



10-minute books

Be the manager you always wished you had

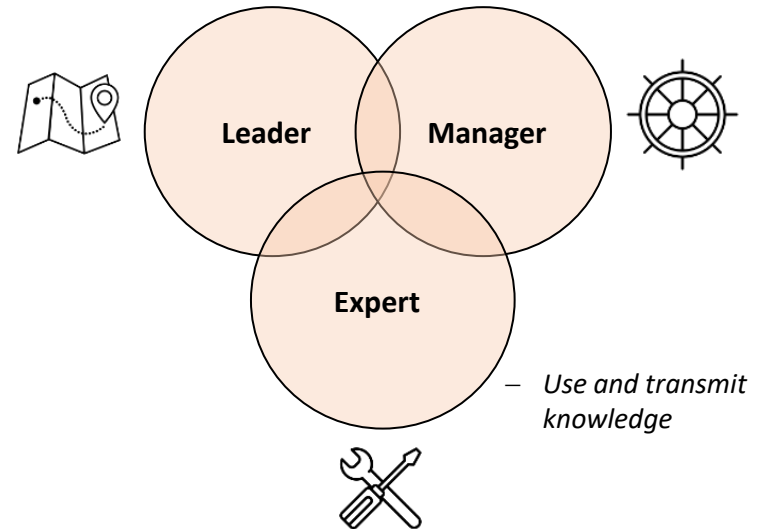
1 – Leader – Manager – Expert



Every executive, whatever their level of responsibility, is a leader, a manager and an expert at the same time

Who are the best executives? The leaders who inspire and shape the future or the managers who develop the necessary structures for the business and ensure that their team achieves the operational objectives set for them? This is of course a false controversy. Every executive must be able to fulfil three roles: leader, manager and expert. It is important to understand what each role means, and to know when it is necessary to perform them.

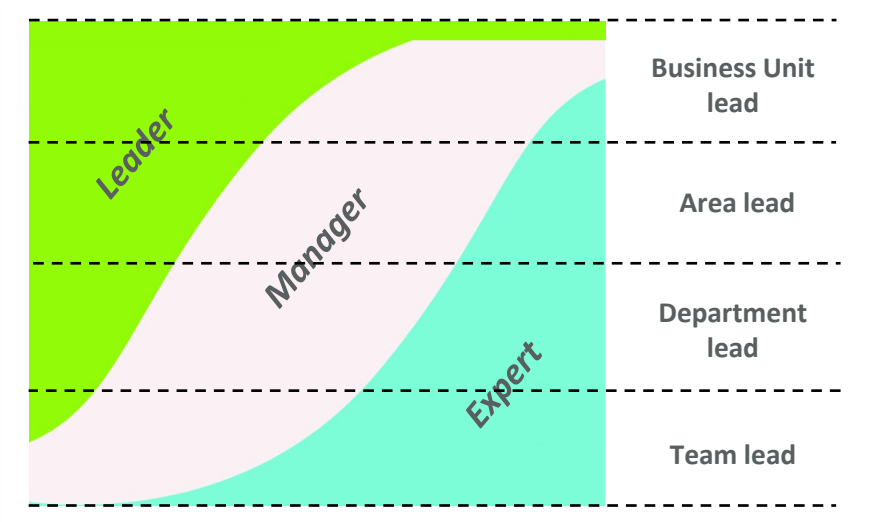
- *Ensure the sustainability of the function*
- *Define ambitions*
- *Give meaning to the work done*
- *Structure the present*
- *Define objectives*
- *Ensure joint and coordinated action*



The purpose of this book is to help you clarify your roles as an executive and where you need to develop yourself, in order to become the manager you wish you had.

I am not presenting grand theories, but simple, pragmatic tools, which I describe in detail in other '10-minute books'.

Of course, the amount of time you should spend in each role depends on your position in the hierarchy as well as the size of your company.



My experience has taught me that each level of the hierarchy spends too little time on the different management roles: a team leader should spend at least 20% of his time managing his team, a department manager 10% on his role of leader. Unfortunately, this is rarely the case and the company's results suffer.

The Manager

When you are promoted to executive, the first thing you are asked to do is to ensure the productivity of the team you are in charge of. You are no longer just responsible for achieving your goals, but for those of an entire team. This is only possible if you manage the team in a concrete and on a daily basis.

The role of the manager

The manager has only one role: He is there to ensure that the objectives given to the team are achieved.

All the tasks of management and team motivation are only means to fulfill this role effectively. It may sound cynical, but a well-managed team is often a team that is satisfied and fulfilled in its work.

The main tools of the manager

The manager has five main tools that allow him to manage his team in an operational way. These five tools, if applied correctly will dramatically change the effectiveness of your team. Their simplicity is their power.

