“HOW DO LEADERS BECOME EFFECTIVE MANAGERS?”

For SD IEEE

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Let’s Talk About What Managers Do

MANAGERS ACCOMPLISH WORK THROUGH OTHERS

What are the basic Management Functions?

• 1 Plan & Organize
• 2 Communicate
• 3 Implement
• 4 Control and Track

Yup, managers execute tasks & objectives
In Plain Talk: Why Do We Need MANAGERS?

• Set organizational targets

• Hire people with requisite skills

• Train them and give feedback

• What 1 thing matters about *our* managers?
How Do Good Leaders Become Better Managers?
Part II – Natural Leaders *Can* Become Better Managers

- Are you what they call “a natural leader?”

- Does it translate from one arena to another?

- In the right arena, will the leader be an ace manager?
Advance Your Management Profile: Step 1

1. Organize yourself

   • Get help – who’s naturally good at it?

   • Where do you list your “A” priorities?

   • Where do you keep related files?

   • How do you avoid Monday Morning Catch-up?
Advance Your Management Profile: Step 2

2. Follow up on team members’ requests instantly

• Drop everything and jump on the phone to solve?

• Impact on their performance?

• Is this appreciated personally or professionally?
Advance Your Management Profile: Step 3

3. Use PIP (Performance Improvement Plans) Wisely

Is it someone whom you want to fire?

- Read Analyzing Performance Problems
- PIP is very useful if you’re not sure
- You outline the Performance Requirements
- Who designs the Activity Requirements?
Advance Your Management Profile: Step 4

4. Learn from the best in your organization
   • Helpful if responsibilities are similar to yours?
   • Who is a really effective manager near you?
   • What can you trade, leader?
   • What techniques helped your bosses?
THE Business Planning Module: Step 5

• **Objective: WHAT Do You Want to Achieve?**
  - Be Specific, e.g., Achieve 16% EBITDA FY2018
  - Analyze First to Test for Reality
  - What Are Your Support Resources?
  - What Does Past Performance Say? What Is Different About the Future?

• **Methodology: HOW Will You Achieve Your Objective – Action Steps?**
  - Example: Nail >4 New C-Level Meets Per Month
  - Who Will Do What?
  - The Creative Element of the Planning Module + Most Substantive
  - Prevents Objective from Being a Mere Wish

• **Expected Results: SO WHAT, i.e., What Difference Does It Make?**
  - Broader Implications of Hitting Your Objective
  - Helps Test Value of Your Objective
  - Examples: Secure 2nd Round Financing, Start College Fund

• **Control & Tracking: HOW WILL YOU KNOW if You’re Achieving It?**
  - How Will You Determine if the Action Steps Are Being Executed?
  - How Will You Determine if the Objective is Being Reached?
  - Make Tracking Visible to Serve as a Motivator
  - **Re-plan Sooner vs. Later**
Advance Your Management Profile: Step 6

6. Stay current on management functions & skills
   • Subscribe to Bloomberg Business Week
   • What else do you like here?
   • Any books to recommend?
Workplace Strength: Summing It Up
from “FIRST, Break All the Rules” by Buckingham & Coffman

• Do I know what is expected of me at work?
• Do I have the equipment & materials I need to do my work right?
• At work, do I have the opportunity to do what I do best every day?
• In the last 7 days, have I received recognition or praise for doing good work?
• Does my supervisor or someone at work seem to care about me as a person?
• Is there someone at work who encourages my development?
• At work do my opinions seem to count?
• Does the mission / purpose of my company make me feel my work is important?
• Are my co-workers committed to doing quality work?
• Do I have a best friend at work?
• In the last 6 months, has someone at work talked to me about my progress?
• This last year, have I had opportunities to learn and grow?
The 5 Pillars of Superior Management Performance: Step 7

1. Get the right people (hire well, fire well)
2. Support them – clear out demotivating factors
3. Set few objectives and do a rigorous business plan
4. Get all the outside help / ideas you can
5. Always win (hit your numbers)

#1 is the whole game, how you prevail
Getting the Right People

What do the Superstars have in common?

• Prior experience in your industry?

• College grads? Which schools?

• Age at hiring?

• What type of job did they have before this?

• Any recruiting channel better than others?

• Diversity – exploiting it to mutual benefit?
Interviewing / Hiring Process

Describe Your Current Process

- Who interviews? Ever double up? How many?
- What interview document do you use?
- When is athletic success a biz success indicator?
- What motivates her? “Find the Hunger”
- Oops, almost forgot – ask me about foreign accents