisions and changes in the company</li> </ul>
<b>LONG TERM</b>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b></p> <ul style="list-style-type: none"> <li>- I carefully prepare and conduct my individual appraisal interviews. Monitoring objectives throughout the year is the key to success.</li> </ul>	<p style="text-align: right;"><b>F D</b></p> <p><b>Example</b></p> <ul style="list-style-type: none"> <li>- At an annual meeting, management presents the plant objectives broken down by department, together with the key indicators.</li> <li>- I organize a meeting to manage a major change and successfully involve the team</li> </ul>