Chapter 1 : Manage | Definition of Manage by Merriam-Webster

In some ways, managing managers is similar to managing anyone else - in that you need to build a great team, get aligned on goals and expectations on the front end, monitor the work and engage along the way, and create accountability and learning on the back end.

OK, so everyone has a boss. Now, how many of you manage people who manage people? Moving up the management career ladder often includes progressing from team leader, to project manager to portfolio or department manager or higher. I think that you will find that with each upward step, you become more removed from daily individual contributor supervision and more involved in managing managers. Although this progression does not require an entirely new set of skills, it does require modification and enhancement of the leadership and management skills honed earlier in your career. How is managing managers different from managing projects? Trust becomes even more critical when managing managers than it was in managing a project. You will have to rely on the observations and reports of others, rather than directly experiencing situations. You will lose some of your technical edge, as your time is devoted more to business development and money matters. This one bothers many people as they move up. You will be evaluated primarily on financial success, rather than products or schedules. You will spend time with non-technical people, many with whom you must communicate successfully. Communicating upward in the organization will consume more of your time. Your opinion carries extra weight and concomitant responsibility. You may find that management techniques that worked well to motivate young, inexperienced team members are less effective in managing managers. Character matters even more, since employees may copy your behavior and solicit your support more aggressively than when you were a technical lead or project manager. Important leadership skills for senior managers Set the vision. It is essential that you communicate the long-term goals of your department or organization to your managers clearly and often. A shared vision provides the touchstone to help your managers make decisions and solve problems. Networking with other managers and technical resources to get things done across your organization. Set straightforward, measureable objectives for each manager and project under your authority. Have short-term and long-term goals for each person who reports to you and reinforce those goals in monthly or quarterly meetings. Talent management-hiring see previous post on Staffing for Success , giving effective feedback, and developing talent for the project work. Demonstrating accountability and holding team members and project managers accountable. Influencing others- both up your leaders , across your peers , and down your project managers and team. It may be tempting to jump in and solve a problem yourself. You have been there and solved that problem successfully before. However, your managers need to learn and they need to put their own stamp on projects. Let me say that again â€" Do not micro manage. You are also in a better position than before to break down barriers to solving problems by using your position and influence. Be a role model. Social learning theory, also called social cognitive theory, supports the idea that people learn new behaviors and change existing ones based not just on their experience, but also on their observations of significant others, such as senior managers. Your values, priorities and even your mode of dress may be copied. Follow these tips and use your best judgment and you should be successful as a manager and more importantly as a Leader! I hope you will share your insights into the challenges and opportunities of managing managers.

Organizations are spending millions on training and development programs, management retreats, quality improvement programs, and a variety of other approaches.2 These intended reforms rest on the assumption that for any organization to improve the overall quality of its management group, managers themselves must be "reshaped" and imbued.

Talent Management In the classic management book, The Leadership Pipeline, the authors discuss the key transitions in leadership development, based on their observations of thousands of executives. One of the early turning points, they say, is learning how to be a manager of managers, a skill that can be quite challenging to master. Innovation, for example, has become incredibly important for success in the marketplace. Many companies are facing increasing demand on their intellectual capacity at precisely the worst time: As older workers retire, the shortage in technically-skilled employees has become acute. Front-line supervisors are tasked with enabling a smaller, less capable workforce to develop more sophisticated solutions for more demanding clients within tighter time frames. A key priority for our clients is educating managers on how to nurture the skills of their frontline supervisors so that everyone is working at the right scope and power match â€" instead of micromanaging or making decisions that are best left to the level below. Managers of managers must develop new supervisory capabilities and skills around innovation and agility in their reports so they in turn can address the performance gaps in the workforce. Often, the best solutions are the simplest ones with the longest track record. In leadership coaching, we draw on the ancient art now science of asking questions. The technique is simple but robust. Managers of managers are taught to recognize two types of questions and their differing impacts â€" one focused on the near term and the other that takes a longer view. Near Term Questions tend to zero in on the immediate problem but not develop in others the capacity for analysis and creativity. Using this type of questioning, the manager of managers, in effect, takes over the problem-solving for the front-line manager and goes for quick resolution. Long View Questions approach the problem from a coaching orientation and are designed to help the front-line manager identify patterns and emergent solutions. Having to think about and answer these types of questions will help build managerial skills. Here are some examples of how questions might be framed differently, depending on your intent: And, indeed, in times of crisis, that may be called for. The rewards are more far reaching, however, when the alternative approach can be applied. After all, developing problem-solving and managerial skills in others IS the job of a manager of managers. Many managers tend to jump in and problem solve. If you manage other managers, how have you made the adjustment to developing those key skills in others?

