Managers Matter

Employees want:
- managers show care, interest and concern;
- know what is expected of them;
- a role which fits their abilities;
- positive feedback and recognition for work well done.
Mistake # 1
Under-Management

Functions of Management

- Set Objectives
- Organize
- Motivate and Communicate
- Establish Targets and Yardsticks
- Develop Great People
RIDDLE:

What, of all things in the world is the longest, shortest, the most neglected and the most regretted, without which, nothing can be done?

TIME
Mistake # 2
Poor Time Management

Either you run the day, or the day runs you.
– Jim Rohn

Managing for Excellence

Effectiveness
Working on the right things.

Efficiency
Doing things right.

Excellence
Doing the right things right.

Effectiveness is related to leadership having the vision to define what’s important to work on to achieve greater productivity. Leaders have vision. They see into the future to define what’s important. Then they communicate their visions to others to inspire others to achieve productive results.

Efficiency is related to management, managing people and other resources for greater productivity. Managers help define and provide resources so that those they supervise can be more productive. Good managers assist with defined time, human resources, adequate budget, training and performance standards.

Productivity Power, pg 18
Mistake # 3
Poor Delegation

Why do Managers Resist Delegating?
- I can do it better myself.
- It’s easier to do it myself.
- I don’t trust them.
### 5 Levels of Delegation

1. **Tell:** Based on my decision, here’s what I want you to do.
2. **Sell:** Based on my decision, here’s what I want you to do because…
3. **Consult:** Before I make a decision, I want your input.
4. **Participate:** We need to make a decision together.
5. **Delegate:** You make a decision.

### Mistake # 4

**Fail to Provide Clear Expectations**
Expectation Test

What is our goal?
What is the priority?
What is expected of you?

Mistake # 5
Avoiding Tough Conversations
Feedback Tips

- Connect Before You Correct
- Don’t Wait for Annual Review
- Provide Ongoing Praise/Recognition
- Be Specific
- Don’t Sugar Coat
- Focus on Performance Not Personality
- Provide Constructive Criticism in Private

Mistake # 6
Hiring Poorly
Hiring Practice Points

• Take Your Time
• Use Effective Hiring Practices
• Hire Character and Train Skill

Mistake # 7
Giving Suggestions not Directions
When Giving Direction:

• Be Specific and Avoid Ambiguity
• Identify Intended Outcome(s)
• Give the Time-Frame or Specific Due Date
• Don't Give an Option if There is No Option

CONCLUSION