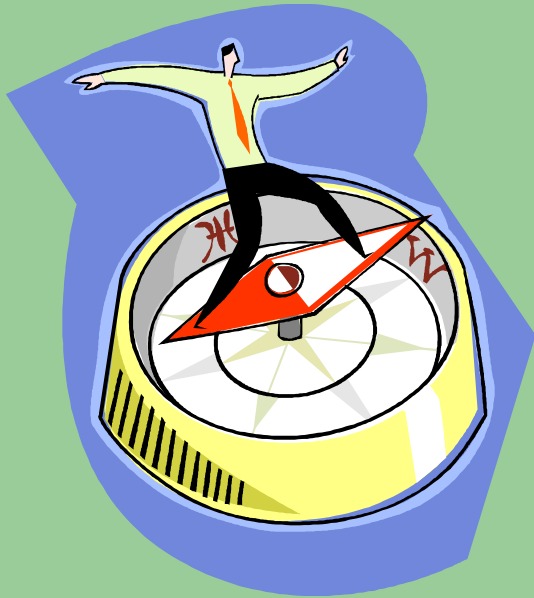


Individual Contributor to Manager

Making the Transition



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2006 – 2007 Proudfoot Productivity Report

- **28.8% of company time in America is wasted due to management problems**
- **Top barriers to productivity are manager related:**
 - **poor planning of work & organization structure**
 - **poor management leadership of change**
 - **Lack of qualified workforce**
 - **Internal and external communication**
- **Top actions to improve:**
 - **Workforce training**
 - **Management skills development**

Management Matters

**Employee
engagement
can be related**

A recent study of over 50,000 employees concluded:

**to measures
of customer
satisfaction
and job
performance**

*Highly committed employees **perform up to 20 percentile points better** and **are 87% less likely to leave the organization** than employees with low levels of commitment.*

..... and are primarily driven by the influence of one's direct supervisor

Managerial excellence in people and process management are cited among the top levers of engagement

What you hear.....

- *“My people are always interrupting me, I can’t get anything done”*
- *“Firefighting and the crisis of the day consume me”*
 - (Projects are behind, sr. mgrs come to me w/issues)
- *“Why do I have to keep fixing problems for my people -Why don’t they take more ownership?”*
- *“I hate Meetings”*
- *“I’m giving the same instructions over and over – these people just don’t get it”*
- *“Things would be better if sr. mgmt could get it’s act together”*

Transition to Manager



Making the Transition

Long term planning
Visioning
Strategic thinking
Conceptual

Group Managers
Business Managers

Functional Managers
Managing Managers

Process
Relationships
Leadership

**Manage
Others**

Planning
Implementation
Operations
Managing People

Manage Self



Making the Transition

Transitioning from Managing Self to Managing Others requires these shifts:

Skill Requirements – Planning, communicating, managing the performance of others, motivating, coaching, managing conflict & adaptability

Time Applications – From managing time just for your needs to reallocating your time for managing others and their needs

Work Values – Valuing management work, not just tolerating it. Gain satisfaction from helping others accomplish

Adapted from: [The Leadership Pipeline – How to Build the Leadership Powered Company](#)

KEY DISTINCTIONS

Individual Contributor

- Task Oriented
- Focus on self doing the work
- Focus on personal performance goals
- Self-Reliance, Independence
- Functional Skills
- Player
- Doer
- Right & Wrong

- Technical and Professional Competence

Manager

- People-oriented
- Focus on assigning & helping others do the work
- Focus on bottom line, profit, group goals
- Interdependency

- Interpersonal Skills
- Coach
- Planner
- Perspective

- People, Planning & Decision-making Competence

Individual Contributor to Manager Key Transition Challenges

- People are illogical – tools vs. formulas
- Smart people thrive on being right - see black and white -ok to make others wrong. "do it my way"
- Experts can appear to dismiss the ideas of others. "Prove it" - - fight every battle -- demotivate.
- Experts can be oblivious to customers and business tradeoffs in favor of an elegant technical solution
- High Performers suffer from "Superstar" syndrome
 - Delegate, blame/rationalize, have all the answers

