Skilled Labor Isn't the Problem…
YOUR LEADERSHIP IS

Exploring ways to improve productivity and remove our leadership blind spots







Our discussion

01

LEADERSHIP HEROICS

02

MONKEY THIEVERY

SOME REALISTIC TOOLS

LEADERSHIP HEROICS

CASE STUDY



CASE STUDY

some discussion

- In what ways is Trey's response to the client's email problematic?
- With Trey responding to the email, what impression of ownership does it give the client?
- And next time they have a problem, what will happen?
- How might the account manager be feeling after this?

CASE STUDY



CASE STUDY

some discussion

- If you were Jen's employee, how are you likely to behave the next time a problem comes up?
- If you were another colleague or peer, how would you react?

Leadership heroics



I'm doubting you on this.

I don't trust that you can handle it.

I can't resist the urge to be the hero. I'm just…so good at it!

LEARNED HELPLESSNESS



If it IS on fire…

1. "I noticed…"

2. "I am worried that [potentially bad situation you anticipate] may happen. Before it progresses to that point, how about we discuss some options for a game plan moving forward?"

MONKEY THIEVERY

Management Time: Who's Got the Monkey?



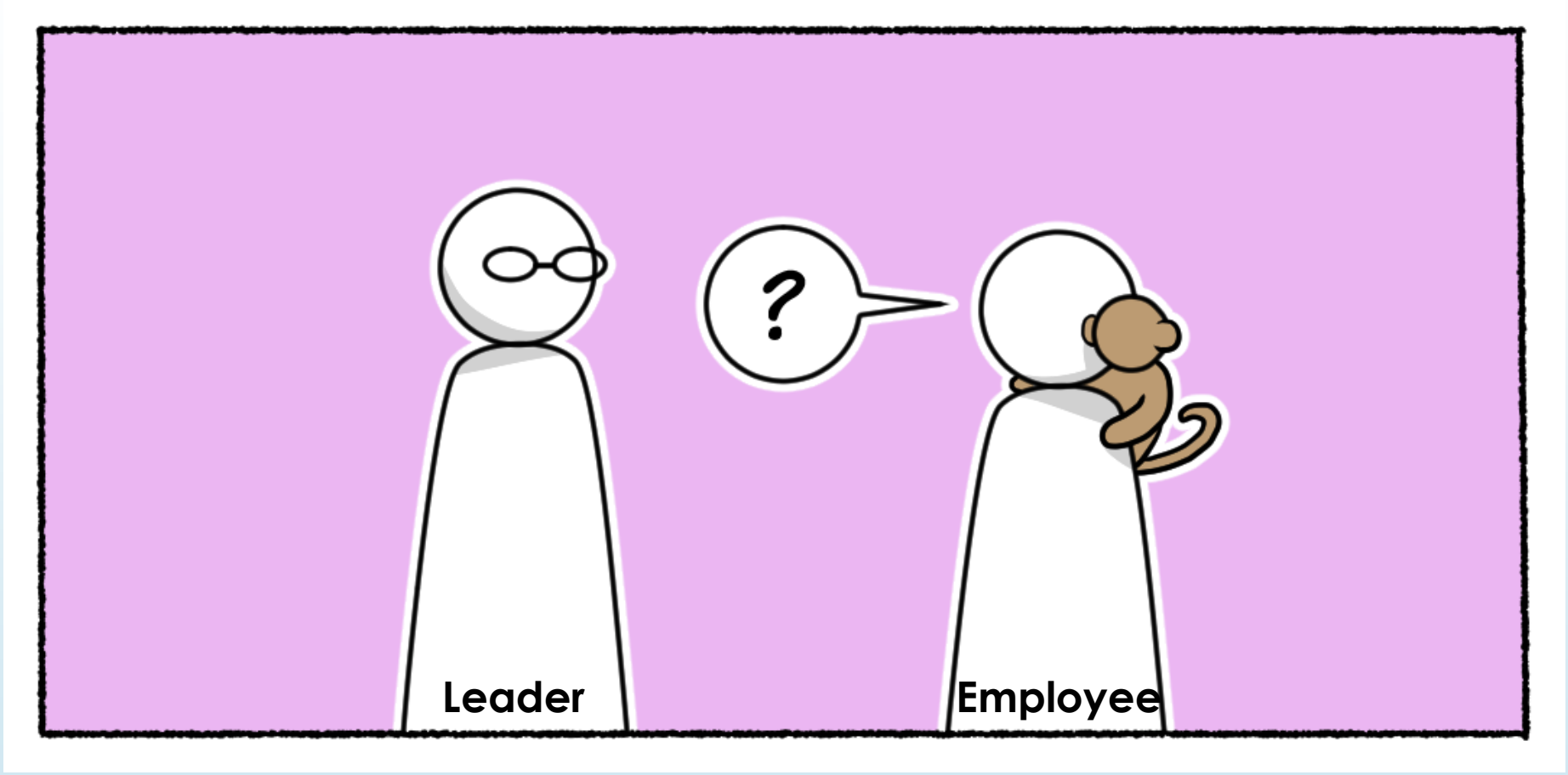
Bill Oncken
1974

Monkeys

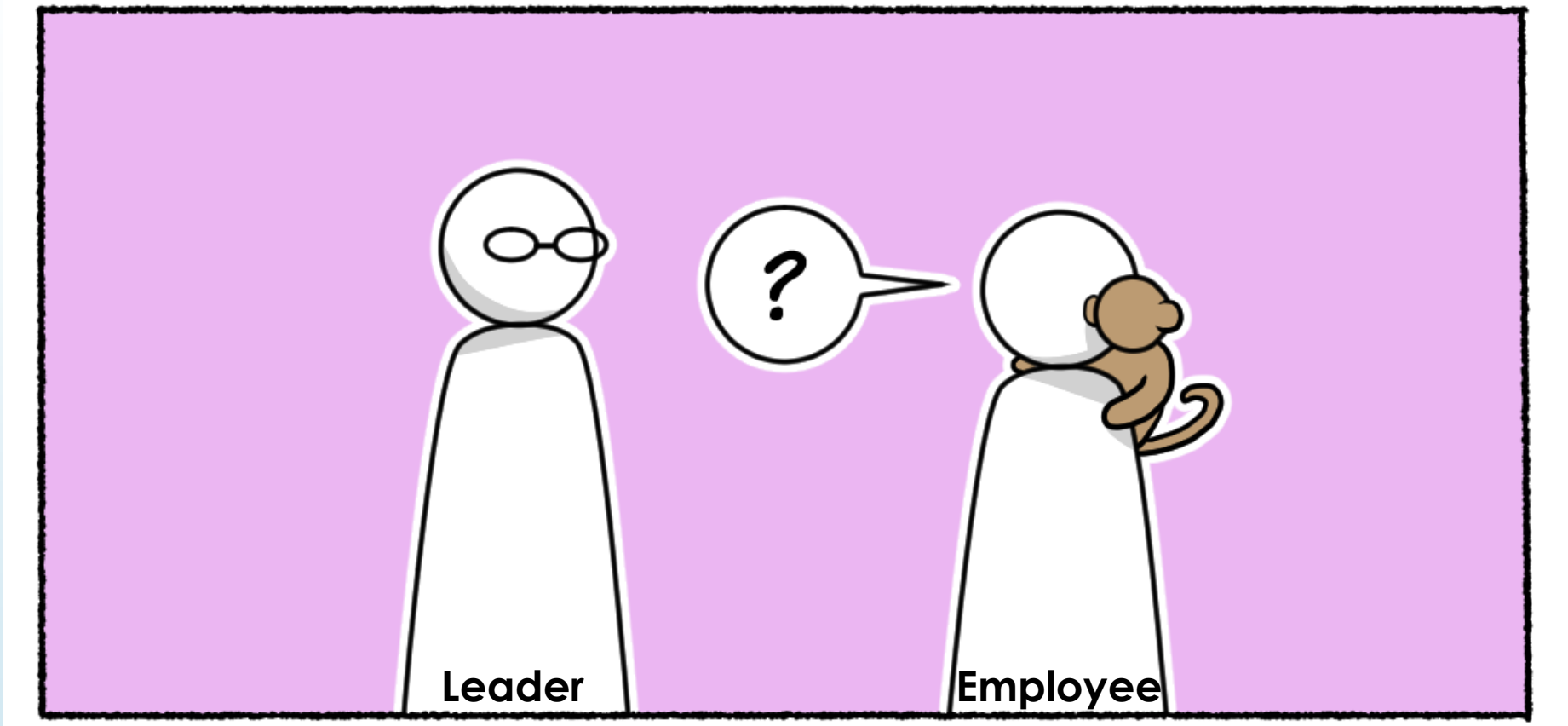
Whoever owns the task at the moment has a monkey on his/her back.



