Manager Roles and Responsibilities

Middlebury College Management Training Overview
Spring 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

• 5 days focused on how to be a more effective manager
• Not a leadership program
• Effective leaders comes from a management foundation
• It’s part of a managers 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
Circle of Influence
Session Goals

• Learn the elements of an aligned organization
• Understand the role of a professional manager
• Build organizational trust and competence through
  – effective communication
  – decision making
• Connect with colleagues
Agenda

• Aligned Organization
• Roles of Managers in an Aligned Organization
• The Practices of Effective Managers
The Aligned Organization

- Strategic Direction
- Goals And Priorities
- Roles and Accountabilities & Intersections
- Operating Protocols
- Organizational Relationships
- Personal Relationships
The Aligned Organization

- 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?
- Who is accountable for doing what?
- How do we intersect our activities, responsibilities within and across function lines?
The Aligned Organization

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

• Who is accountable for doing what?
• How do we intersect our activities, responsibilities within and across function lines?

• How shall we work together to communicate, make decisions, meet and resolve conflicts, etc.?

Strategic Direction

• What is the direction of our organization?
• Where are we going? What is our plan?
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Who are we? What are our individual strengths to be contributed or development needs to be met?
The Aligned Organization

Strategic Direction

• What is the direction of our organization?
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Goals And Priorities

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

Roles and Accountabilities & Intersections

• Who is accountable for doing what?
• How do we intersect our activities, responsibilities within and across function lines?

Operating Protocols

• How shall we work together to communicate, make decisions, meet and resolve conflicts, etc.?

Organizational Relationships

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

Personal Relationships

• 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?
The Aligned Organization

- What is the direction of our organization?
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- How shall we work together to communicate, make decisions, meet and resolve conflicts, etc.?

- 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?
Responsibility of Professional Manager (Prioritization)

Senior Manager

Mid-Manager

Non-manager/Individual Contributor

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

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

Skills And Training
- Technical
- Management and Relationship
- Strategy

Communicate
- Model

Vision
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

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<tr>
<th>Provides knowledge that a manager needs</th>
<th>Ask “What needs to be done?”</th>
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<td>Ask “What is right for the organization?”</td>
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<th>Converts knowledge into action</th>
<th>Develop action plans</th>
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<td>Take responsibility for decisions</td>
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<td>Take responsibility for communicating</td>
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<td>Focus on opportunities rather than problems</td>
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<th>Models responsibility and accountability for the organization</th>
<th>Manage resources effectively</th>
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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
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“A decision that is not right for the enterprise will ultimately not be right for the stakeholders.”

- Peter Drucker
<table>
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<tr>
<th>Important</th>
<th>Not Important</th>
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<tr>
<td><strong>Urgent</strong></td>
<td><strong>Not Urgent</strong></td>
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<td>High Priority must be done now</td>
<td>High Priority develop action plans to avoid being a prisoner of events</td>
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<td>Low priority but may be a “fire” that needs putting out – or a tempting distraction</td>
<td>Not a priority possibly a distraction or procrastination</td>
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Keys to Action Plans

- Identify what needs to be done
- Identify & involve stakeholders
- Pick the top few tasks to focus on
- Put the priorities first – time management
- Set milestones
- Build in flexibility – reassess as plans unfold
- Use as a basis for goal setting
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?
Decision Making Checklist

1. What is the decision that needs to be made?
2. Is the need to make this decision urgent and/or important?
3. Who owns the decision?
4. Who should also participate?
5. What information is needed to make an effective decision?
6. How shall the decision be made?
7. Follow your decision making protocol
8. Make the decision and identify:
   – who will do what and by when and
   – milestones of review; how to monitor progress as necessary
   – Ensure all understand the roles and goals
Take Responsibility for Communicating

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

Skills and Training

Technical

Management and Relationship

Strategy

Vision

Model

Communicate

Converts Knowledge into Action
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…”
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- Treat change as an opportunity not a threat
- Deal with opportunities first, then problems
- Assign your best performers to opportunities
- 80/20 rule
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
Managers 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
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 about 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 choose the parts you like
- It takes practice and commitment