Chapter 3 : What Is a Manager-Managed LLC? | calendrierdelascience.com

Many managers lack fundamental training in managing people which is usually manifest in their inability to practice the significant soft skills necessary to lead. But, even more importantly, many managers lack the values, sensitivity, and awareness needed to interact effectively all day long with people.

Change management is a term that is bandied about freely. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. The focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organization is to achieve its potential. Managing Change in Your Organization Theories about how organizations change draw on many disciplines, from psychology and behavioral science, through to engineering and systems thinking. The underlying principle is that change does not happen in isolation â€" it impacts the whole organization system around it, and all the people touched by it. In order to manage change successfully, it is, therefore, necessary to attend to the wider impacts of the changes. The Change Curve is a useful model that describes the personal and organizational process of change in more detail. Change management is, therefore, a very broad field, and approaches to managing change vary widely, from organization to organization and from project to project. Many organizations and consultants subscribe to formal change management methodologies. These provide toolkits, checklists and outline plans of what needs to be done to manage changes successfully. When you are tasked with "managing change" irrespective of whether or not you subscribe to a particular change management approach , the first question to consider is what change management actually means in your situation. Change management focuses on people, and is about ensuring change is thoroughly, smoothly and lastingly implemented. And to know what that means exactly in your situation, you must dig down further to define your specific change management objectives. Typically, these will cover: Defining the re-training plan? Changing job descriptions and employment contracts? As every change is different, responsibilities will vary depending on how the change activities and project are organized. Again, the range of possible activities is broad. Coming from this, the activities involved in managing change can include: Ensuring that there is clear expression of the reasons for change, and helping the sponsor communicate this. Identifying "change agents" and other people who need to be involved in specific change activities, such as design, testing, and problem solving, and who can then act as ambassadors for change. Assessing all the stakeholders and defining the nature of sponsorship, involvement and communication that will be required. Planning the involvement and project activities of the change sponsor s. Planning activities needed to address the impacts of the change. Ensuring that people involved and affected by the change understand the process change. Making sure those involved or affected have help and support during times of uncertainty and upheaval. Assessing training needs driven by the change, and planning when and how this will be implemented. Identifying and agreeing the success indicators for change, and ensure that they are regularly measured and reported on. Remember, these are just some typical change management activities. Others may be required in your specific situation. Equally, some of the above may not be within your remit, so plan carefully, and coordinate with other people involved. Finding This Article Useful?

Chapter 4 : Ten Myths of Managing Managers

Darren Dahl is a contributing editor at Inc. magazine, which he has written for since He also works as a collaborative writer and editor and has partnered with several high-profile authors.

