

## Good Results/Bad Manager

*We've all heard about the great salesperson, technical guru or professional promoted to manager... because they always produced good results. Too often, the skills needed for success in a contributor's role are not the skills needed from a manager. The new manager is expert in the trade or profession of "doing" but may be essentially clueless in the new role of managing. Sometimes, the consequences to themselves and those around them are severe.*

### Why does this happen?

Success in doing is about cause and effect. If we do these things, in this order, at these times, the desired result follows. We get very good at cause and effect. Often, the skills are practiced as a solo performer requiring little experience as an influencer or team player. Yes, customer skills are often involved, but they present repeated scenarios with a predictable flow. Cause and effect! Rinse and repeat!

### The Problem: "Now I am a manager"

After some fun days meeting everyone, transferring work or accounts, and enjoying a new perk or two, reality hits New Manager. When the successful doer becomes manager, their

work world is turned upside down. Cause and effect are not working like they used to! Communications, decision-making, delivering both good and bad news, holding people accountable to reasonable goals: this is a new world for many doers. Sales or production suffers, pressure is put on the New Manager and one of these things too-often happens:

- The New Manager produces through brute force, but behaves badly in key ways
- The New Manager ignores managing and focuses on doing
- The New Manager tries hard but fails, and the harder they try, the more they fail
- Good people leave; business goals are unmet; values are violated; New Manager is fired or quits.



### MY PREDICTION:

**Role modeling, training and coaching can help the willing person learn management mechanics. It's one thing to lack tools and techniques, but another to lack the temperament. The question is whether the problems caused by New Manager and the time/potential for fixing some/most of the problems outweigh the pain of a course reversal or separation. Yes, status quo is an option, but one that leads to greater long-term costs in dollars, morale, and effectiveness.**



### HOW TO PREPARE:

How can you avoid these problems? Look at the two main causes: 1) the failure to build a bench by giving "high potentials" exposure, development and useful experiences in managing; and 2) assuming excellent technical or professional skills prepare someone to manage or lead. The lack of a bench (or lack of patience in serious recruiting) requires planning and time to cure. Time spent at this stage will pay off! Resolve to follow these principles when considering a doer for a New Manager role:

#### Be it HEREBY RESOLVED that:

- **Managing is a temperament that is necessary for success in this role. It's not for everybody!**
- **Managing is a skill learned by willing people over time through experience, role-modeling, coaching, training and mistakes!**
- **It is cruel and unusual punishment to place the typical doer in charge of a group of talented people with no real preparation or assessment!**
- **We will never again place a New Manager in charge of our employees without ensuring they are prepared to succeed and have the readily available resources to lean on during rocky times!**
- **If a New Manager cannot do the job, we will act sooner rather than later to fix our mistake!**

**Your employees will thank you. Have a great 2011.**

Contact me directly if I can help you or your team.

*Bruce*

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*Executive Scan* is written by CAI's CEO, Bruce Clarke, JD.

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