Scenario #1

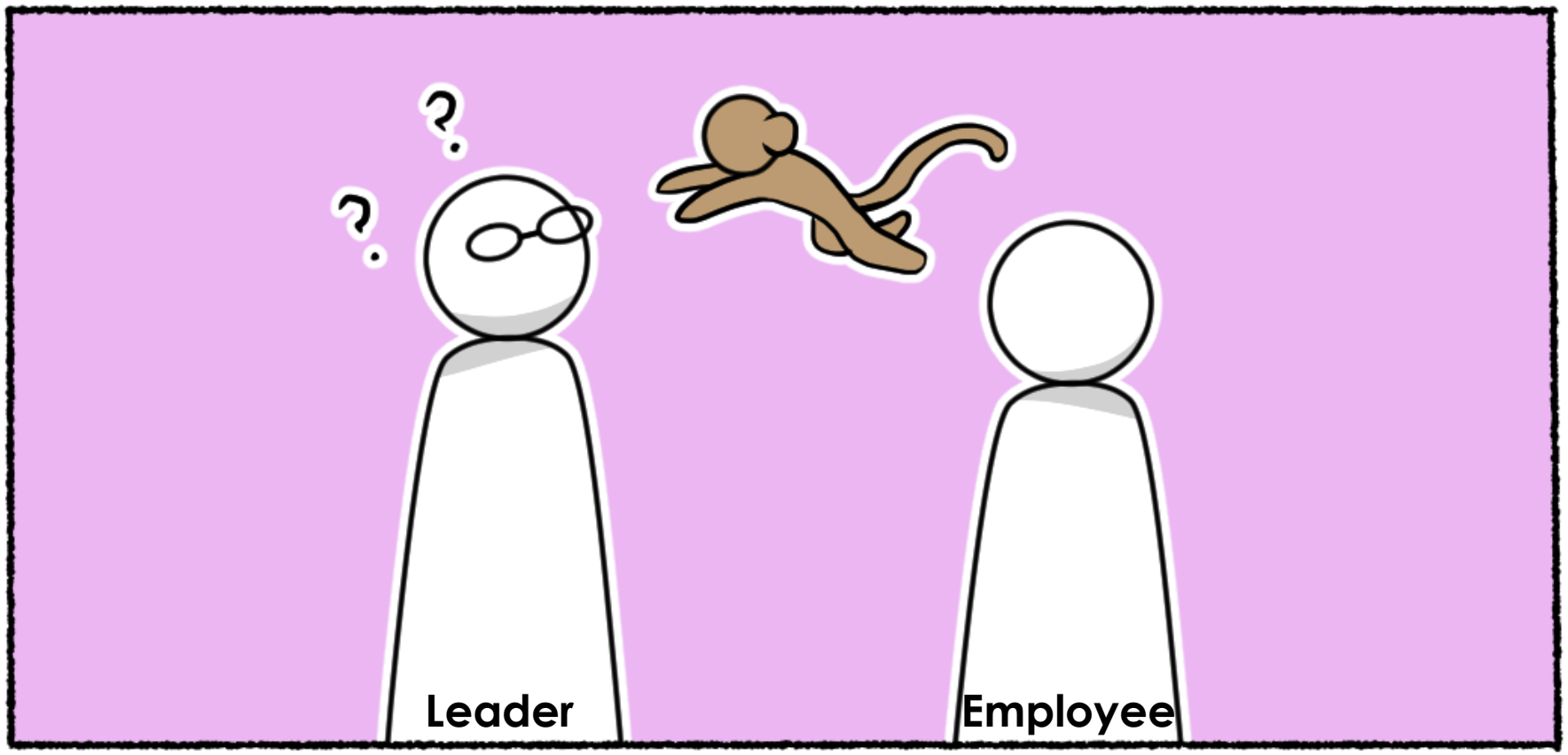


Scenario #1



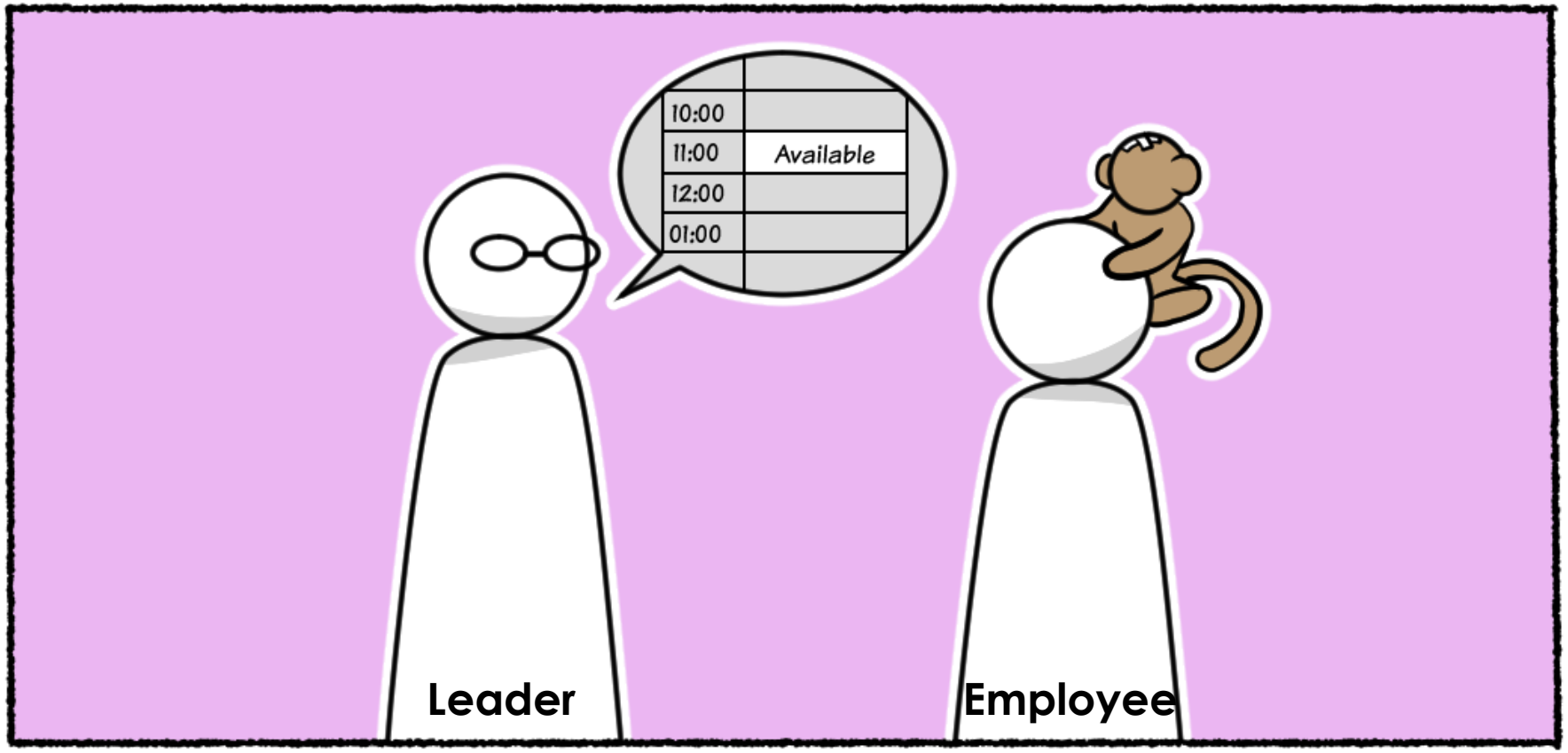
“I’m in a rush right now. Meanwhile, let me think about it, and I’ll let you know.”

