

ManagementMatters®

"IT'S ALL ABOUT RELATIONSHIPS"



THOUGHTS FROM THE EDITOR

Delegate, Delegate, Delegate

Are you feeling overwhelmed by work? Are you working a ridiculous number of hours each day and each week? Do you feel like you have too many things on your professional plate? Are you getting feedback that indicates that you are micromanaging? Maybe you're not delegating enough.

Delegation is a problem for many managers. Though it seems that giving out work should be a simple thing to do, it's just not that easy. Delegating effectively is much more than simply giving out work. Managers must first *want* to delegate and understand the benefits of doing so. Then, they must follow the *process* of delegating effectively which involves, among other things, assessing and leveraging subordinates' strengths, establishing clear expectations, and following up with ongoing, useful feedback. There is a big difference between delegating work and "dumping" work and managers must understand that difference and give out work based on that understanding.

Though delegating effectively provides clear and lasting benefits for managers, many managers just don't delegate enough. Why?

- they think they can do the job better themselves
- they think they don't have the time to delegate ("it's faster to just do it myself")
- they think they give up control by delegating
- they enjoy the work and don't want to give it up
- they are afraid to add to the workload of their already overworked subordinate

All of these reasons are understandable but they do not outweigh the benefits of delegating. Those benefits are easy to define:

- delegation frees up a manager's time to work on key priorities
- delegation hones a manager's ability to assess subordinates
- delegation helps managers improve their communication and feedback skills
- delegation provides important growth opportunities for subordinates
- delegation enables managers and subordinates to celebrate successes
- delegation strengthens trust between managers and subordinates

So, the message of this column is very simple: managers should delegate as much as they possibly can. No one, no matter how good a manager he or she may be, can do everything. A greater investment in delegating will provide important dividends for you and your subordinates. **MM**



THE BOOKSHELF

STRENGTHS BASED LEADERSHIP: GREAT LEADERS, TEAMS, AND WHY PEOPLE FOLLOW

Authors: TOM RATH AND BARRY CONCHIE

Reviewer: Patricia Olea, Strategy Development & Realization — Latin America, Merck & Co., Inc.

If you missed *Now Discover Your Strengths – Strengths Finder 2.0*, reading this follow-up book is an opportunity to catch up! If you have already completed the Strengths Finder assessment, you should definitely keep reading.

Building on the data of the StrengthsFinder Assessment and on the assumption that "without an awareness of your strengths, it's almost impossible to lead effectively," the authors provide several strategies for leading others based on your unique strengths and for building on the strengths of the people around you.

The book has an enclosed access code that gives you the chance to complete the Assessment for the first time to discover your top five leadership talents or to utilize your existing results to obtain a Strengths-Based Leadership Guide. This Guide offers practical suggestions about how to capitalize on your strengths in the leadership arena.

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VIEWPOINT

An Interview with...PAUL GIOIOSO

1 WHAT DOES IT TAKE TO BE A TRULY EFFECTIVE MANAGER?

To me, it's about maintaining a core set of values and a moral compass to help guide decisions. That approach enables me to provide consistent direction and focus and to prioritize effectively, all of which help to build trust. Communication skills are very important too but it depends on how you use them. For instance, my direct reports are located in many different locations, so being very clear is important to prevent misinterpretation.

2 IN TIMES OF CHANGE AND TURMOIL, WHAT ARE THE MAJOR CHALLENGES THAT A MANAGER FACES? HOW HAVE YOU TRIED TO MEET THOSE CHALLENGES?

One of the hardest aspects is keeping the group engaged and motivated. The ability to keep your staff engaged is such a critical part of being a manager, and yet is becoming a greater challenge given the many distractions around us. One approach that I've found effective is to acknowledge "wins" of the group – something as simple as a thank you note with a copy to higher management lets people know of the accomplishment and that it's important enough to share. Doing this repeatedly gives people a great sense of pride and reassurance that what they're doing is important.

Also, I believe in, and practice, principles of servant leadership. Managers have a responsibility to their employees to help them be successful. If people truly believe that their manager is invested in their success, it motivates them. I know it does for me personally.

