

THE MILWAUKEE MODEL OF MANAGER DEVELOPMENT™

What is a manager? *Someone who helps people work together*

What is a leader? *Someone who inspires people to take a risk*

They're not actually different people. Managers must have management ability *and* leadership skills. A *supervisor* is just another name for manager; *supervision* is part of management. A *generalist* works cross-functionally.

What do you need to know to be a manager?

The Model is flexible: managers at each level and in all sectors and size organizations use it. Its Self-Assessment establishes one's starting point and development options.

I. Skills & Knowledge

Refer to *The Index* for the next levels.
Generalists must be familiar with all these.

- 1.0 Structure
- 2.0 Marketing and sales
- 3.0 Operations
- 4.0 Information
- 5.0 Human resources
- 6.0 Finance

II. Personal Development

Managing people requires maturity and a personal commitment to service.

- Handling managerial power
- Clarifying one's personal goals
- Caring for one's own health and fitness
- Improving decision-making abilities
- Developing career-long learning habits
- Cultivating peer support

III. Team Dynamics

Managers must welcome the psychological challenges of working with people.

- Maintaining ethical behavior
- Communicating and teaching
- Assembling a team or workforce
- Leading individuals and the group
- Working through conflict
- Delegating opportunities and resources

IV. Organization Perspective

Executives must attune their organization with market trends and external forces.

- Creating an inspiring cause and vision
- Assessing organizational risks
- Strategic planning
- Creating a culture of collaboration
- Aligning with other organizations
- Advocating in the community

What is a manager's career path? Management as a calling

Becoming a manager takes a big change in attitude. The rewards become more indirect, but you get more opportunities to help people reach their full potential:

Manager	Now rewarded for <i>other's</i> performance.
Executive	A manager of managers. Depends on data to direct activities.
Chief executive	Leads and manages everyone. Needs external help on sensitive issues.

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Why are managers valuable?

A 1% gain in management ability can increase margins 10%. Managers measurably improve several Key Performance Indicators (KPIs) by fostering cross-functional collaboration. The Lubar School of Business podcast series proves it: www.members.theindex.net/news.

- Sales Growth
- Productivity
- Quality
- Customer Satisfaction
- Retention
- Gross Margin

Generalists are particularly valuable: meeting a big challenge is impossible unless *everyone* in the organization is working together.

What personal characteristics make real managers?

Caring: Putting others first and carefully building a safe, sustainable organization.

Curious: Wanting to know how everything connects inside and outside the organization.

Courageous: Facing problems, personal shortcomings and hard decisions.

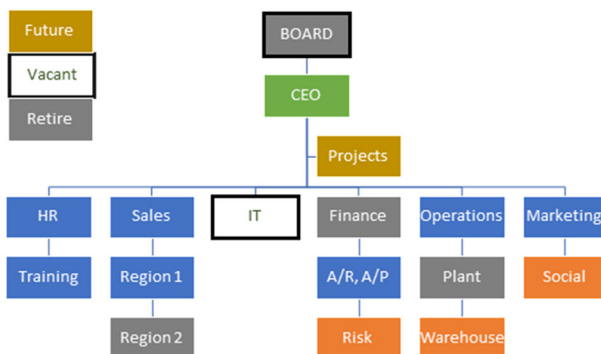
The moral use of managerial power

A manager has enormous power: a few careless words can make an employee feel unsafe and unwanted. Distrust of their boss is the key reason employees make mistakes, underperform and quit. The Model integrates the Code of Managerial Power.

How do we create a pool of talented managers?

A succession plan fills gaps in the organization chart; a development plan improves managers' abilities. Integrating the two increases *management capacity*. It's a gap analysis between capacity needed today and what's needed in the future ("After" organization chart, below).

Like students in any field, all managers must first learn the standard concepts and become part of a learning community (see The GMs Index). Other key development techniques are:



- Formal training
- Mentoring
- Peer groups
- Special projects
- Short-term assignments
- Board experience
- Job shadowing
- Job rotation

The Center for Management Terms & Practices trains people in **Standards-Based Management** and to apply **The General Management Index** of standard practices, tools and terms. Delegation and collaboration are impossible until everyone speaks the same language and uses the same tools. www.theindex.net US (608) 260-9300

Manager	
Supervisor	
Date	

Refer to the Milwaukee Model of Leader Development™

A manager is someone who helps people work together. Being a manager demands different kinds of skills, different kinds of knowledge and great inner strength. Even experienced executives can learn more about their industry, management practices, human dynamics—and themselves.

A good manager wants to help others succeed. They feel passionately that *their* success is a direct function of how they help *others* meet their goals.

But people are complicated. People are always changing, and they respond differently to change and stress, failure and success. Behaviors change when someone is added or removed from their group.

Instructions

1. Manager and their boss discuss the Model
2. Manager assesses themself
3. Manager and boss discuss the assessment and agree on what to learn that year
4. They choose development activities (ideas below) and active projects
5. They evaluate progress and adjust as needed
6. Toward the end of the year, they re-evaluate the manager’s performance

Development activities

- Projects or new responsibilities, learning specific tools
- Reading and reflection
- Workshops
- Discussion in a mentor/protégé relationship
- Job rotation
- Participation in a peer group
- A certificate in general management or practice management

Standards-Based Management provides consistency and fairness to professional development.

