

# Fight the Undermanagement Epidemic

High-structure, high-substance communication

## 4 WAYS TO FIGHT THE UNDERMANAGEMENT EPIDEMIC

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1. Establish one-on-one time to talk about the work
2. Talk like a coach
3. Make accountability a process, not a slogan
4. Deal with low performers.

## REGULAR ONE-ON-ONES AT EVERY LEVEL

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- Talk about the work
- Coaching style dialogue: describe, describe, describe and always point in next steps
- Provide support, guidance, direction, troubleshooting and help with resource planning

## 3 CATEGORIES OF PERFORMANCE PROBLEMS

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1. **Ability** – When your employee’s strengths are not a good match with some or all of the tasks and responsibilities in her current role.
2. **Skill** – When an employee is missing knowledge, hasn’t mastered techniques, or lacks necessary tools or resources.
3. **Will** – Lack the will to perform. What motivates each person is different.

## BEHAVIORS WE TEND TO SEE

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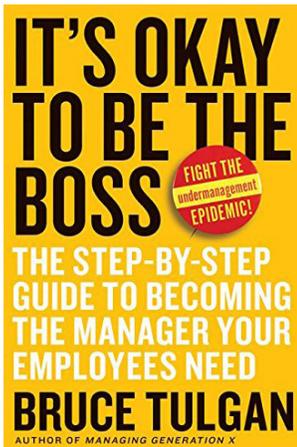
- Disengagement
- Lack of Ownership
- Poor Communication
- Defensiveness
- Shifting Blame
- Apathy
- Not following directions/not setting goals
- Not available

## THE EIGHT FUNDAMENTALS ENGAGE MANAGEMENT

1. **Get in the habit of managing every day**
2. **Tell people what to do and how to do it**
3. **Solve small problems before they turn into big problems**
4. **Track performance every step of the way – 5 ways to monitor concrete actions of employees.**
  - Watch employees work
  - Ask for an account
  - Help employees use self-monitoring tools
  - Review work progress on a regular basis
  - Ask around a little
5. **Do more for some people and less for others**
6. **Prepare**
  - Set aside an hour a day
  - Practice talking like a coach
  - Develop a landscape/grid
  - Make a schedule
  - Set up a tracking system
7. **Practice talking like a coach**
  - Tune in to the individual you are coaching
  - Focus on specific instances of individual performances.
  - Describe the person's performance honestly and vividly.
  - Focus on concrete next steps and describe them vividly.

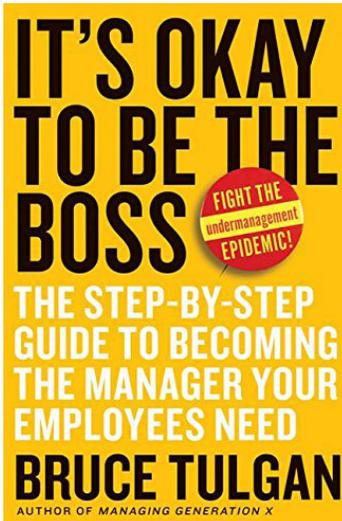
## THE 7 MANAGEMENT MYTHS

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 everyone the same.
3. **The Myth of 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 Difficult Conversations** – 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's not enough time to manage people.



*It's Okay to Be the Boss:  
The Step-by-Step Guide  
to Becoming the Manager  
Your Employees Need*

Author: Bruce Tulgan



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Is there any type of call to action that we should put here? Name, email, phone number?

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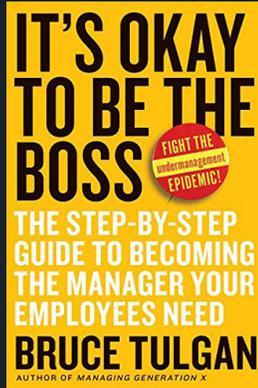
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