Your Roles and Responsibilities

Middlebury College Management Training
Winter 2012
Program Goals

• Establish an effective management culture based on consistent set of values, skills, and practices
• Define each manager’s roles and accountabilities
• Apply essential management skills to enhance performance and results
• Establish a common understanding, language, and practice of management for Middlebury College
• Learn more about self and others to grow and sustain effective work relationships
Overview of the 5 days

• Manager fundamentals and organizational alignment
• Effective communication
• Managing work relationships & results
• Performance Management
• Building Effective Teams
About This Program

• We are spending 5 days, focusing on how to be a more effective manager
• Not a leadership program
• Effective leader comes from a management foundation
• It’s part of our job
• It can be learned
This Program Is About YOU

And I'm talking to YOU
It’s not about your manager
It’s not about your peer
It’s not about your old boss
It’s not about your friend’s boss
It’s about YOU
Respond based on moods, feelings, and circumstances.

Adapted from the 7 Habits of Highly Effective People, Stephen R. Covey
Pause and use the space to consider responding differently – out of choice
The Circle of Influence

Habit 1

Be Proactive
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Session Goals

• Clarity on the expectations for the program
• Learn the elements of an aligned organization
• Understand and be able to articulate your professional role as a manager
• Begin the conversation about building organizational trust and competence through effective communication and decision making
• Connect with colleagues
• Learn where and how to access support resources to support you during and after the program
Agenda

• Introductions
• Aligned Organization
• Roles of Managers in an Aligned Organization
• The Practices of Effective Managers
Who Are You?

• Stand up
• Raise your right hand in the air
• Find a someone else with their right hand in the air, someone you don’t know, agree to be partners and shake hands
• Turn and face the front of the room
• Listen for the next instruction
Introduce yourselves to each other, sharing
• your name
• what you do all day
• something about yourself that we wouldn’t know unless you had known you for a long time – something you are proud of, or is funny...and you are willing to share
The Aligned Organization

This model shows the key elements that need to be aligned for an effective organization.

Strategic Direction

- What are our overall goals and priorities?
- How clearly do these goals/priorities cascade downward throughout the organization?

- What is the direction of our organization?
- Where are we going? What is our plan?
- What are our core values?
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Goals And Priorities

Roles and Accountabilities & Intersections

- Who is accountable for doing what?
- How do we intersect our activities, responsibilities within and across function lines?
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- Operating Protocols
  - How shall we work together to communicate, make decisions, meet and resolve conflicts, etc.?
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**Goals And Priorities**

**Roles and Accountabilities & Intersections**

**Operating Protocols**

**Organizational Relationships**

Who are we? What are our individual strengths to be contributed or development needs to be met?
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Who are we? What are our individual strengths to be contributed or development needs to be met?

- What do I need to know about you to understand your diversity and respect you as an individual?
- How shall we build and maintain mutually beneficial personal relationships?
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Strategic Direction

Goals And Priorities

Roles and Accountabilities & Intersections

Operating Protocols

Organizational Relationships

Personal Relationships
Responsibility of Professional Manager (Prioritization)

- Senior Manager
- Mid-Manager
- Non-manager/Individual Contributor

- Technical
- Management and Relationship
- Strategy
Responsibility of Professional Manager (Behaviors)
Manager Defined

• A Manager is responsible for working with and through others to achieve the right results for the organization
The Work of Peter Drucker

“Effectiveness is a discipline. And, like every discipline, effectiveness *can* be learned and *must* be earned.”