Share through Email advertisement Organizational America is working very hard these days to become more competitive. Few organizations have been spared the necessity of taking serious action to fight increased pressures from home and abroad. The message is clear: With increasing frequency managers are urged to change the ways they think and act. Organizations are spending millions on training and development programs, management retreats, quality improvement programs, and a variety of other approaches. Peter Drucker recently noted that the greatest challenge to U. In the rush to reform, they often overlook or misconstrue a number of basic managerial principles. Surprisingly, we traced many of these dysfunctional managerial practices to beliefs that appear to be self-evident, but that on closer inspection turn out to be deceptive myths that adversely influence the management of managers. As one telling example, organizations typically fail to conduct effective executive appraisals. Three years ago in Sloan Management Review we reported a study that found that executives were frequently frustrated by the lack of clarity concerning their responsibilities, the lack of input on ways to improve their performance, the absence of ongoing performance feedback, and the lack of regular and systematic performance reviews. As a consequence managers felt frustrated, isolated, and neglected. Worse, they felt that oversights associated with the appraisal process hampered their development and future effectiveness. That study indicated the need for a look at a broader range of issues. But when we conducted the study discussed here, the results suggested a more critical question: Are higher-level managers managing their subordinate managers effectively? The findings are both enlightening and disturbing along a number of dimensions. The Study We conducted in-depth interviews with managers from eighteen different large service and manufacturing organizations in the United States. These organizations were all profitable at the time of the study and included companies from the automotive, electronics, steel, building products, transportation, medical, and communications industries. The participating managers represented fourteen different functional areas evenly split between operations and administrative support. Forty-one percent were senior-level managers, 36 percent were middle managers, and 24 percent were lower-level managers. As a group they averaged forty-one years of age and had over nineteen years of work experience and twelve years of managerial experience. In these interviews, we asked managers to freely discuss: We encouraged them to provide specific examples of their experiences both positive and negative , concerns, and frustrations. Our findings are the result of a systematic content analysis of their comments. At least 65 percent of the managers in the study identified and discussed each myth described below. Uncovering the Myths of Managing Managers These interviews generated a great deal of convergence on how managers are managed or mismanaged. Understanding their debilitating effects leads to a reconsideration of their supposed wisdom. We have included direct quotes from the interviews as a means of underscoring the issues and conveying the richness of the findings. The first four myths are all variations on a central theme, but each one represents a misleading distortion or half-truth that is distinctive and consequential enough in its own right to warrant separate discussion. Managers are self-starting, self-directing, and autonomous, or they would not be managers. Most managers typically are more self-starting, self-directing, and autonomous than other lower-level employees. Their positions in the middle to upper-middle level of the hierarchy actually inhibited the kind of autonomy they were expected to demonstrate. It became obvious from our first interviews that managers believed that to be truly effective they needed more focus, guidance, and feedback than they were typically getting. As a general manager in the steel industry put it: Although managers wanted autonomy, they also wanted clear guidance and regular reassurance that they were on track and some clearly established guardrails to keep them from going over the edge. We dream that it would be great not to have a boss, but when your boss cuts you loose completely, you can lose sight of what he thinks is important. I need to work within some mutually understood parameters. Self-management without input and interaction from the boss appears to be a formula for poor working relationships, foundering development, and ineffectiveness. Perhaps