3 WHAT IS THE MOST DIFFICULT THING ABOUT BEING A MANAGER?

Something that is becoming a greater challenge in today's business climate is managing conflict between your moral compass and your responsibility for meeting the business challenges. Making decisions that affect people's lives can sometimes be very tough.

4 WHAT IS THE MOST REWARDING PART OF BEING A MANAGER?

When you coach people, everything clicks, and the team achieves a successful outcome; that's the most rewarding thing for me. I love to be able to send positive e-mails to people thanking them for a job well done or announcing an accomplishment at a staff meeting.

5 WHAT DOES EFFECTIVE COMMUNICATION MEAN TO YOU?

Communication is so important to being a good manager - to me, being an effective communicator is dependent on thinking deliberately about the situation, audience, and message one wants to deliver. Knowing your audience and knowing the subject are key. Typically, effective communications occur when one strikes the right balance between listening and speaking. Being an active listener, resisting the temptation to over-communicate, and delivering brief, clear messages are all important aspects.

Of course, non-verbal communication is also very important, especially eye contact. It shows you're interested in what people are saying, that you're engaged in the discussion, and that you're respecting that they have something valuable to tell you.

Communication is even more challenging, though, when you're managing dispersed teams. Misinterpretation of e-mails, tone, humor, etc. happens often, so you really have to balance all of these aspects of communicating to do it well.

6 WHAT DO YOU THINK ARE THE KEYS TO DELEGATING WORK EFFECTIVELY?

Many of us have become working managers, and there is usually so much to do that there is no choice but to delegate. However, you have to know the skills of your people to delegate effectively, and be able to align those skills with the work to be done. Also, you have to be self-aware enough to not get into the weeds on everything, but rather show trust in your group and let people deliver and succeed. I've found that this approach gives people the opportunity to "step-up" and demonstrate their ability to take on more responsibility.

7 WHAT DO YOU THINK ARE THE KEYS TO MANAGING CONFLICT EFFECTIVELY?

If the conflict is between two other people, be the facilitator and voice of reason. Find the right middle ground by bringing the people together, getting the facts, listening, and facilitating an amicable result. If there are two "type A" personalities, it may be tough for them to play in the sandbox so resolving the conflict may not be as easy - relying on an objective, unbiased, fact-based discussion may be the best approach.

8 WHAT ARE THE KEYS TO EFFECTIVE LEADERSHIP?

There are so many characteristics that typically come up when discussing leadership – vision, inspiration, intelligence, etc. But to me, trust is at the core. Your people have to trust in you and have confidence in you; they have to trust that you have vision, expertise, and their best interests in mind. If they don't, then all other aspects combined can't possibly fill the void.

Also, an effective leader needs to have respect for people, be able to motivate/inspire, effectively communicate, and drive accountability. These are all traits that require a deep level of self-awareness to be effective. Self-awareness and cultural awareness are sometimes undervalued when discussing leadership, yet are such an important aspect of a leader's success.

9 HOW HAS TODAY'S CHALLENGING ENVIRONMENT AFFECTED YOUR ABILITY TO LEAD?

Today's business climate has created an intense pressure on time. Many of us have become working managers so we're leading and doing work at the same time. So, time to do the things we've been discussing is hard to find.

Also, things that people hear both internally and externally (layoffs, financial pressures, economic conditions, etc.) create a demoralizing environment that a leader must combat. At the same time, being constrained financially means you can't express your appreciation as in the past - taking people to lunch or having a team celebration must be replaced by other creative/intangible methods, which is a challenge.

10 WHAT ROLE DO PROFESSIONAL RELATIONSHIPS PLAY IN A MANAGER'S SUCCESS?

Before I joined J&J, I didn't fully realize the power of relationships and networks, and how important they are to success. J&J is a very relationship-based company so my ability to secure buy-in, remove barriers, get the right people engaged, and truly enable my group is greatly enhanced by building a strong internal network. Success for me at J&J has been greatly enhanced through my relationships.

