

Management 101

While it is always important to think of employees, business owners and directors must sometimes step back and ask, "Who's managing the managers?" This month's newsletter is dedicated to helping with finding the next potential managers and getting the new ones started successfully.

Diamonds in the Rough

Even when current management seems perfect, companies should always be thinking about who the next potential leaders will be to replace managers who retire, move, or are promoted. Succession planning can be crucial in keeping the company running smoothly when there are changes in management. Following these steps can help you mine for your potential diamond in the rough among current employees.

- **Top managers MUST be involved.** They must be willing to put in the time, effort, and resources in finding the next leaders of the company or else it will never work.
- **Think towards the future.** Who among you current management will possibly be retiring in the next few years? Where do you see the company going and who would best help take it there? What kinds of technological advances will have been made, and who will be able to fill in the gaps?
- **Focus on the position.** Don't try to find a carbon copy of the current manager, however wonderful he or she may be. Focus instead on the job itself and who can perform it excellently.
- **Keep an open mind.** Don't just look at the obvious top performers and overlook someone within the company who quietly does an outstanding job. Also, look at soft skills such as emotional and personal connectivity rather than just the hard skills or technological abilities that can always be taught.
- **Communicate openly.** Let promising employees know that they have potential for greater things within the company before they become frustrated and leave. Also, don't rely solely on star employees to identify themselves; it should be a joint responsibility between the company and employees.

Source: www.SHRM.org

Top 10 New Manager Mistakes

1. Thinking he or she knows everything; not asking for input from other employees.
2. Focusing more on showing everyone who's in charge rather than on making a positive difference.
3. Changing everything.
4. Being too afraid to change anything.
5. Not taking the time to really know the people who work for him or her.
6. Ignoring the manager's boss.
7. Avoiding problem employees or situations.
8. Not allowing him or her to be human enough to laugh or make mistakes.
9. Not protecting the people who work for him or her from blame, getting all the bad assignments, lower pay, etc.
10. Avoiding responsibilities; blaming failures on the group rather than him or herself.

Source: <http://management.about.com>

Statistics

- 65% of top companies had board members involved in leadership development.
- 95% of those top companies offered mentoring.
- 90% had a set process for assimilating new managers.
- 85% held current leaders accountable for developing others.

Source: 2006 SHRM Research Quarterly: "Leadership Development"

New Managers

Simply giving a top-performing employee a new title does not a manager make. New managers, like new employees, need training and assistance in assimilating to their new jobs and new expectations. Research has shown that one in three new managers will fail or fall short of expectations (*HR Magazine*, November 2006), so it is crucial that they are given the tools they need to succeed through their first few weeks. Areas to pay special attention to can be broken into three main groups:

1. **Changing Job Duties:** Many new managers continue with their day-to-day duties, failing to realize that they must now delegate those responsibilities and take on a supervisory role.
2. **Changing Focus:** As an employee, the focus was more on day-to-day, immediate issues. Managers must exist with two mindsets, though, staying aware of their departments' daily workings but also of the bigger picture. Everything they accomplish through their departments should promote the company at large, and they must constantly be mindful of the long-term corporate goals and concerns.
3. **Changing Communication:** Managers are now leaders rather than comrades, which can be a difficult shift. They must now be able to talk with subordinates without making the common mistake of being too aggressive, uncompromising, or talking down to them. Focusing on teamwork is key. Managers can accomplish more and get increased cooperation and productivity by sharing the company's goals with the team, letting them give input, and all working towards reaching the goal.

Source: HR Magazine, April 2006

CORPORATE HEADQUARTERS:

3550 West Robinson
Norman, OK 73072

tel: 05.292.1428
fax: 405.292.1436

toll free tel: 888.811.5150
toll free fax: 888.811.5161