Sharpen Your Management Skills

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Learning Objectives

• Improve your management skills
• Learn seven steps to successful delegation
• Find out how to stop "doing" and start "managing"
• Examine the characteristics of a successful leader

Improve Your Management Skills

Become a better manager through delegation
Identify where your passion lies
Remind yourself about positive reinforcement
Don’t be afraid to step outside your comfort zone
The bottleneck is at the top of the bottle!*  

–Where is your bottleneck?  

*Gary Hamel, Professor  
London Business School

Management Defined

“Management” (from Old French ménagement “the art of conducting, directing,” from Latin manu agere “to lead by the hand”) characterizes the process of leading and directing all or part of an organization, often a business, through the deployment and manipulation of resources (human, financial, material, intellectual or intangible). Early twentieth-century management writer Mary Parker Follett defined management as “the art of getting things done through people.”*  

*Wikipedia
Management

- Management means
  - Leadership and delegation

- Delegation the key to growth

- How do you define success?
  - Is a lifestyle business what you want?
  - Is growth a goal or by product?
  - Do you have a strategic plan?
  - Can you get things done through people?

Delegation

- Delegation is:
  - Telling someone what to do
  - Standing over them while they do it
  - Correcting them at every step
  - Publicly showing off all their mistakes

NOT!
Delegation

- Delegation is:
  - Fostering growth
  - Achieving buy-in from employees
  - Setting clear expectations
  - Communicating:
    - Purpose, objective, details, tools needed (including software, education, etc.), timeframe

7 Steps to Effective Delegation

1. Define task to be completed
2. Determine the tangible and measurable objective to be achieved
3. Share the resources available to successfully complete the task
4. Give the authority needed to achieve success
5. Communicate publicly that the authority has been delegated
6. Create milestone measurements
7. Provide feedback
Delegation Requires:

- **Skill**: recognizing what and when to delegate
- **Patience**: capability to let others perform tasks, through completion
- **Confidence**: knowing you picked the right person for the right task
- **Courage**: ability to test out your own new skills to become a better manager

Managing vs. Doing

- You need to redefine a “fulfilling day”
- Successful management is “not doing”
- Learn to measure success by what the team accomplished, not what you did
- Determine ways to test progress without re-doing each task
- To become a manager: **Stop doing and start managing**
Measurement

- How do you measure your own management skill level?
  - *When evaluating your own delegation success, look at the results, not the method*
  - *Be willing to let other think outside the box*
  - *Measure your own skills based on your performance at supporting delegation, not on the success of the task*
  - *Measure success by incremental steps*

To Improve Your Management Skills

- Start with projects that have short time frames and measurable outcomes
- Start with small projects that are not critical
- Define what successful completion looks like and communicate that
- Or find a large project and break it down into small measurable tasks
Successful Completion

- Defining successful completion is the most difficult part of delegation
  - Pre-define reporting requirements
  - Pre-define measurable milestones
    • Create your own inspection process
- This helps avoid micromanagement
- Start with tasks where you can measure and define successful completion
- Focus on delegation

Communication

- Communication requires clarity of expectations
- Avoid "teenage logic"
- Convey how you measure outcome
- Encourage ingenuity and initiative
- Set clear timelines
- Provide authority with responsibility
  • Can't do one without the other
### What to Delegate

- Determine what to delegate
- Evaluate a task
  - *Easier to measure a “do” task*
  - *Don’t delegate planning, strategy or organization*
- You can never delegate ultimate responsibility
  - *Even if it was delegated, it still remains your final responsibility!*

### Create an Agreement

- Employees must agree with the Mission Statement of the business
- Both you and your employees need to commit to delegation
- You need to provide support to the employees
  - *What will that support look like?*
- Employees needs to have clear understanding of the ‘end product’
- Consequences should be spelled out
  - *Consequences to the employees and the business*
### Evaluate the Situation

- Do you know your employees’ short-term and long-term goals?
  - *What motivates each person?*

- Are your employees expandable?
  - *Desire to learn*
  - *Willingness to try new things*
  - *In it for the long haul*
  - *Understand the needs of the company as well as their own needs*

### Who’s the Boss?

- Do not let an employee hold you hostage
- Perhaps your employee is ‘expendable’
- Do not let one employee make or break your company
  - *Do not think one employee has that power*
- When you finally fire that person
  - *Morale is improved*
  - *Everyone performs better*
  - *The company can and will recover*
Fostering Growth

- Growth can only be achieved through delegation
- Allow for failures, allow for mistakes
  - You are not perfect, and neither are they!
- Responsibility can be a true motivator for employees
- Publicly acknowledge success of others
- Publicly acknowledge success of others again!