At the same time, a robust external network is important to be able to benchmark, bring in new practices, and also maintain real-time insight into the direction of my field.

11 HOW DO YOU BUILD AND MAINTAIN PRODUCTIVE, EFFECTIVE PROFESSIONAL RELATIONSHIPS?

It takes a time commitment and focus - I get out and meet people, as many people as I can. I talk to them about respective roles and try to learn what they do. The more people I know, the more I can broaden my groups' mission to better support the business, which helps to build even more relationships.

12 HOW DO YOU MAINTAIN AN APPROPRIATE WORK-LIFE BALANCE?

Leveraging mobility has been a key for me and my group as a way to find a better balance. We are such a virtual team that many of us could work from anywhere using today's technology. For instance, I recall building and e-mailing a slide deck while on a field watching my son's track practice. Supporting this approach for my group allows people to work from home, take conference calls from the road, collaborate virtually, etc.; in other words, it gives people the flexibility to manage their time most effectively. What this takes, however, is a focus on *outcome management* rather than prescribing where and when people work. We, as managers, must keep moving the culture in this direction, letting our people know that the expectation is *not* that they sit at their desks for twelve hours a day. The underlying theme is flexibility; work can happen anywhere.

13 IF YOU HAD A SIGN ON YOUR DESK TO REMIND YOU ABOUT WHAT IT TAKES TO BE AN EFFECTIVE MANAGER, WHAT WOULD THE SIGN SAY?

The sign would say, "Don't forget to have empathy." I'm an engineer by training, so I can be a linear thinker and very focused on outcomes. This reminds me to not underestimate the power of connecting with people.



Paul Gioioso is the Director of Strategic Facility Planning for the Johnson & Johnson Pharmaceutical family of companies. He is responsible for leading strategic facilities planning for J&J's US based pharmaceutical business and globally for the Pharmaceutical R&D functions. Paul has been involved in the strategic planning, engineering, and managing of technical projects for sixteen years. He has been with J&J for 4 years, and has prior experience with Merck & Co. and the Schering Plough Corp. Paul is a degreed engineer and also has an MBA in finance.



REAL MANAGEMENT PROBLEMS WITH REAL SOLUTIONS FROM REAL MANAGERS

What Would You Do?

You are the manager of a team of twenty-two people that is playing a key role on an important new project in your company. You have four direct reports, all of whom are competent and committed. One, however, a thirty-eight year old named Fred, is, by far, your standout performer, possessing critical technical skills, unbridled ambition, and an ability to work seemingly around the clock.

Everyone has been working under great pressure for months and things are going well. In particular, Fred has been doing a lot of excellent work and you wonder how he is getting it all done. The more you give him, the more he does and you are convinced that he is not sleeping more than two hours a night. You and his peers are seeing e-mails from him timed at 3:00 a.m. and you could pack a lot of clothes into the bags under his eyes. More to the point, he has been quite irritable recently, has had several small but angry disagreements with his peers, and has made two or three small but uncharacteristic mistakes. Last week, you overheard him arguing with his wife on the phone about when he'd be coming home. You have expressed your concern to Fred but your concern has been rebuffed with annoyed, clipped responses in which he insists he's doing "just fine" and that he doesn't need sleep. You're really beginning to worry about Fred but you're not sure what to do. Further, your boss has complicated your thinking by insisting that Fred personally handle an important new assignment that has a quick turnaround and involves a lot of work.

What would you do and how would you do it?

Solution #1:

As Fred's manager, I can only manage his performance and behavior on the job, not how many hours he sleeps. Many companies have values regarding integrity, collaboration, etc. These values can help me point out problems with his behavior towards colleagues. We are all driven by results-based metrics but the trick is to do it without burning out or alienating colleagues.

Keeping in mind that Fred is trying to do a good job, I would meet with him to discuss (and document) the observed behavior and mistakes on the job. As a mentor to all of my direct reports, I would also let him know how valuable he is to the company. I can't ask about or pry into his personal life or sleep habits but I can share how I have been able to balance work and personal time. Ultimately, I will still only be managing his job performance.