Scenario #1

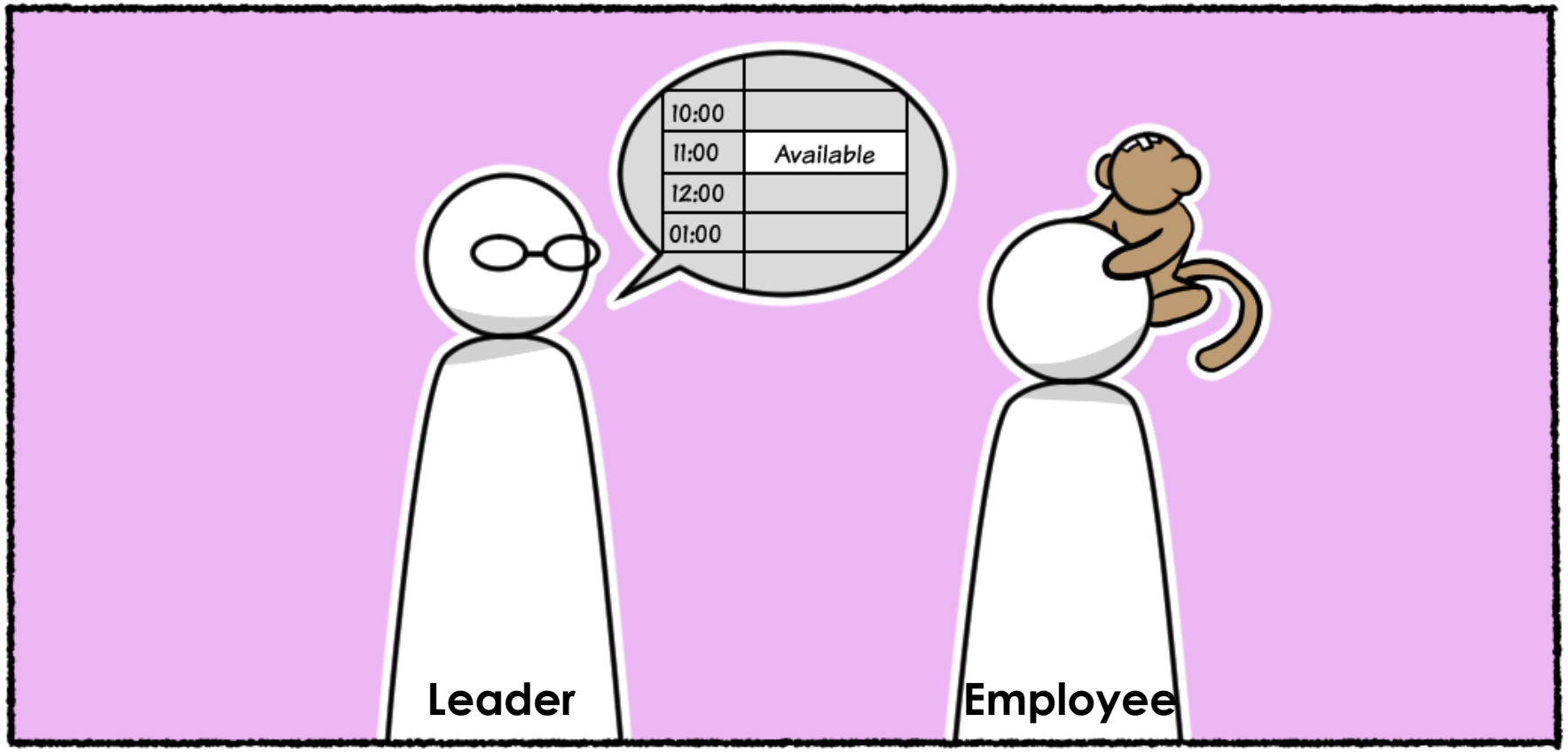


“I’m in a rush right now. Meanwhile, let me think about it, and I’ll let you know.”