Key Development Areas

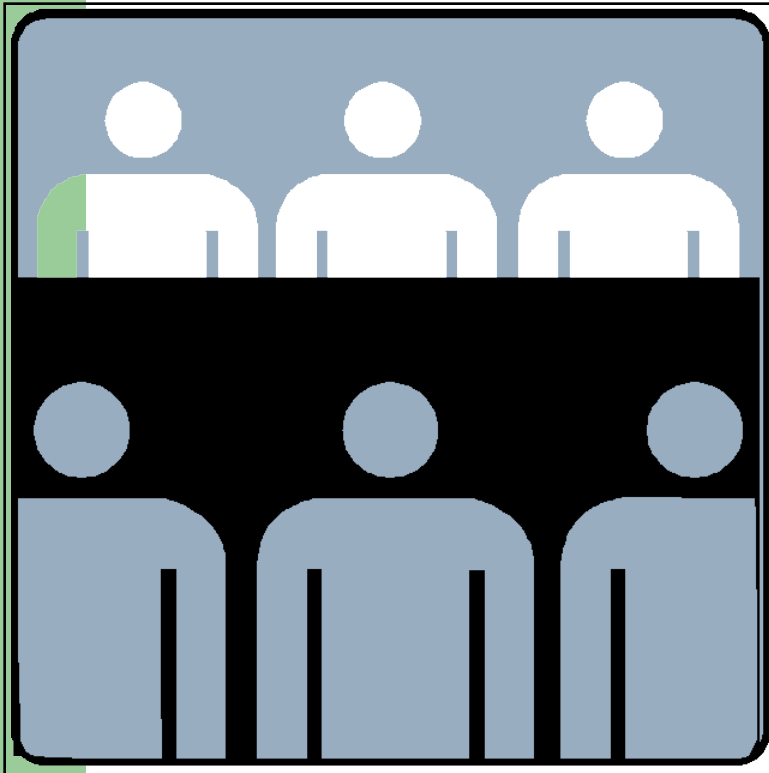
- Develop 'measure of achievement' through others.
 - Why do they want to be manager? What's next?
- Enhance less technical skills - self-awareness, other-awareness, communication.
- Learn to see "gray" - influence, politics, relationships.
- Increase accountability and ownership for results - the "working manager."
- Develop supervisory skills - planning & goal setting, delegating, feedback, motivating, conflict, coaching.

Top 10 New Manager Pitfalls

- ① Lack of self-awareness
 - ② Assuming others think like you
-
- ③ “Do It Yourself-er”
 - ④ Doing/Changing before “listening”
 - ⑤ Too much time w/poor performers
 - ⑥ Having all the answers
 - ⑦ Picking the wrong battles
 - ⑧ Being a boss (or buddy) but not a leader
 - ⑨ Failing to build relationships
 - ⑩ Lack of planning & time management

Needs Assessment

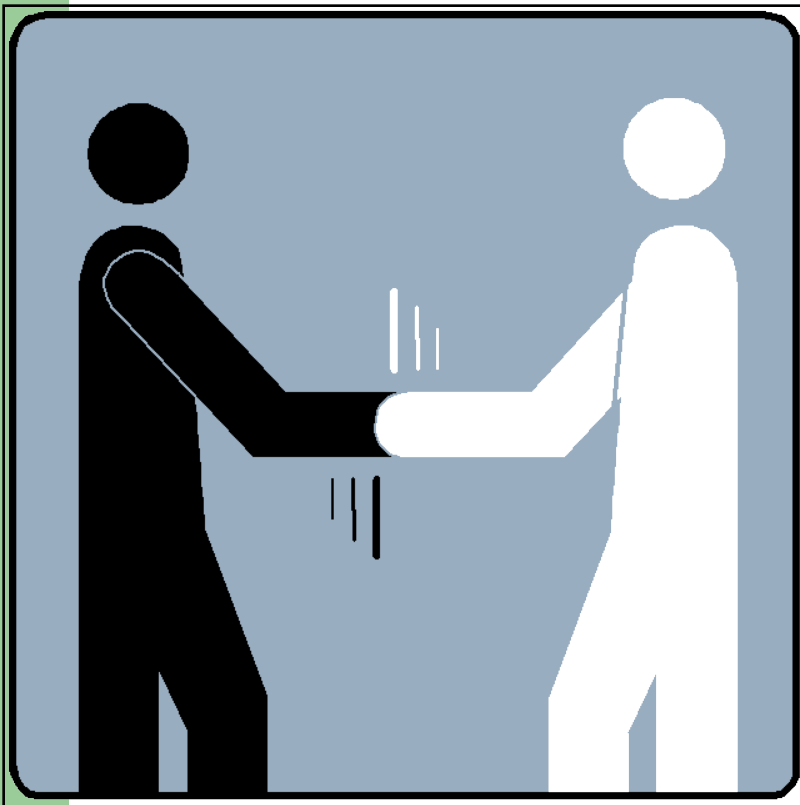
Management Competencies



- Self Management
- Managing execution
- Planning and decision making
- Leading others
- Managing Conflict
- Communication
- Interpersonal Savvy
- Organizational Savvy

Outcomes

- Understand the role of manager in influencing and implementing the company's business plan
- Demonstrate ability to utilize appropriate management practices in the following areas



- Goal setting
- Performance assessment
- Managing rewards and recognition
- Communication
- Managing conflict
- Giving and receiving feedback
- Leading teams
- Planning & Time Mgmt
- Motivating others
- Coaching

- Develop an action plan for your continuous improvement as a manager and leader

Methodology

Nominated