As for my manager insisting that Fred personally handle an important new assignment.....I'd tell him to stop micro-managing!

Christine Charlebois ~ Senior Manager, Operations ~ Comparative Medicine ~ Pfizer

Solution #2:

Fred is an obvious asset to the company but is apparently burning himself out. So this situation must be addressed quickly and wisely. Reducing Fred's workload by re-balancing the departmental workload, while being sure that I carefully consider his reaction, may be the key to resolving this situation. Short term rewards (accolades, prizes, cash, etc.) given at the same time as reducing the load can sometimes be used to shore up a possibly fragile or even bruised ego. It may be possible to remove a significant amount of the previous workload by using the "carrot" of the important new assignment from my boss to reduce the total workload and make him aware of how vital he and his work are to the company. This would be particularly effective if the drive to overwork is ambition for recognition and or promotion. In addition, clearly letting him know that the irritability and mistakes observed recently will undo a lot of the "brownie points" he has accumulated from his heavy workload, will not help his case for promotion in the future, and indeed may harm his effectiveness in his current role.

But if the source of his problem is external, either from a personal situation or from a work relationship, then the problem becomes more complex, as the solution may be outside of my direct influence. Early conversations about Fred with a Human Resources professional are very important. Developing a plan in conjunction with an HR professional should be an early step in this process and can give Fred access to tools and support provided by the company specifically to address such situations. Unmistakably, Fred's response to my intercession will be pivotal to a successful outcome. Clearly, I will need to have extensive discussions with Fred and work together with him to define a plan. If my relationship with Fred seems to be an insurmountable obstacle to getting this resolved, then I should quickly defer to my HR rep or perhaps my boss to work with Fred. Obviously direct involvement of others (vs. getting advice) would not speak well to my abilities as a manager and/or Fred's and my future relationship. Identifying this gap will be painful and require a lot of subsequent work to build trust, but it may be essential to prevent the short term problem having long-term and devastating consequences outside of our immediate relationship.

In the final analysis, Fred holds the key to a successful outcome. Managerial acumen and courage is necessary to 1) identify the real problem, 2) articulate the problem clearly, 3) know when to involve others, and 4) be directive when necessary (i.e. to reassign work, etc.). However the outcome is predicated on Fred 1) hearing the concern, 2) owning the issue, and 3) actively cooperating and participating in a plan to address it. If Fred truly believes that my objective is his success, and if he trusts in my judgment, this potentially bad situation may lead to a better relation-

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ship between us and thereby allow even greater productivity in the future and perhaps more rapid career progression for Fred.

Dr. Roy L. Kerlin ~ Senior Director ~ Toxicologic Pathology ~ Pfizer Drug Safety Research and Development ~ Groton, Connecticut

Solution #3

Intervention and coaching for Fred would seem appropriate, but first I have to ask myself if I am sure about my assumptions. Is there something very simple I may be missing? I would use our regularly scheduled 1-on-1 meetings to gather some facts. I would ask Fred how he's doing and if there are any areas of assignment overload. Can anything be delegated? Is there any reason Fred is unwilling to delegate? Is there anything more that his team or I can do? This may lead to a simple solution. Delegation skill or resource capability may be the primary obstacle and can be easily remedied through resource balancing or skill building. If delegation is not the root cause, and Fred, by choice, is piling the work on himself, the situation becomes more challenging.

Since Fred's health and well being comes first, I will refrain from giving him any new assignments, including my Boss's special request for help. To prevent raising concerns about Fred, I would simply let the Boss know that Fred is unavailable just now.

More to the point, I would continue to personally support Fred, and treat him with patience and respect. I'll give him a chance to self-correct by personally providing 2-3 coaching sessions and then carefully monitoring the situation. If Fred seems willing to engage and understands the need to change, success is possible. But if he remains unyielding, and if there is further evidence of sleeplessness and stress, I would accelerate my approach by trying to get him to see the consequence of his choices. I would be frank and honest in discussing my perceptions with him and my thoughts on his potential advancement. I would use Fred's ambition as my ally. I would reassure him that I have his best interests at heart but that he must consider adjusting his working style if he expects to move ahead and not miss out on plum assignments. I would seek his understanding and then move on to discuss future opportunities.

