

Delivering the Right Amount of Management



Written
by
Bill Osborne
TLI Faculty



People leave bosses not companies



"Inspiring Dreams, Realizing Potential"

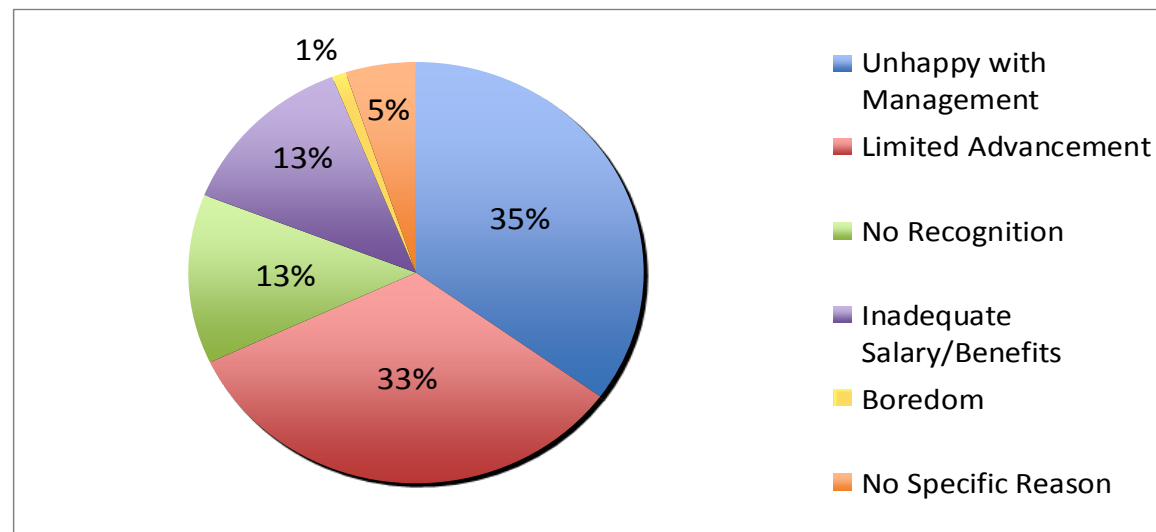


Manage
Yourself



Delivering the Right Amount of Management

We join Companies and quit bosses.



Bruce Tulgan



Delivering the Right Amount of Management

"This one wants more money. That one wants a different schedule. Another person wants to trade in her responsibilities for a whole new set. This one wants to be included in high-level meetings. That one wants to attend a particular training program. Still another wants to start telecommuting ... from a thousand miles away." — Bruce Tulgan

<https://www.youtube.com/watch?v=nvAcQHhCunw>



Better Work
Between
Boss and
Subordinate



Delivering the Right Amount of Management

Unfortunately, most managers have bought the number one myth in the workplace, what I call the "Myth of Empowerment."

‘The way to empower people is to leave them alone and let them manage themselves.’

But the key factor affecting employee engagement is the relationship employees have with their immediate supervisors.





Discussion Topics

- I. Under-management
- II. Over-management
- III. 'Right Amount of Management'
- IV. Comments and Questions

Delivering the Right Amount of Management

What are you thinking?

Think about ...

What you hope to gain from this discussion?

What you want to avoid during this discussion?



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Assess Your Management Style

Select the answer that best describes you.

Be honest. This is for your eyes only.

*Don't ponder too long,
go with your first impression.*

Are we guilty of
under-
management?



I. Under-management Crisis

Barriers to
Work Between
Boss and
Subordinate



What challenges are leaders and managers facing in the real world today?

How can under-management impact your publication?



How Did We Get Here?

It seemed like
a good idea at
the time.



Most bosses are so hands-off they mostly don't manage unless they absolutely must.





Cost of Under-management

US executives each wasted an average of an hour every day cleaning up after poor performers.

68% of the mistakes that employees made were never noticed by their managers.

It was costing U.S. companies \$105 billion every single year to correct problems that bad management and hiring practices created.

2004 Future Foundation

Starts with
You



Management Challenges

- Meeting generational demands
- Managing organisational changes
- Maximising wellbeing
- Improve communication skills
- Leading through a crisis



Hands Off Managers

“Empowering Managers” May Be:

- under-informed about the details of their direct-reports' work,
- Unable to help direct-reports anticipate and solve problems before they occur,
- unable to help direct-reports identify and meet resource needs in advance,
- failing to create clear expectations and standards,

Myth of
Empowerment



- not in a position to set ambitious, but achievable, goals and deadlines,
- missing routine opportunities to provide on-the-job training,
- not fairly and accurately monitor and measure performance,
- not in a position (and don't keep sufficient documentation) to tie rewards and detriments to measurable instances of employee performance,

Too Little Too
Late



Hands Off Managers

soft-pedaling authority until they let loose with outbursts of anger,

spending more time on low level tasks because they fail to delegate well,

attracting and hiring more mediocre and low performers, and

pushing away high performers.



II. Hands on Management

Heavy Hands-
On





Excess Management Is Costing the U.S. \$3 Trillion Per Year

More people are working in big, bureaucratic organizations.

Bureaucracy creates a significant drag on productivity and organizational resilience and innovation.

The cost of excess bureaucracy in the U.S. economy amounts to more than \$3 trillion in lost economic output, or about 17% of GDP.

Gary Hamel and Michele Zanni

Micromanage
ment



Over Management

Micromanagement is an example of poor management where the manager over-manages people unnecessarily.

The micromanager monitors and assesses every step.

The effect, however, may be to de-motivate employees and create resentment.

- en.wikipedia.org



Signs of Excess Management

- You're never quite satisfied with deliverables.
- You often feel frustrated because you would've gone about the task differently.
- You laser in on the details and take great pride and / or pain in making corrections.
- You constantly want to know where all your team members are and what they're working on.
- You ask for frequent updates on where things stand.

Moving
Forward

TEACHING
TRAINING
COACHING
MENTORING

III. 'Right Amount of Management'

As you know, it's not as simple as; don't over or under manage your staff.

It's complex and situational.



Start with Generations

4+
Generations



Members of each generation share special signposts: collective experiences that influence our expectations, actions, and mind-sets.

They also mold our ideas about company loyalty, work ethic, and the definition of a job well done.

Generations, Inc. Meagan and Larry Johnson 2010



Managing Generations

Focus on Behavior



	Silent	Baby Boomers	Gen X	Millennial
Work Ethic and Values	Hard work, respect authority, sacrifice, duty before fun, adhere to rules	Workaholics, work efficiently, crusading causes, personal fulfillment, desire quality, questions authority	Eliminate the task, self-reliance, want structures and direction, skeptical	What's next, multi-tasking, tenacity, entrepreneurial, tolerant, goal oriented
Work is...	An obligation	An exciting adventure	A difficult challenge, a contract	A means to an end, fulfillment
Leadership Style...	Directive, Command-and-control	Consensual Collegial	Everyone is the same, challenge others, ask why	tbd
Interactive Style...	Individual	Team Player, Loves to have meetings	Entrepreneur	Participative

Managing Generations

Focus on
Behavior



	Silent	Baby Boomers	Gen X	Millennial
Communications	Formal Memo	In Person	Direct Immediate	E-mail, voicemail
Feedback and Rewards	No news is good news, satisfaction = job well done	Don't appreciate it, money and title recognition	"How am I doing", freedom is the best reward	Whenever I want it, at the push of a button, meaningful work

Manny Rodriguez 2015



Suggestions



Managing Generations

- 1) Focus on goals and set clear expectations.
- 2) Mentoring and Inclusion.
- 3) Break the bonds of tradition.
- 4) Show employees the future.
- 5) Encourage balance.

Manny Rodriguez 2015





Under-management - Millennials

Fairness: You don't need to treat everybody the same, just be fair.

Nice Guy: Real "nice guy" managers do what it takes to help employees succeed so those employees can deliver great service for customers and earn more rewards for themselves.

Difficult Conversation: Being a weak manager makes these confrontations inevitable, whereas being a strong manager means these confrontations rarely occur, and when they do happen they are not so painful after all.



Under-management - Millennials

Red Tape: Focusing on the many factors that are within your control is the way to make yourself stronger.

Time: Since your time is so limited, you definitely don't have time to deal with all the things that go wrong when you do not spend enough time up-front managing people.

Start with You



Important Skills – All Generations

- *Effective delegation*: best possible results by assigning the right tasks to the right people in the right way.
- *Mentoring and being mentored*: develop your skills; and contribute to developing the team.
- *Authentic leadership*:— understanding the strengths and needs of their team members; and helping them to act with integrity

[Mette Johansson](#) 2016



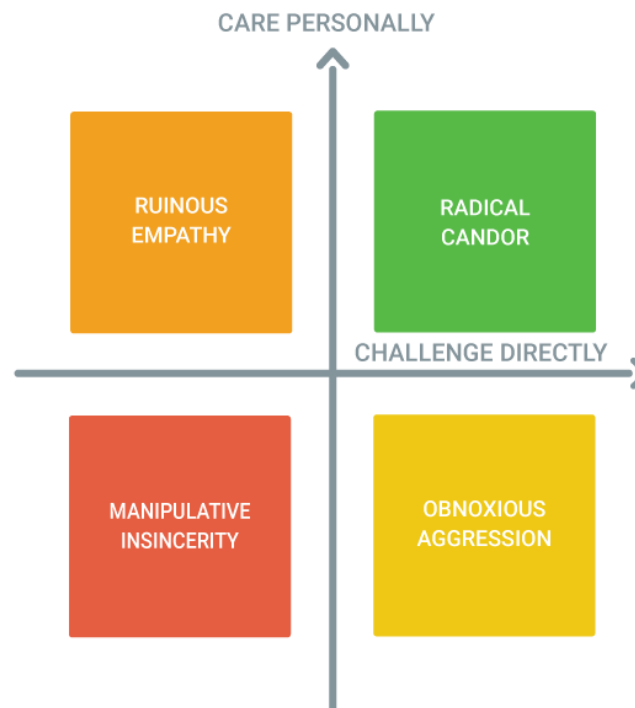
Start with You



Important Skills - Feedback

- *Radical Candor*: keep team members motivated and engaged; and ensures any performance corrections are made.

Gary Hamel and Michele Zanni



What Are You
Thinking?



IV. Comments and Questions

Ultimately, the under-management epidemic is costing organizations greatly in productivity and quality.

Lots of money is being left on the table every day because too many managers are not marshalling the time, the guts, and the skill to take charge and provide the day to day leadership necessary to drive performance and meet employees' needs.

So, what are you going to do about it?



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Management Challenges

- **Meeting generational demands**
- Tailoring different management styles to needs of 4 distinct generations.
- **Managing organisational changes**
- Restructuring and redundancy is a difficult and stressful time for all concerned with employees often faced with new and challenging tasks.
- **Maximising wellbeing**
- Today's managers are expected to nurture and train staff and bring out the best in all employees and they often need to acquire these extra skills to be able to do so.
- **Improve communication skills**
- In today's competitive landscape, workplace conflict is unfortunately inevitable as the pressure of getting the job done can create tension between co-workers and management.
- **Leading through a crisis**
- Effective crisis management can be vital in today's business environment; a company's reputation can depend on it.



Over-management?

Commitment – the employee's level of confidence in their ability and their motivation

Better Work
Between
Boss and
Subordinate



II. How Did We Get Here?

Better Work
Between
Boss and
Subordinate



'Right Amount of Management'

Encourage managers to :

- take stock of their team members, and
- align the employees' skills to the needs of the situation and the level of competence and commitment of the employee.

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