Determine What Motivates Your Staff

- Money is not the ultimate motivator
- Some employees thrive on responsibility
  - Give employees control
  - Delegate responsibilities by task or outcome
- Provide other motivation
  - Opportunities for growth
  - Additional training opportunities
  - Flexible work hours
**Passion**

- Determine your passion
  - *What do you like to do?*
  - *What are you good at?*
- What is an ideal day at the office?
  - *Do you feel trapped by the day-to-day stuff?*
  - *Do you enjoy spending time on the big picture?*
  - *Do you feel removed from your clients?*
  - *Do you know how to reconnect?*

**Fear of Delegation**

- Not delegating a task because you think that “you are the only one who can do it and do it right” is a **poor excuse**!
- Continually reinforcing this behavior on your part will impede company growth
- Look for improved process, not perfect results
Backsliding

• Failure is often measured incorrectly
• Look for opportunities to improve communications and expectations
• Signs of frustration
  – Grabbing back all the power
  – Micromanaging decisions of others
• This is the point to break through the delegation barrier and become a better manager

Characteristics of Effective Leaders

• Leads by example
• Manages time efficiently
• Resolves conflict
• Acts consistently – treats others consistently
• Motivates others
• Promotes teamwork
• Stays positive
Lead by Example

• If you expect the best, you should be the best
• If you don’t have integrity, how can you expect your employees to?
• Think about the messages you send by your actions

Mediocrity is contagious!

Manage Your Time

• Time is money!
  – Do you value your time?
  – Do you value your employees’ time?
• If you promise an answer, make sure you add a time deadline
  – And be sure to follow through
• Learn to manage email and phone time
  – Think about your communication style
  – And what message it sends to others
Respect Other People’s Time

- Be on time!
  - Start and end meetings on time
  - If you always start on time, people will come on time
- Consequences shape behavior
  - Never reward latecomers
  - Never provide recap to latecomers during a meeting
    - Why punish the people who show up on time to have to hear something twice?

Effective Meetings

- Do not try to “accomplish” anything during meetings
  - Meetings are for information dissemination
- Use meeting to
  - Set priorities
  - Assign accountability
  - Report progress
  - See who needs help
### Manage Conflict

- Learn conflict resolution skills
  - *Handle conflict and then move on*
- Evaluate your own relationships with:
  - Employees, co-workers, clients, GC’s/subcontractors
  - Other architects, engineers, inspectors, facilities managers, etc.
- Learn the 3 F’s
  - Feel, felt, found
  - *(leave out the fourth F)*

### Be Consistent

- Treat employees fairly
- Stand behind employee decisions
  - *Do not undermine others*
- Create rules and processes
  - *Set expectations and follow through*
- Find ways to cool down
  - *Don’t take your anger out on others*
  - *Don’t take your anger public*
Evaluate Your Company Culture

• Not just what your company does but how does it do it
• Describe your company in terms of
  – Internal communication
  – Teamwork
  – Management style
  – Respect
• Ask others what they think about your company

Are You Motivated to Grow?

Caption:
"Unless you try to do something beyond what you have already mastered, you will never grow."

www.wemotivate.com
Or Demotivated?

Caption:
"I expected times like this - but I never thought they'd be so bad, so long, and so frequent."

Determine Your Priorities

• Do not give up on leadership
• Delegation is a hard skill to master
• Leadership and delegation provide for growth and success
• Do you want to be manager?
  – If not, why do you do what you do?
  – Have you bought yourself a job?
• Make time to work on the business instead of in the business
Next Steps

• What will you do when you return to the office?
  – How can you be a better manager?
  – What is the first task you want to delegate?
  – How will you improve the way you manage your staff?
  – Set up a 6 month review for yourself as a manager

• Your takeaways?
  1. __________________________
  2. __________________________
  3. __________________________
  4. __________________________

Questions and Thank You

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