With all the cards on the table, Fred can now reflect on his choices: he can continue his current trend, or adjust and realign with a working style that will enhance his advancement opportunities. Ultimately, the choice is Fred's. If he makes the right choice, I will certainly continue to support him and try to gauge his efforts to improve on his work/life balance. He may struggle at first, but I will encourage him to keep at it.

Glenn Macklin ~ Global Engineering Services ~ Merck & Co., Inc. ~ West Point, Pennsylvania

(THE BOOKSHELF, continued from page 1)

The 34 themes of the previous StrengthsFinder Assessment are grouped

1. Executing (making things happen)
2. Influencing (winning followers and getting people involved)
3. Relationship Building (achieving synergy)
4. Strategic Thinking (helping to make better decisions and stretch thinking for the future)

Identifying the domains in which you have most of your top strengths helps you to leverage them to lead effectively by following the recommendations of the above-mentioned Strengths-Based Leadership Guide.

In addition, the book has a section with anecdotes about how four leaders (one for each domain) drove success in their organizations.

Even though the book is an excellent resource, and provides a unique, useful, and personalized perspective on identifying and leveraging leadership strengths, you will probably find it redundant if you already have your "StrengthsFinder" results. If not, the book is worth reading. **MM**

CHECK THE STATS

Time magazine recently printed the results of a poll on *women in the workplace*. According to *Time*, the results make the case that "the argument about women working is over."

Here are some of the more interesting poll results:

- 69% of women and 49% of men *agreed* that "men resent women who have more power than they do" (25% of women and 47% of men *disagreed*).
- 71% of women and 74% of men *disagreed* that "women need to behave more like men to be taken seriously in the workplace."
- 45% of women and 29% of men *agreed* that "female bosses are harder to work for than male bosses" (46% of women and 59% of men *disagreed*).
- More men (60%) than women (50%) are convinced that "there are no longer any barriers to women's advancement in the workplace."
- 69% of women and 54% of men *agreed* that "there would be fewer problems in the world if women were more equal in government and business" (26% of women and 36% of men *disagreed*).
- 63% of women and 56% of men *strongly disagreed* that "mothers cannot be as productive at work as fathers."

Source: Abt SRBI poll of 3,413 adults (1,599 women and 1,814 men) conducted by telephone between August 31 and September 15. Results were reprinted in the October 14, 2009 issue of *Time* magazine.



MANAGER'S COMMENTARY

The Doing and Directing Divide: *Defining It and Crossing It*

by Walt Gasior

Individuals in organizations are usually promoted because of their ability to "do the work." They possess and demonstrate critical technical skills and knowledge. They have mastered the basics and they know their "craft." On the other hand, the role of the manager is to direct, manage, and coach. Instead of *doing* the work, the manager's job is *to get other people to do the work*. The manager is expected to multiply his or her skills and knowledge through the work of others.

This divide between *doing* and *directing* is rarely recognized when promotions are made. One day, the individual is a *doer* and the next day, is expected to be a *manager*, usually with little, if any, relevant, useful training.

The paradox is that what made the individual successful in the first place (*doing*) is not what will make that person successful as a manager (*directing*). Crossing the divide between doing and directing is one of the more challenging aspects of growing and developing into being an effective manager.

Unfortunately, there are more examples of it being done poorly than being done well. Anyone who has worked for a "*doing*" manager can tell stories of how this attitude and behavior hurt the work of the team and demoralized team members.

For example, during crises or periods of stress, some managers may feel more comfortable doing rather than directing because they feel a greater sense of control. This "comfort zone approach" enables the manager to "save the day" by performing in a heroic fashion. They will have failed as managers, though, by not directing others to perform in the same heroic way. The sad result is that the team is disempowered and did not learn how to solve the problem.