I. Standard terms and practices

The standard body of knowledge for general management practices. For practical decision-making, applying general principles and industry knowledge.

Open The GMs Index at www.theindex.net. Click through levels 1, 2 and 3 for definitions and context. Use the Management Self-Audit tool in The GMs Toolkit if helpful (members only).

Self-rating scale: 1 to 5. 1=Area of focus. 5=Mastery in current role. X=Not yet relevant.

Note: Rate yourself in the context of your position and organization. Don't rate yourself lower because you're not CEO of General Motors.

	<u>Self-rating</u>
1.0 Structure	—
2.0 Marketing and sales	—
3.0 Operations	—
4.0 Information	—
5.0 Human resources	—
6.0 Finance	—

Notes

<i>Top 3 things to work on this year (development activity)</i>	% comp.
1.	
2.	
3.	

II. Personal Development

Managing people requires maturity and a personal commitment to service.

Self-rating scale: 1 to 5: 1=Area of focus. 5=Mastery for current role. X=Not relevant. See samples of tools at The GMs Toolkit.

Self-rating

Handling managerial power

Read the Pledge of Managerial Power to learn how much your power staff can help and hurt them. Knowing how to monitor and improve how you use managerial power in different situations.

Clarifying one's personal goals

Knowing what you want to be and achieve *and* who you want to be as a person. Thinking objectively about the sources of your beliefs and attitudes. Being confident you can put other people first.

Caring for one's own health and fitness

Understanding the level of physical and mental fitness needed to be an attentive and engaged manager. Setting a positive example of sound habits and sensible self-discipline. Avoiding burnout.

Improving decision-making abilities

Using different kinds of quantitative and qualitative information to help your staff create good solutions. Being aware of your own conscious and subconscious processes for making different kinds of decisions.

Developing career-long learning habits

Accepting that even successful chief executives always have things to learn. Having learning goals, healthy personal interests and channels for finding facts. Seeking challenging perspectives.

Cultivating peer support (e.g., Center Workgroups)

Actively and regularly seeking peers for information, ideas, challenges and moral support. Purposely seeking new acquaintances who will challenge your ideas as well as your attitudes and beliefs.

Notes

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2.	
3.	

III. Team Dynamics

Managers must welcome the moral, ethical and psychological challenges of working with people.

Self-rating scale: 1 to 5: 1=Area of focus. 5=Mastery for current role. X=Not relevant. For background, refer to relevant terms and Approved Resources in The GMs Index.

Self-rating

Maintaining ethical behavior

Defining morals and ethics. Understanding the letter and spirit of your Code of Ethics. Anticipating ethical dilemmas and leading those discussions. Responding to unethical or possibly unethical behavior.

Communicating and teaching

Listening with comprehension, sympathy and objectivity. Sharing ideas in writing, speaking and images. Inspiring people by making the big goals vivid and exciting.

Assembling a team or workforce (tool: Management Self-Audit)

Knowing the mix of skills, experiences, time and support for a project or process. Creating the right balance of perspectives and personalities. Knowing when to remove someone or to disband the group.

Leading individuals and groups

Knowing each of your staff well enough to stimulate their particular talents and energy. Having the audacity, eloquence, and grit to lead, to inspire people to take a risk and overcome obstacles.

Working with conflict

Having the sensitivity, patience and skill to direct each staff member. Having the firmness and skills to resolve conflicts promptly and constructively. Eliminating barriers among departments.

Delegating opportunities and resources (tool: Projects Summary)

Understanding the staff's workload and personal and collective capacity. Creating assignments that are challenging, but not overwhelming. Managing with a minimum of intervention.

Notes

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1.	
2.	
3.	

IV. Organization Perspective

Executives must attune their organization to market trends and external forces.

Self-rating scale: 1 to 5: 1=Area of focus. 5=Mastery for current role. X=Not relevant. For background, refer to relevant terms and Approved Resources in The GMs Index.

Self-rating

Creating an inspiring cause and vision

Understanding if a challenge will matter deeply to every employee. Expressing the facts and feelings of that challenge so everyone will eagerly take on the risks and discomforts of change.

Assessing organizational risks

Having the information to know what could go wrong in each management discipline (see Standard terms & practices). Knowing if the organization can add risks or isn't risking enough.

Strategic planning (tool: Goal Tree)

Creating a challenging, yet realistic and balanced mix of short- and long-term goals to advance the organization's cause and vision. Keeping the organization focused on the goals.

Creating a culture of collaboration

Understanding how all the formal and informal rules of behavior help everyone contribute the most, individually and collectively. Knowing when and how to reshape those rules.

Aligning with other organizations

Working to the mutual benefit of new and existing customers, vendors and affiliates. Anticipating and then adjusting to changes to any part of that overall network.

Advocating in the community

Working with industry, community and governmental bodies to protect your organization's reputation, ensure fairness, open opportunities, and protect against threats outside your own control.

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