surprisingly, this finding held even among vice presidents. Good managers are self-managing, often to an extraordinary degree. They want, appreciate, and accept autonomy, but they also want input, attention, and guidance that only their superiors can provide. Managers worth their salt know what their jobs really entail. Although this myth is related to the first myth, the issues involved here are subtly different. Consider the dilemma of a director of quality control in a large manufacturing operation. He had had three bosses in the past four years, his department had shifted from staff to line, his own staff had grown from three to twelve, and he had taken on three major quality improvement programs in the past year. Yet, he had little face-to-face contact with his boss and had not received any sort of formal performance review in over three years. As plant manager of a high-tech electronics operation put it: Even savvy managers need an unambiguous picture of what they are responsible for in their jobs and, just as important, what they are not responsible for. Without leadership from the boss, the subordinate manager has less clarity of purpose and is less effective. Good managers know how well they are performing Nobody wants to be left in the dark about how well they are performing. The marketing vice president who made this observation about himself admitted moments later that he was guilty of not giving his own subordinates the kind of feedback they wanted and needed. When confronted about the paradox, he indicated that more important issues tended to take precedence over concern with his people. Managers felt that the feedback they received from their superiors was often too nebulous or negative. When things were going well, they received little, if any, feedback other than an occasional acknowledgment. In truth, managers wanted regular and ongoing feedback regardless of performance level. Managers firmly believed that they did not always know how well they were performing because of the ambiguous nature of their work. And the lack of feedback only served to make their work even more ambiguous. As one middle manager put it: Managers want and need regular feedback on their performance. Managers performing ambiguous work want unambiguous feedback, and they want it on a regular basis. Good managers seek out the information they need. Again, although this myth echoes the themes of the foregoing myths, it has its own distinctive character. The key issue for these managers was never about having enough information but about having the right information. Only a small percentage of their bosses received high marks for keeping them well informed on issues that affected them. Good managers are proactive information-seekers. Yet they often do not have access to the information that their bosses have. Their proactiveness is thus wasted on unnecessary work that their superiors could eliminate with better information flow. Goals are adequate guides for effective managerial action. The belief in goal setting is alive and well in corporate America. All of the organizations in this study employed some form of formal or informal goal setting with its managers. Indeed, goal setting was one of the dominant methods used to manage managers. Upper-level managers apparently believe that goals represent the best method for focusing managerial action. A director of MIS summarized the view this way: Goals are a quick and easy thing to throw at a manager, and once they are written down, managers tend to react to them. Goals provide direction for managers that is invaluable. Most of us use them with the belief that things get done that way. Goals do provide a target, but the managers in this study noted that, as usually practiced, managerial goal setting is characterized by three problems: Common frustrations surrounding the nature of the goals included: These common factors frequently had a debilitating effect on goal-setting effectiveness. Managers also said that higher ups often overrode their input into the goals they were expected to achieve. A vice president in the steel industry said: We sort of use the military model these days. Managers suggested that this top-down military model is becoming more frequent contrary to much of the popular literature because of competitive pressures and because goal setting is being used as a hammer instead of a motivational tool. Once goals were set, another frustration emerged. Managers seldom had a chance to discuss the means to accomplish the goals—process and strategy issues. Further, they were hesitant to initiate such a discussion for fear of appearing ignorant, indecisive, or overly dependent. An East coast plant manager: Goals must be carefully established, provide for mutual input, and include some discussion of means and process. To use goal setting in a cavalier manner breeds poor communication, Monday-morning quarterbacking, and, ultimately, a stymied manager. Competition among managers is good for the soul and for business. They saw themselves as having to compete excessively for promotions, merit raises, bonuses, budgets, access to superiors, personnel, and a

variety of other resources that seemed progressively more scarce. Competition among managers is nothing new, but these respondents said that escalating competition can create a variety of problems if not properly managed. Two factors were identified as primary causes for this problematic competition. Second, these managers are competing for a pie that seems smaller in terms of resources and opportunities. An automotive plant manager describes the outcome: The competition among managers is, at times, ferocious. This competition can easily degenerate into open conflict with people working against each other rather than for the organization. You see it day in and day out. I really believe that excessive competition among managers is bad for business because they lose sight of what we are really trying to accomplish here.

Chapter 5 : Management Training and Leadership Training - Online

Moving up the management career ladder often includes progressing from team leader, to project manager to portfolio or department manager or higher. I think that you will find that with each upward step, you become more removed from daily individual contributor supervision and more involved in managing managers.

