

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 accept a challenge*

They're *not* different people. Managers must have leadership ability and *vice versa*.
Supervision is only a part of management (Quadrant III). *Generalists* work 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 (page 4) establishes your starting point and development options.

I. Best Practices

This is the common language of management. See The Index for details.

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

II. Core Skills

Managing people requires six core skills, each of which takes time to develop.

- Ethics
- Analysis
- Problem-solving
- Time and task management
- Communication
- Personal development

III. Collaboration

Managers help people work together so everyone can achieve something great.

- Meeting management
- Supervision
- Planning
- Project oversight
- Process improvement
- Leadership

IV. Organization Perspective

Executives see the big picture and align their organization with external forces.

- Inspiring cause and vision
- Corporate and management ethics
- Organizational risk mitigation
- Conditions for success
- Alignment with other organizations
- Advocacy in the community

The Center for Management Terms & Practices trains people to apply its standards of competence, knowledge, and ethics in meetings, planning, process improvement, and projects. Visit www.theindex.net for resources.

What is a manager’s career path?

Becoming a manager for the first time requires a big change in attitude. The rewards become indirect, but you get to help people reach their full potential. Management is a calling.

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.

Why are managers valuable?

A 10% gain in management ability can increase margins 10%. Generalist managers improve Key Performance Indicators (KPIs) through cross-functional collaboration. Search “Lubar podcasts” in our blog (www.theindex.net/blog) for interviews on:

Sales Growth
 Productivity

Quality
 Customer Satisfaction

Retention
 Gross margin

Who makes a great manager?

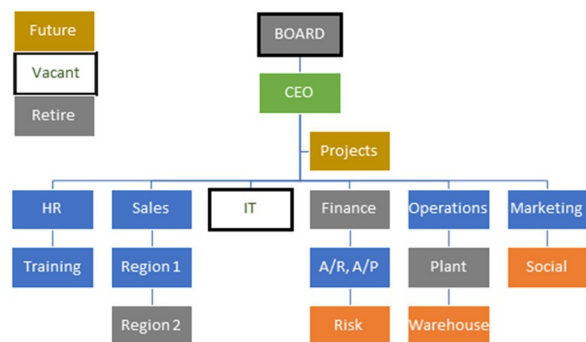
Maturity. Working with people requires the emotional strength to deal calmly with others’ quirks and upsets. It means you’re able to see calmly into the practical reality of an emotional situation. Good managers are calm, wise, and strong.

Ethics. Managers have great power: A few careless words can make employees feel unsafe and unwanted. It’s why employees make mistakes, under-perform, and quit. The Pledge of Managerial Power is our standard of ethics.

How is the Model valuable to an organization?

The Model makes it easier to decide who should be a manager and who shouldn’t. Holding every manager and executive to the same standard makes everyone confident that promotions are fair and thoughtful.

Clarity of the manager’s job is essential to a succession plan (chart), the key to sustainability. Using the same terminology and practices makes it much easier to share ideas.



Self-Assessment

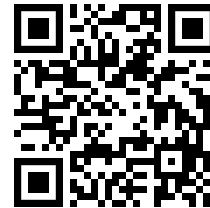
Supervisor	
Date	

Instructions

1. Manager and their supervisor discuss the Model
2. Manager assesses themselves (perhaps with guidance from The Center)
3. Manager and their supervisor choose development activities (ideas below)
4. They evaluate progress and adjust as needed
5. They reassess the manager's performance each year

Typical Development Activities

- Projects or new duties
- Using tools from The Toolkit
- Reading and reflection
- Workshops and classes
- Coaching
- Job rotation
- Formal education
- Participation in a peer workgroup



THE TOOLKIT

*Standards-based management brings consistency
and fairness to manager development.*

I. Best practices

This is based on The Index of Terms & Practices, management’s knowledge standard and the common language of management.

Self-rating: 1 to 4. 1=Area of focus. 4=Sufficient for current role.

“4” doesn’t mean perfection. Rate yourself based on your job today, not as if you’re CEO of General Motors.

Open the Index before rating yourself.

1.0 Structure

2.0 Marketing and sales

3.0 Operations

4.0 Information

5.0 Human resources

6.0 Finance

Self-rating

NOTES (including how you like to learn)

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DEVELOPMENT ACTIVITIES (skills, information, perspectives)

% comp.



THE INDEX

II. Core Skills

Managing people requires six core skills, each of which takes time to develop. There's always more to learn.

Self-rating: 1 to 4. 1=Area of focus. 4=Sufficient for current role.

Ethics (Re-read the Pledge of Managerial Power)

Being aware of how your power can help and hurt your team. Knowing how to monitor and improve your use of authority in different situations. Being trusting and trustworthy.

Analysis

Being able to analyze different kinds of quantitative and qualitative information to help your team understand causes and effects. Knowing how to evaluate data and assumptions.

Problem-solving

Being aware of your own creative problem-solving processes. