

Participation in Planning

"Planning" is more than just sitting down and deciding what to do. A manager has to involve others, ask for help and do studying on his own.

Coordinating with Others

Planning may require studying or coordinating with *other plans* already in existence, or it may be necessary to call on others for information on *their* plans.

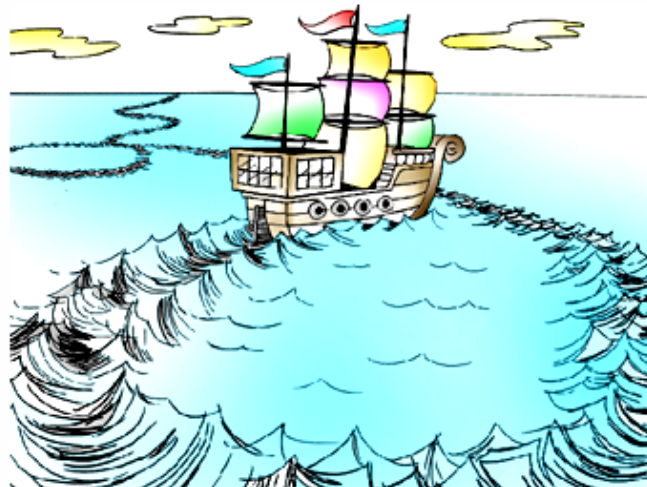
Allowing Sufficient Time

It should be obvious at this point that good planning takes time. If the manager recognizes this, and allows sufficient time to do a thorough job, he or she

stands a good chance of being successful.

Communicating to Everyone

To be effective, plans developed with the inputs from all concerned. It must be *under-*



stood by all those affected. That is to say, the plans must be communicated to everyone so that all involved will understand what is expected of

them and why.

Benefits of Participation

Finally, when feasible, there should be as many managers as possible *participating* in the planning session. This will help to accomplish two things . . .

First, it helps to eliminate complaining and griping by direct reports who like to throw off' on their leaders or managers.

And, second it creates enthusiasm for the plans, since the direct reports or team members - feeling they had a part in the planning

- want to see the plans carried out successfully.