

FIGHTING THE UNDERMANAGEMENT EPIDEMIC

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WHAT IS THE UNDERMANAGEMENT EPIDEMIC?

- ▶ **Undermanagement:** the failure of managers, leaders, and supervisors to provide employees with regular high-structure, high-substance guidance, direction, support, and coaching
- ▶ Nearly **9 out of 10 managers** are undermanaging in every organization
- ▶ Most new leaders are promoted without any significant leadership training
- ▶ Two key findings:
 1. There are five reasons it is getting harder to manage people today
 2. There are seven key areas in which managers are struggling

KEY FINDING #1: IT IS GETTING HARDER TO MANAGE PEOPLE TODAY

1. **The intensity, complexity, and pace of work is increasing** for everyone, regardless of the person's role or the size of the organization.
2. Hiring and retention challenges mean **most organizations are understaffed in key departments**, placing additional pressure on employees and managers in those departments.
3. As organizations have removed unnecessary layers of management, the **managers who are left are responsible for larger and larger teams**.
4. **Managers are under more pressure** to increase productivity and quality from their teams.
5. **More work is handled in interdependent working relationships** and cross-functional teams.

KEY FINDING #2: MANAGERS ARE STRUGGLING IN SEVEN KEY AREAS

1. Delegating new tasks, responsibilities, and projects to team members
2. On-boarding and up-to-speed training for new team members
3. Providing employees with troubleshooting and feedback that is both timely and effective
4. Helping employees meet and exceed goals and deadlines
5. Recognizing and rewarding above-and-beyond performance
6. Helping employees meet work-life balance needs
7. Implementing effective performance improvement plans, particularly with low performers, and terminating those low performers resistant to improvement

THE EIGHT DIRECT COSTS OF UNDERMANAGEMENT

1. Unnecessary problems occur
2. Small, manageable problems escalate into bigger, less-manageable problems
3. Resources are squandered
4. People go in the wrong direction for days, weeks, or months on their basic tasks before anybody realizes it
5. Low performers hide out and collect paychecks
6. Mediocre performers start to think that they are the high performers
7. High performers get frustrated and think about leaving
8. Managers do tasks that should have been delegated to someone else

THE SEVEN MANAGEMENT MYTHS

1. **The Myth of Empowerment:** The way to empower people is to leave them alone and let them manage themselves
2. **The Myth of Fairness:** The way to be fair is to treat everybody the same
3. **The Myth of the Nice Guy:** The only way to be strong is to act like a jerk, but I want to be a “nice guy”
4. **The Myth of the Difficult Conversation:** Being hands-off is the way to avoid confrontations with employees
5. **The Myth of Red Tape:** Managers are prevented from being strong because there are many factors beyond their control
6. **The Myth of the Natural Leader:** I am not “good at” managing
7. **The Myth of Time:** There isn’t enough time to manage people

MANAGERS ARE NOT OPTIMIZING THEIR MANAGEMENT TIME

There are four common ways managers spend their management time that ultimately result in undermanagement:

1. **Monitoring email**
2. **Being in group or team meetings together as the only form of management communication**
3. **Touching base**
4. **The “Let me know if you need me approach”**

THE VICIOUS CYCLE OF UNDERMANAGEMENT



THE SOLUTION: HIGHLY-ENGAGED MANAGEMENT

There are eight basic steps managers must take to be highly-engaged:

1. Get in the habit of managing every day
2. Learn to talk like a performance coach
3. Take it one person at a time
4. Make accountability a process, not a slogan
5. Tell people what to do and how to do it
6. Track performance every step of the way
7. Solve small problems before they turn into big ones
8. Do more for some people and less for others, based on performance

THE BENEFITS ARE HUGE

When senior leaders get serious about back-to-fundamentals leadership training, there are seven direct benefits:

1. Errors are identified sooner, before they get out of control
2. Resource planning improves and waste goes down
3. People follow best practices and standard operating procedures at a higher level, reducing the need for rework
4. Turnover among low performers increases
5. Unplanned turnover among average and high performers decreases
6. Productivity, quality, and employee morale increase
7. Managers improve their ability to delegate tasks and responsibilities appropriately

MANAGERS NEED SUPPORT AND RESOURCES, TOO

If you want highly-engaged management to work, you have to commit to the fundamentals at every level of your organization.

People need guidance, direction, and support from their managers, no matter how high up they are in the organizational hierarchy!

LEARN MORE

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