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 (see Quadrant III, below). 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. Best Practices

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. Supervision

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 *other's* performance.
Executive	A manager of managers. Depends on data to direct activities.
Chief executive	Leads and manages everyone. Needs external help on sensitive issues.

The Center for Management
Terms & Practices
STANDARDS-BASED MANAGEMENT

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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 (search "podcasts" in our blog).

- 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 Pledge 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 GM Index). Other key development techniques are:
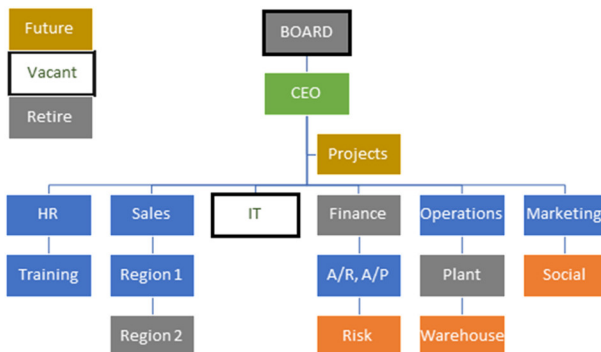
- Formal training
- Mentoring
- Peer groups
- Special projects
- Short-term assignments
- Board experience
- Job shadowing
- Job rotation

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 aren't possible until everyone speaks the same language and uses the same tools. www.theindex.net US (608) 260-9300

The Center for Management Terms & Practices

STANDARDS-BASED MANAGEMENT

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 emotional maturity. Even experienced executives can learn more about their industry, management practices, human dynamics—and themselves.

A good manager wants to help others succeed. They believe deeply that *their* success is measured by how they help *others* meet their goals. They believe management is a calling.

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.   Best practices

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

Open The GM Index at www.theindex.net. Click through levels 1, 2 and 3 for definitions and context.

Self-rating scale: 1 to 4. 1=Area of focus. 4=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.

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

Notes

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

The Center for Management
Terms & Practices

STANDARDS-BASED MANAGEMENT

II.   Personal Development

Managing people requires maturity and a personal commitment to service.

Self-rating scale: 1 to 4: 1=Area of focus. 4=Mastery for current role. X=Not relevant.

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

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

III. Supervision

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

<u>Self-rating scale</u>: 1 to 4. 1=Area of focus. 4=Mastery in current role. X=Not yet relevant.

<u>Self-rating</u>

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.

<u>Notes</u>

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

IV. Organization Perspective

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

Self-rating scale: 1 to 4. 1=Area of focus. 4=Mastery in current role. X=Not yet relevant.

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.

Notes

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