



Managing Successfully Aren't We "ALL" in the PEOPLE Business?

No matter what business you are in, what company you own, what product, service or industry you deliver and serve; aren't we all in the PEOPLE business? There is high technology out there and believe it or not, we ARE in the age of robotics, however, we truly cannot exist without people. With that said, what about the "right" people, especially when it comes to our people who are leading our other people – our Managers.

I recently came across this quote and really liked it: "In the minds of great managers, consistent poor performance is not primarily a matter of weakness, stupidity, disobedience, or disrespect. It is a matter of miscasting." *Marcus Buckingham*

Most managers who are promoted due to their skills and achievements in various areas of business performance are ill-prepared for management jobs and could benefit from any guidance they can get.

Managers Need Training

Research indicates that 40% of first-time managers can't do their jobs. Most of the remaining 60% lack basic managerial skills. Only a few new managers manage well. Poor management cuts productivity, and bad managers fuel costly employee turnover. Employees who leave their jobs often do so because they dislike their managers. Most new managers learn how to do their jobs from their old managers, who also don't know what they're doing. Bad practices persist and become entrenched. Being expert in a technical or professional field does not make you a good manager – but it can help you earn a promotion. What if the executive in charge of your operation assigned you to become your firm's official pilot? You'd say, "I can't fly a plane. I need training!"

Key Concepts for Success

Managers should understand the Pareto principle. Also known as the 80/20 rule, this concept holds that "approximately 20% of causes explain about 80% of results" in most areas of your life. Douglas McGregor identified two management theories. He found that Theory X executives are autocratic micromanagers who grant employees little autonomy, while Theory Y managers treat employees as responsible adults. Theory Y predominates today because it is more effective. Motivated, empowered employees are more productive and less likely to generate costly turnover. Managers should spur employee motivation, reward achievement and make employees' work meaningful and challenging.

Understand Your Real Job

As a manager, your job is not to do the work; it is to delegate the work. However, "unwillingness or inability to delegate is a leading cause of management failure." You are the "hub" of your department, and each of your employees is a vital "spoke." When you delegate tasks and projects, explain their intent and procedures. Clarify the results you seek. Don't micromanage. Coach your staff to do their best. "When they succeed, you succeed."

Managing the Work Environment

Research shows that 70% of people who quit their jobs leave because of poor relationships with their supervisors. In order to avoid costly turnover, treat your employees with respect. Express your appreciation daily and do all you can at your level to make sure your staffers receive fair salaries.

Enriching Jobs

To help your employees feel positive and motivated, “enrich,” that is, redesign, their jobs. Don’t think of “job enrichment” as “job enlargement” – don’t simply add more duties. Increase the job’s scope to make it more responsible and complete. Give employees the autonomy to make decisions about how they do their jobs.

Managing Motivation

To build employee motivation, make sure your staff members can achieve something meaningful, even if those achievements are small. Recognize people publicly when they do good work. Employees value recognition, so offer it as often as is appropriate. Most managers honor their workers too infrequently. Enable deserving employees to advance. Promotions motivate even the best workers, as do additional training and education.

Department Management

Managing your department involves taking four kinds of action:

- **“Planning”** – Prioritize your important tasks; establish goals and the means to achieve them; budget and forecast.
- **“Organizing”** – Identify the work function that each employee will perform and the resources he or she requires.
- **“Influencing”** – Motivate and direct your employees without giving them orders.
- **“Controlling”** – Tracking how work is unfolding calls for planned “feedback, quantitative reports” and meeting updates.

Decision Making

Resist the urge to make decisions quickly. Even though you make the final call, involve everyone who will be affected by the outcome.

Hiring Your Employees

Hiring choices are your most important managerial decisions. Your department will reflect the quality of your hires. Refer to the 80/20 rule for hiring: Select candidates who are in “the top 20%” of applicants in talents and skills. After all, “people are not your most important asset. The right people are.” Look for experienced people with positive attitudes, expertise, impressive accomplishments and solid recommendations. Create and update a list of top-quality job candidates. Your list should include people who already work for your company, since they know its culture and understand its functions. Always initiate contact through your HR department and work closely with it.

Individual Management

Develop responsibility tables for each employee. Show two columns of information. In the first column, detail the job’s responsibilities. In the second, show the “quantitative metrics and timelines” that indicate success or failure in the performance of each responsibility. These tables help you and your employees monitor goals, assign tasks, equalize workloads, enrich positions, maintain proper workflow and handle annual performance reviews.

Performance Reviews

Most employees hate annual performance reviews, which evoke overtones of “Theory X command-and-control management.” The typical annual performance review is a one-sided affair in which the manager details an employee’s personal and professional strengths and weaknesses. The link between these reviews and potential salary increases or promotions adds to the tension. Make each performance review as painless as possible and even productive. Give your employees the review form and attribute-rating sheet in advance. Ask each person to fill in necessary information and to review the responsibility table, detailing the accomplishments they found most satisfying. Minimize criticism during the review. Avoid discussing personalities but do talk about behavior. Hold interim monthly reviews to make annual reviews less traumatic.

Managing Your Boss

Your happiness at work depends to a notable degree on how well you get along with your own boss. Make sure to develop and maintain a positive working relationship. Remember everything you want from your employees and deliver that performance to your boss – along with your allegiance. Keep your boss fully informed. Find out what he or she needs to know and how often you need to provide that information. Be flexible – even when your boss is not. Avoid contention. Hammer out differences in private; always demonstrate public support for your boss, whether or not you agree with his or her decisions.

The Successful Manager

Imagine that your supervisor, employees or HR department officials ask you to explain your management philosophy; they want to know how you prefer to work with them.

- **Your HR department** – Your goal is to develop a strong working partnership with HR on all employee matters and related issues. Promise to request HR's help when you must fill vacancies within your department.
- **Your employees** – Tell your staff members that you believe they all want to leverage their individual talents fully, do good work, make meaningful decisions and grow professionally. Promise to delegate important, challenging work to each person and to hold monthly staff meetings to keep everyone informed about what's going on with the company.
- **Your supervisor** – Make sure your boss knows you want to work well together. Assure your superior that your department will meet its objectives and then do your work in a way that reflects well on the company. Pledge your best effort to stay within budget, to keep the boss posted on progress and problems, and to demonstrate your support. Offer to take on any tasks he or she would like to delegate to you in the future.

OMG excels at managing and optimizing service centers and we find it of the utmost importance that the people we bring to our client's site fit the environment and culture of our client's operations. **We ARE in the PEOPLE business....** OMG values our people first, because if we don't have the best team in place we cannot please our client, and our client IS our number one priority.

What sets us apart from other Professional Management Companies is our service, expertise, knowledge, and our skills. We are customer service and performance driven – not equipment sales/service contract driven. If you would like to know more about OMG call 513-429-9526 or e-mail at info@omgservices.com.