Reader Comments Techniques for Managing Managers In many ways, effectively managing managers requires a similar approach to managing individual contributors: Most new managers are going through a difficult shift from doing the work to guiding it. Below are techniques within each category that could work in multiple areas of management: Discuss her plan to delegate a new project to a staff member. Role-play a management conversation. Practice an upcoming feedback conversation she is planning. Debrief her management-related work. Review a slice of her management-related work. Observe and model the management in action. Observe the manager managing. Sit in on a one-on-one check-in with a staff member, then debrief afterward. Work side-by-side with the manager. Co-lead a set of interviews with job candidates. Prepare and debrief together. Help with key pieces of management. Model the management work. Lead meetings to recruit potential job candidates; have her observe one, then co-lead a couple. Go with the manager to a set of site visits to observe staff working with their volunteers. Within this area, make sure the managerâ€¦ What you might discuss: What you might do: What feedback will give him? How can you make sure he succeeds without doing the work for him? Debrief with her afterward to discuss how she did at passing ownership of the work to her staff. In particular she should make sure goals are clear, measurable, outcome-focused and relatively few in number. She should check progress to create accountability and ensure goals are effectively driving their work. What do you want the team to achieve? Include the staff in that training, or help prepare the manager to train her staff. Talk through a check-in agenda template and why each section is valuable. Discuss key objectives to achieve in check-ins, like checking progress on goals and projects, addressing obstacles, aligning on priorities, debriefing and building trust. Observe a check-in with the manager and her staff. Afterward debrief with the manager. What was a good use of time or not? What do you want to do differently or similarly next time? Discuss the plan for building the candidates pool. Screen a set of candidates together. Who are you a no or maybe on? Discuss or role-play feedback she plans to give. What was the impact of that? When do you plan to give this feedback? How will you bring it up? Model key components that need to be clear. Follow-up to debrief the conversation with the manager. She should be explicit about expectations, seek to understand and incorporate different viewpoints, and examine ways in which bias, identity and power might impact her management. Talk through common patterns of bias in evaluation to surface where bias might be impacting her assessment of and communication with her staff.

Chapter 6 : How to Manage Managers - The Management Center

If you were to ask the Emplify engagement experts the #1 mistake they see most often, they wouldn't hesitate before answering: guesswork. In fact, when it comes to creating a culture of engagement, relying on your gut is one of the hardest habits to break.

One visionary founder working with a bunch of high-energy, hard-charging "operator" types. Over time, the more successful of the operators become the "big dogs" of the organization. They build the myths and legends of extraordinary over-achievement: And so, when the business needs to appoint its first real managers, guess who are the natural pick for those positions? The highly successful big dog operators, of course. Why does this happen? The first, simplest reason is that not all high-performers make good managers. The second reason is harder to spot, but even more dangerous: Enamored with their success to date and, often, not aware of any alternatives the newly-appointed operator-managers attempt to replicate on a smaller scale the model that has successfully grown the business thus far, with disastrous consequences. Nothing wrong with that, in and of itself. Except down in the warehouse, the newly appointed warehouse manager is doing the same thing, as is the marketing manager, the admin manager, the HR manager and all the other newly promoted big dogs. Before you know it, the previously smooth-running business has become a handful of fiefdoms, with each manager defending their own turf and operating with little coordination and much redundancy. Increasingly, we drop the baton from department to department and the customer suffers. Our reputation takes a hit, profitability and morale drops, and everyone is spending more and more time firefighting. Fixing such a situation once it happens is very difficult--unravelling "battlefield promotions" is painful for everyone concerned. So, avoiding it in the first place is the best policy. Appoint someone as a manager because they exhibit managerial skills, not because they consistently hit their operational targets. Understand that there can only be one company. You can avoid the need to do so by not allowing silos to form in the first place. Understand that leadership evolution. You need to lead them differently as they grown and become more complex. Mentor, model, teach, and reward "horizontal leadership. It lies in the new managers failing to work well together, horizontally. Implicit in the act of appointing new managers is a fundamental shift in your own job description. Sep 10, Like this column?

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Chapter 8 : Manager | Definition of Manager by Merriam-Webster

Techniques for Managing Managers. In many ways, effectively managing managers requires a similar approach to managing individual contributors: it requires getting aligned on the expectations of the job and what success looks like, actively staying engaged in their work, investing in their development and giving feedback along the way.

Chapter 9 : What is a manager? definition and meaning - calendrierdelascience.com

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