



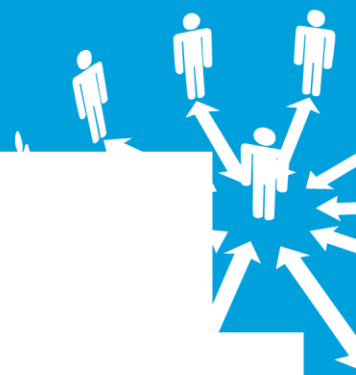
IT'S OKAY TO BE THE BOSS: Be a great one!

By Bruce Tulgan

THE UNDERMANAGEMENT EPIDEMIC

There is an under management epidemic throughout the workplace.

Here's why.





Questions:

Poll 1: How long have you been in a supervisory role with your current employer?

Poll 2: How many people do you directly supervise?

What, for you, is the hardest thing about managing people?

Please type your responses in Chat

EIGHT STEPS BACK TO BASICS

Step #1 Get in the habit of managing every day

Step #2 Learn to talk like a performance coach

Step #3 Take it one person at a time

Step #4 Make accountability a real process

Step #5 Tell people what to do and how to do it

Step #6 Track performance in writing every step of the way

Step #7 Solve small problems before they turn into big problems

Step #8 Do more for some people and less for others



Step #1 Get in the Habit of Managing Every Day

- ❑ The only alternative to management by special occasion is getting in the habit of managing every day.
- ❑ Team meetings are no substitute for one-on-one meetings.
- ❑ If you have a chain of command, you must use it effectively.
- ❑ You have to make choices every day.





Step #2 Learn to Talk Like a Performance Coach

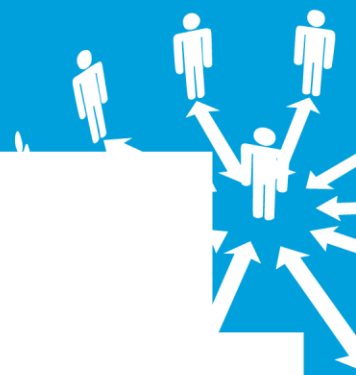
- ❑ Talk about the work.
- ❑ How do coaches talk?
- ❑ Don't wait for problems to start coaching.

Question:

What traits do you possess that make you a “performance coach” in your workplace?

When you talk to your direct-reports in the workplace, do you talk mostly about work or other things? What else?

Please type your responses in Chat





Step #3 Take It One Person at a Time

- ❑ Customize your approach to every person you manage.
- ❑ Keep asking and answering the same six questions about every employee (who, why, what, how, where, when).

Step #4 Make Accountability a Real Process

- Spell out expectations in advance in vivid terms.
- Track employee performance every step of the way.
- Follow through with real consequences based on whether the employee's actual performance meets those expectations or not.





Question:

Have you had experience with managers who tried to soft-pedal his/her authority? Did you have confrontations?

If yes, briefly describe it. What did you learn from the experience?

Please type your responses in Chat

Step # 5 Tell People What to Do and How to Do It

- ❑ Don't fall for "false empowerment" thinking.
- ❑ Delegation is the true art of empowerment.



Step # 6 Track Performance in Writing Every Step of the Way

- Be the manager who keeps track of performance.
- Keep track in writing.



Question:

What is your most common source of information about your employees' performance – good, bad, or average?

Please type your responses in Chat



Step # 7 Solve Problems Before They Turn into Big Problems

- ❑ Solve one small problem after another.
- ❑ Dealing with the persistent performance problems.
- ❑ Negative consequences.
- ❑ Sometimes you have to fire someone.

Step # 8 Do More for Some People and Less for Others

- ❑ Make the quid pro quo explicit.
- ❑ Look at the discretionary resources at your disposal.
- ❑ Help your best employees find their special rewards.





Question:

In your current job, which of these **8 steps** will you plan to start or continue?

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Step #3 Take it one person at a time

Step #4 Make accountability a real process

Step #5 Tell people what to do and how to do it

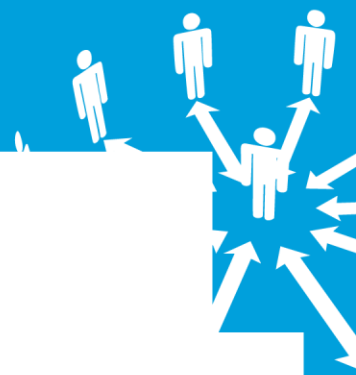
Step #6 Track performance in writing every step of the way

Step #7 Solve small problems before they turn into big problems

Step #8 Do more for some people and less for others

Start Here

- This decision is too important to rush.
- Prepare.
- Getting started checklist.



Additional Info:

Bruce Tulgan (New Haven , CT) is the author or coauthor of numerous books including his most recent , NOT EVERYONE GETS A TROPHY (2009), the best-seller IT'S OKAY TO BE THE BOSS (2007), and the classic, MANAGING GENERATION X (1995). Since founding the management training firm, RainmakerThinking in 1993, he has been a sought-after keynote speaker and trainer. Tulgan's weekly video newsletter is available for free at www.rainmakertalking.com.