- Peter Drucker
### 8 Practices of Effective Managers

<table>
<thead>
<tr>
<th>Provides knowledge that a manager needs</th>
<th>Ask “What needs to be done?”</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Ask “What is right for the organization?”</td>
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<tr>
<td>Converting knowledge into action</td>
<td>Develop action plans</td>
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<td>Take responsibility for decisions</td>
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<td></td>
<td>Take responsibility for communicating</td>
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<td>Focus on opportunities rather than problems</td>
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<td>Models responsibility and accountability for the organization</td>
<td>Manage resources effectively</td>
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<td>Consider the needs of the organization, before the needs of self</td>
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Adapted from *The Effective Executive*, by Peter Drucker
<table>
<thead>
<tr>
<th>Important</th>
<th>Not important</th>
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<tbody>
<tr>
<td><strong>Urgent</strong></td>
<td><strong>Not Urgent</strong></td>
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<tr>
<td>High Priority</td>
<td>High Priority</td>
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<td>must be done now</td>
<td>develop action</td>
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<td></td>
<td>plans to avoid</td>
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<td></td>
<td>being a prisoner</td>
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<td>of events</td>
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<td>Low priority</td>
<td>Not a priority</td>
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<td>but may be a “fire”</td>
<td>possibly a</td>
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<td>that needs putting</td>
<td>distraction or</td>
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<tr>
<td>out – or a tempting</td>
<td>procrastination</td>
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<tr>
<td>distraction</td>
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Provides knowledge that a manager needs

Ask “What needs to be done?”

Ask “What is right for the organization?”
A true decision makes clear:

- What is it?
- Who is accountable for carrying it out?
- What is the deadline?
- Who will be impacted?
- Who will be informed?
Responsibility of Professional Manager (Behaviors)
The Water Fall Rule

• Managers are not communicated to, you are communicated through
• Don’t just think about yourself as recipient
• Be a conduit and translator
• When in doubt - communicate
• Your responsibility is to help others understand the meaning of institutional messages
Assume Your Role is to Share information

• Unless confidentiality is invoked
  – When in doubt ask “can I share this?”
• Anything good for you to know, is likely good for your staff to know
• Why keep something not confidential to yourself?
• Take good notes in meetings as share the highlights with your team
Always Add Value

• A manager’s role is to clarify and explain
• Hear what your boss says to you
• Then say it to your team in a way that will
  – best help them understand
  – provide the appropriate impact
• Add value by interpreting:
  “Here is what this means…”
Case Study
The resource that can produce results

Models responsibility and accountability for the organization

Manage Resources Effectively

The result

Managing resources benefits the institution and employees
“[Effective Managers] have authority because they have the trust of the organization. This means that they think of the needs and the opportunities of the organization before they think of their own needs and opportunities.”

- Peter Drucker
You Represent the Organization

• Managers are “Agents of the College”
  – Your actions are the same as if the college acted
  – You are bound to uphold the policies, procedures and laws that affect the college
  – You are expected to act when you see policies, procedures, or laws being violated

• Do not promise confidentiality - if an issue affects the organization you may need to act on it
Managerial Professionalism is

• Doing the right thing for the organization even though it may be difficult or uncomfortable
• Making the best case for a decision or an outcome based on what is best for the organization...
• ...and letting go if it is not chosen as the outcome...
• ...and supporting the chosen decision as if it was the one you chose
When Managers...

Seek knowledge and information to improve the organization

Convert knowledge into action through planning, decision making and communication

Model responsibility and accountability for the organization

Credibility
Building a Culture of Trust

• The Emotional Bank Account
• Deposits
• Withdrawals
• It is P/PC balance for relationships
• Deposits keep the “goose” healthy
Deposits

• Must be sincere & unconditional
• Frequent small deposits that matter to the recipient
• Offsets occasional withdrawals
• We are make mistakes or missteps
• Easier to forgive with high bank balance
Most Powerful Deposits

• Make a promise keep a promise
• Don’t make a promise if you can’t keep it
• A sincere please and thank you
• Being loyal to the absent
• A justification-free apology
• Clear communication
• Modeling effective behavior
Beware of Manipulation

• Don’t make deposits to make a withdrawal
• It is not like a financial bank account
• Manipulation and insincerity - major withdrawals
Being a Manager

• Management is a discipline
• It’s your job
• It’s not easy
• Can’t just pick and the parts you like
• You can’t lead unless you can manage effectively
Review

• Stimulus -> (Choose) -> Response
• Circle of Influence
• The Aligned Organization
• Manager Roles & Responsibilities
• 8 Practices of Effective Managers
You’re Not Done Yet!

• Homework
• Feedback