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COMMUNICATIONS CORNER

by Ilana Eden Esposito

Telephone Interactions

While the prevalence of e-mail communication continues to increase, the telephone is still (for now, at least) the most frequently used communication technology. Certainly, phone conversations are usually more personal than e-mail and are often more convenient than a face-to-face meeting. By now, it's probably safe to assume that none of us can even remember a time when there wasn't a telephone in every household; however, just because its use is so common does not mean that we know how to maximize its effectiveness.



As with any interaction that is not in person, important non-verbal indicators are lost when on the phone; however, paying attention to *vocal* cues can help us compensate for the unavoidable lack of *visual* cues. Per the website encyclopedia.com, "paralanguage" is defined as "the various non-semantic aspects of speech (such as volume, pitch, and emphasis) by which individuals communicate meaning." We have all experienced the impact of paralanguage – just think about the last time that someone's words were undermined by their tone, changing their meaning. Effective telephone communicators consider the impact of paralanguage during their conversations.

Tone and pitch are critical to keeping the other party interested in your words. A speaker who does not vary his or her tone is by definition "monotone," which is generally considered synonymous with "boring," while appropriate changes in tone infuse your words with personality. Changes in pitch, such as lowering it for emphasis or raising it to indicate a question, help the other party to understand what is most important or cues a response. Alternatively, lowering pitch too frequently undermines our main point and raising pitch when not asking a question makes the speaker seem tentative or whiny.

Finally, while not included in the acoustic properties mentioned previously, the effect of volume, speed, and articulation cannot be overlooked. In person, the individual with whom you are talking can physically move closer or farther away to find a comfortable listening volume but on the phone, it is up to the speaker to be conscientious. Speaking too loudly is perceived as yelling, even if you are only trying to make sure that the other party can hear you; speaking too quietly comes across as a lack of certainty or timidity. Additionally, maintaining a reasonable speaking speed and articulating crisply helps to make up for the listener's inability to read the speaker's lips, which we all do – often subconsciously – when talking face-to-face. It also conveys intelligence and competence.

Ensuring that your telephone interactions are successful is more complicated than it seems. Staying mindful of the message you send with your voice, not your words, can make the party with whom you are speaking feel as though you are in the same room, even if you are on the other side of the globe. **MM**

Ilana Eden Esposito is an experienced communications professional for a major financial institution.

As with any interaction that is not in person, important non-verbal indicators are lost when on the phone; however, paying attention to vocal cues can help us compensate for the unavoidable lack of visual cues.

The Lighter Side of Management

The Three Envelopes

Bob had just been hired as the new CEO of a large high-tech corporation.

The CEO who was stepping down met with him privately and presented him with three numbered envelopes, #1, #2, and #3. "Open these if you run up against a problem you don't think you can solve," the departing CEO said.

Things went along pretty smoothly, but six months later, sales took a downturn and Bob was catching a lot of heat. At his wit's end, he remembered the envelopes. He went to his drawer and took out the first envelope. The message read, "Blame your predecessor."

Bob called a press conference and tactfully laid the blame at the feet of the previous CEO. Satisfied with his comments, the press -- and Wall Street -- responded positively. Sales began to pick up and the problem was soon behind him.

About a year later, the company was again experiencing a slight dip in sales, combined with serious product problems. Having learned from his previous experience, the CEO quickly opened the second envelope. The message read, "Reorganize." This he did, and the company quickly rebounded.

After several consecutive profitable quarters, the company once again fell on difficult times. Bob went to his office, closed the door and opened the third envelope.

The message said, "Prepare three envelopes."

The Luncheon

At a good-bye luncheon for an old and dear co-worker who was leaving the company due to "downsizing," our manager commented cheerfully, "This is fun. We should do this more often."

The Alarm Clock

Sarah was always late to work no matter how much she tried to be on time, or how many times her boss scolded her. She just could not wake up on time. Her boss said she would fire her if it did not stop. Sarah decided to seek the advice of her doctor. He prescribed some medication and told her to take one pill before going to sleep. She did and she woke up before the alarm clock sounded and headed into work feeling well rested. Sarah told her boss about the doctor's prescription and how well it worked. Her boss said, "That is great, Sarah, but where were you yesterday?" **MM**



"But enough of me. Let's talk about you. What do you think of me?"

