Establishing a Plan-
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outside your budget, figure out why it happened and make changes." Use the ideas and utilize resources in a way that allows efficiency. To accomplish this don't compromise plans and objectives.

Joel: "At times of growth, like those we are in, assessing resource needs is challenging. We simply talk through the plans as we understand them and apply compromises and objectives. It's important to note the words 'apply'; it's not about making changes. "Use the resources accordingly. It's important to understand them and apply compromises and objectives.

Unrealistic plans can create more problems than they solve. For example, an impossible schedule set by one department may eventually affect the schedules of many other departments, causing inefficient use of resources, late introduction to the marketplace of an advertised product, and a general sense that things are out of order.

What techniques do you use for evaluating project plans as a part of the planning process?

Jim: For finances, make spreadsheets for evaluation and confront it with all possible things that could go wrong. Timing aspects are very important but very difficult. In his profession Jim says, "What I do is dependent on the weather. I plan everything out three days in advance to make sure we accomplish our tasks." Adapting to the weather tends to be a 'hind sight is 20/20' situation. You can try to predict but don't plan on it. Keeping track of the overall picture is the best way to avoid overcommitting yourself.

Joel: "Our approach to prevent problems is addressed by adhering to two rules: Have the right people in the room. Expect clear, direct, honest communication from each participant during the meeting."

I would like to thank Dr. Balogh and Mr. Conner for their time and hope everyone has taken something from this article. If you have any ideas for future "Management Matters" articles please feel free to email me at jryan@northlandcountryclub.com. * * * * (Editor's Note: Joel Conner's profile was gathered from Bellisio Foods, Inc. website. Lead-ins and questions are developed from "Successful Manager's Handbook.")