Scenario #2

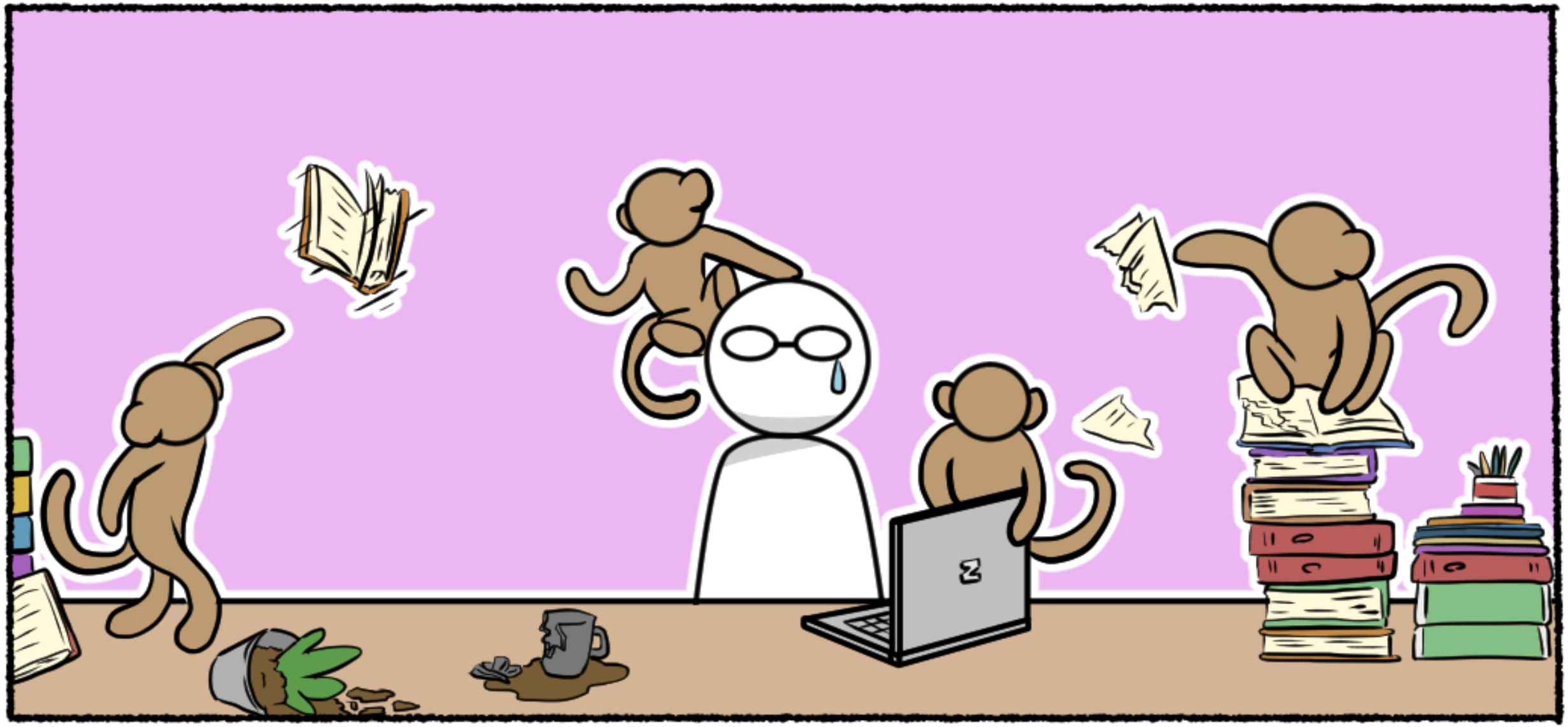


Scenario #2



“Fine. Will you send me an email on that?”

Monkey hopping



The impacts



Employees depend on leader to make any move. Employees immobilized while leader becomes a bottleneck.



Leader works more to catch up. Employees are not productive while they wait on leader. Workload feels inequitable.