- former New York City Mayor Ed Koch

"A manager develops people. Through the way he manages, he makes it easy or difficult for them to develop themselves. He directs people or misdirects them. He brings out what is in them or he stifles them."

— Peter Drucker

"If thou thinkest twice before thou speakest once, thou wilt speak twice the better for it."

— William Penn

"It's a terrible thing to look over your shoulder when you are trying to lead – and find no one there."

— Franklin D. Roosevelt

"The most important single ingredient in the formula for success is knowing how to get along with people."

— Theodore Roosevelt

"There is a way to say everything."

— an old stickball player from Brooklyn

(MANAGER'S COMMENTARY, Continued from page 6)

We can cross the divide between doing and directing in the same way that we learned how to ride a bicycle. Just like you *wanted* to learn how to ride a bike, you have to first *want* to cross the divide and make the change in your attitudes and behavior.

Second, you have to consciously *practice* acting in this new and different "directing" way, accepting that you will occasionally "fall off the bike" until you gain your sense of balance as a manager. Third, you need to *recognize and acknowledge*, within yourself, when you have been successful in staying on the bike, in maintaining this new sense of doing vs. directing balance. Finally, you need to keep riding until it feels as natural as walking. And just keep checking yourself to make sure that you are not doing the work of your team, that you have clarified roles, responsibilities, and expectations for your team members, and that you are consistently trying to improve your management skills.

Like any growth and development opportunity, the challenge of learning to *direct* rather than *do* requires changes in both behaviors and attitudes. Doers can grow into managers with understanding, hard work, and focus as well as practice, practice, practice.

Walt Gasior writes and speaks about management, communications, and team building issues. He has held a variety of management positions with ConocoPhillips and AT&T and has served as deputy chief of police in Palatine, Illinois.

ManagementMatters®

Management Matters® is published semi-annually by Management Development Systems, Inc., a management consulting firm in Hillsborough, New Jersey, that specializes in coaching and developing managers and leaders. The views expressed in this newsletter are those of MDS, Inc. and its contributing writers.

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THE MANAGEMENT MATTERS METHOD

A practical, common sense approach to achieving success in:

DELEGATING

THE "TO DO" LIST

- ✓ Remember that you can't do everything yourself so you have to delegate; the effective manager gets things done through other people.
- ✓ Remember that delegation provides benefits to you (more time to focus on priorities), the person to whom you are delegating (growth and development), and the other members of your team (enhanced trust and teamwork).
- ✓ In delegating, think about the *what* (which assignments to delegate), the *who* (who has the skills, time, and desire), and the *how* (how to assign the work effectively).
- ✓ Know your direct reports (their goals, skills, past successes, level of commitment, etc.).
- ✓ Use your communication skills effectively; delegation is an interpersonal activity.
- ✓ Make sure that expectations regarding the assignment (goals, time frames, resources, political concerns, etc.) are clear; check for understanding.
- ✓ Follow up, follow up, follow up (and with ongoing feedback that is timely, specific, concrete, and evaluative, not personally judgmental).
- ✓ Use effective open-ended questions throughout the delegation process.
- ✓ Once you have delegated, back off; don't micromanage.
- ✓ Find opportunities to be positive and encouraging.

KEY THINGS TO REMEMBER ABOUT DELEGATION

- Delegating is not easy; it requires careful thought and planning.
- Don't let your direct reports "delegate up" to you.
- Delegate as much as you can; it's good for everyone.

TWO FINAL THOUGHTS

"One cannot manage too many affairs. Like pumpkins in the water, one pops up while you try to hold down the other."

- Chinese proverb

"There is a big difference between delegating work and 'dumping' work."

- an old stickball player from Brooklyn **MM**

In delegating, think about the *what* (which assignments to delegate), the *who* (who has the skills, time, and desire), and the *how* (how to assign the work effectively).