1 - One-on-one meetings

This is the most important tool. It allows you to create a quality professional relationship with each of your employees, to help them develop and to manage their performance as well as that of the team. A manager should spend 20 to 30 minutes per week with each of his collaborators, one-on-one. Above all, to listen to them, to help them if necessary, to give them regular feedback and to guide them in achieving their objectives.

2 - Feedback

It allows reinforcing successful behaviors and changing non-performing behaviors. It is the main development tool for employees and a prerequisite for successful delegation.

3 - Delegation

The best managers are those who know how to delegate best. Delegation is the tool that allows you to focus on the tasks to which you add the most value. These are most often management tasks and some rare expert tasks.

4 - Coordination team meetings

They should be weekly, the week being the natural unit of time in the company, and should not exceed one hour.

5 - Improvement team meetings

Once a month or at the latest every six weeks, the team should reflect on how it is working and how to improve.

The Leader

The manager manages the present, the leader prepares for the future. An executive, whatever his or her level, must know how his or her unit must develop in order to remain effective in a changing environment. Over a period of three months to one year for a team leader, up to two or three years for a department or an area manager, up to five years for a business unit manager.

The role of the leader

The leader's role is to ensure the sustainability of the unit under his/her responsibility by adapting it to changes in the environment (market, technology, competitive pressure, etc.)

The main tools of the leader

Most executives have more of a managerial profile than a leadership profile. They often do not know how to structure the future of their unit. There are, however, some very simple tools that can help them do so.

1 - The mission of the team or unit

The unit's mission describes why the unit exists. The mission allows the team to stay focused on its primary tasks.

It is usually a single sentence. Often the leader will add the main tasks and the mindset ("cooperative", "flexible",...) in which they are to be performed. The whole should never exceed half an A4 page.

2 - The degrees of maturity

This very powerful tool is a simple table.

The columns are predefined degrees of maturity, for example: "Initial" / "defined" / "efficient" / "excellent".

The rows are the important criteria for the development of the unit, for example processes, IT tools, ways of working together, ...

Leader		Manager
Role	<ul style="list-style-type: none">• To ensure the sustainability of the unit for which it is responsible	<ul style="list-style-type: none">• To ensure that the team achieves the objectives that have been set for them
Tasks	<ul style="list-style-type: none">• Define a vision and ambitions, provide direction• Understand and anticipate changes in the market, technologies, etc. and define the necessary adaptations in the unit under his/her responsibility• Give meaning and values	<ul style="list-style-type: none">• Set operational objectives• Design work systems: Organization, processes, roles and responsibilities, ...• Allocate and manage resources• Manage and develop your team and collaborators
People management tools	<ul style="list-style-type: none">• Strategic team meeting• Unit development projects	<ul style="list-style-type: none">• Weekly coordination team meeting• Monthly improvement team meeting• One-on-one• Feedback• Delegation
Technical management tools	<ul style="list-style-type: none">• Mission and vision• Degrees of maturity• Roadmap	<ul style="list-style-type: none">• Dashboards and operational key performance indicators
Attitude and skills	<ul style="list-style-type: none">• "Leading from the future". He must look into the future to understand the necessary adaptations	<ul style="list-style-type: none">• Results orientation• People management

Each cell describes what it means to be at that level of maturity for that criterion under consideration. You can see an example of maturity levels for a team in my 10-minute book "Team success factors".

3 - The roadmap

Based on the maturity chart, the roadmap simply establishes what needs to be achieved in 3-6-9-12-18-24-36 months to ensure the development of the team.

The expert

Often, a person is promoted to manager because he or she is the best expert in the team: the best salesperson, the best accountant, ...

However, being a manager requires very different qualities than being an expert. You are no longer responsible for your own objectives but for those of your team.

A high level of expertise is often a danger for a new manager! The mistake made by this new "expert" manager is to expect the same high level of expertise and efficiency from each of his collaborators as he does. Since this is not the case, he resumes, frustrated, more and more technical tasks because he performs them faster and better than the members of his team. As a result, he is reassured, but puts himself "out of the game" of his role as manager: he no longer devotes enough time and attention to management tasks. The results are declining ... It's a vicious circle.

You must use your expert qualities to transmit your knowledge and help your subordinates to carry out technical tasks, not to do them yourself. From the one who "knows how to do" you become the one who "helps to do". This requires (technical) coaching of each member of your team.

Yes, you may be disappointed with the quality of the results initially, but this is the only path that really leads to success!

I wish you to become for your team the manager you would have liked to have!

Contact

Do you still have questions? Teams to develop? A transformation to manage? Do not hesitate to contact me.



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Find and download all my 10-minute books on my website **www.frot.de**