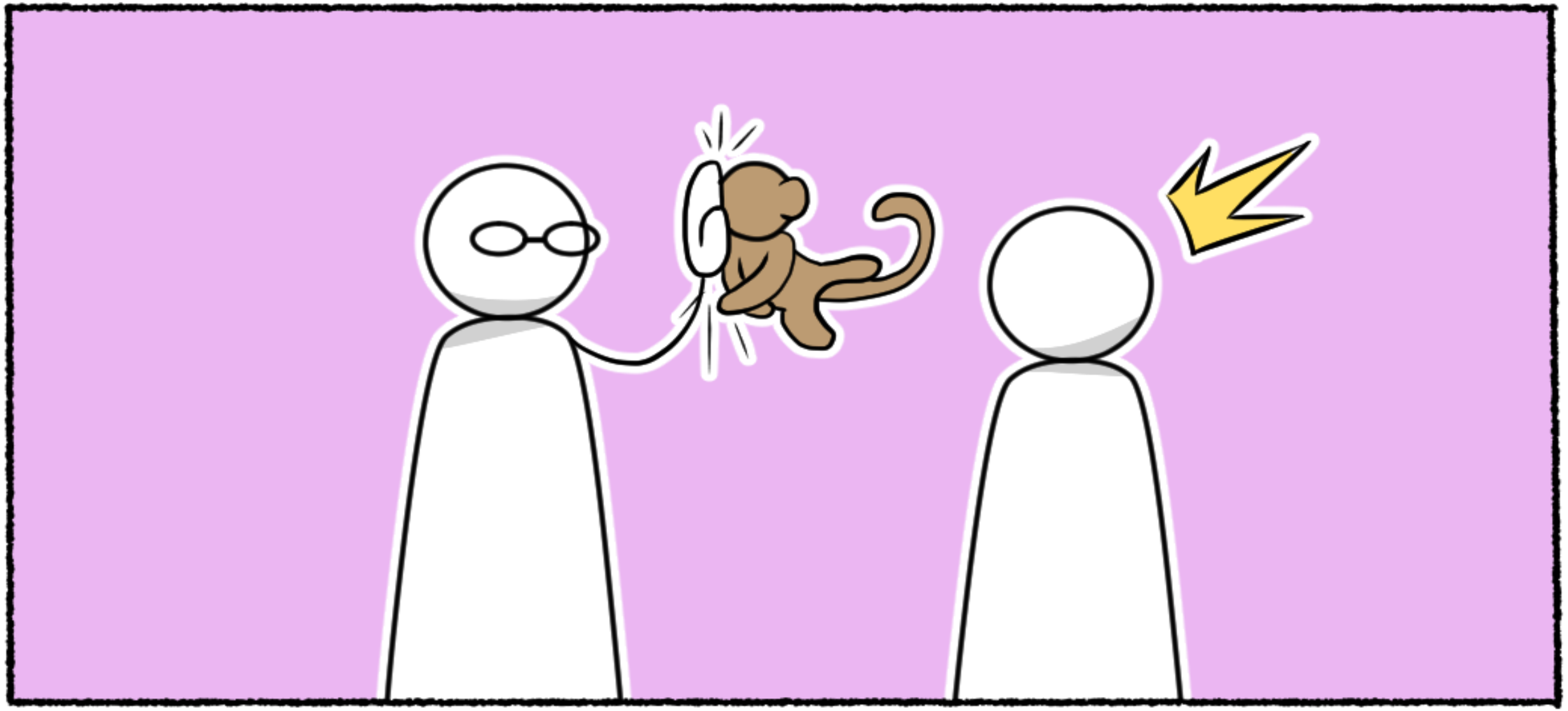


Leader struggles to stay focused and effective. Discretionary time preoccupied with monkey babysitting.



Employees keep coming back for help rather than taking initiative. This is easier than risking failure.

Manage the monkeys



Manage the monkeys

1. Confirm:
    - The employee has the desire to do what is asked
    - The employee has the ability to do what is asked
2. Make appointments to deal with monkeys. Avoid discussing on an ad hoc basis.
3. Take a monkey, place it on the desk between the leader and the employee. Figure out together how the next move might conceivably be the employee's.

An escalation strategy

IF

Scenario A
Scenario B
Scenario C

THEN

Engage me to get guidance on what to do before taking any action.

IF

Scenario D
Scenario E
Scenario F

THEN

Come up with a plan. Review it with me before taking action.

IF

Scenario X
Scenario Y
Scenario Z

THEN

Come up with a plan. Take action. Let me know in our typical 1:1.

Stay in touch

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