

A Special Character-Wise Report

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The Number One Failure of Managers



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Executive Summary

Almost everyone aspires to be a manager. It has the connotation that – *yes, I have arrived*. Sure, the benefits and perks are enticing but is this the only measurement of true managerial success?

In this special *Character-Wise Report*, you will discover the NUMBER ONE failure of managers in managing their team members. It is this failure which demoralizes employees, lowers productivity and increases turnover. It does not matter whether if you are a seasoned, new or aspiring manager, this one failure does not discriminate and hits out at *everyone* with equal force if you are not careful to recognize it.

Are you ready to discover this ONE THING which a manager cannot fail to do?

Are you a bottomline TRANSMITTER?

The one thing for the manager to do – isn't that to meet bottomline results? Just make sure the number looks good and then the team would be fine. *If only life is that simple.*

Here's the common thinking sequence for "bottomline" managers :

1. I am now a manager.
2. I now have numbers to meet.
3. There is now more pressure to deliver the numbers.
4. Thankfully, I can pass the pressure on to my team.
5. I push them to meet the numbers.
6. They meet their numbers.
7. I am happy.
8. They are happy.

Pushing numbers down the chain of command is the obvious task – I call this the managerial task of being a *Transmitter*. Technically, a transmitter does not provide much value-add because its job is just to transmit – eg. a copper wire transmits power, it does not utilize the electricity to make intelligent decisions. It just *transmits* – period.

Similarly, managers make the mistake of just passing on the "electricity". It usually sounds like this – "*Sorry guys, the big boss just increased the sales target by 50% this year. I have no choice but to pass this target to you. Make sure you work hard this year because if you don't meet your numbers, I don't meet mine. I don't have a choice – the pressure that I receive, I now pass it on to you – I am counting on you – Don't let me down!*"

Here's the million-dollar question: *Did the manager add any value to the process?*

Following are the symptoms of a *Transmitter Manager*:

- He likes to use the "do this or else" type of approach.
- He relies on the volume of his voice (or aggressive body language) to get the job done.
- He does not like to waste time on small talk.
- He has no patience to listen to your problems (he only wants solutions!).
- He may "cut corners" in order to meet the numbers.

Only one skill is needed to be a *Transmitter*: The ability to pass along the pressure.

This is where the manager fails – when faced with the pressure to perform, he choose the easier way of *commanding* his expectations rather than *empowering* his employees.

Here's the ONE Failure

When under pressure, the manager chooses to be a *Transmitter* rather than a *Transformer*.

How to Become a TRANSFORMER

A *Transformer* is a manager who's committed to achieve his goals not based on self effort but through the contribution of others by *empowering* and *coaching* them to do so. In other words, the successful manager is one who sees the person first before the project, the team before the task and the responsibility before the results.

A *Transformer* is easy to spot – he is usually caught doing the following:

- He spends time to explain the “why” of the project (not just downloading the “what”).
- He delegates with purpose and care (matching individual skills and talents).
- He is comfortable in working with people who are smarter than himself.
- He engages his team regularly in personal conversations.
<http://www.goodmonday.com/conversations.html>
- He activates necessary resources and connections to make things happen.
- He listens to feedback (especially negative ones).
- He is generous with compliments and gives credit where credit is due.
- He coaches those who are not performing.
- He takes responsibility to protect rather than to blame.

Instead of being a “wire” that just passes along the electricity, the *Transformer* can be likened to a “computer” who processes and distributes the electricity so that it produces intelligent output. In other words, a computer *adds value* to the network.

Similarly, as a manager, when you are tempted to just *transmit* the pressure – choose the more effective way of *transforming* your people. Commanding others to execute based on your managerial position works but it can never gain their loyalty and commitment.

The most desirable trait in a leader is humility.

Transforming a person's behavior and attitude is an issue of the *heart*. The one failure of the manager is a failure in reaching out to the heart of his employees and often this stems from the undesirable trait of *pride*. It is very tempting for an insecure manager to rely on his position to push demands and expectations. Yet, it is only by the path of *humility* that a person's heart can be touched and inspired.

Here's the tip : Transform the productivity of your team by first being a *Transformer* who coaches and empowers others in a spirit of humility.

If you are now a *Transmitter*, apply the following three steps to become an inspiring *Transformer*:

1. Focus on your role as a coach (not a task master!).
2. Focus on your role as a conversationalist (not just telling!).
3. Focus on your role as a caring person (not a numbers-only person!).

The number one failure of managers is also the number one opportunity for *personal change*. Are you humble enough to rise up to the challenge?

For a 2-day training which focuses on the need for character (including humility), go to:

<http://www.goodmonday.com/leadership.html>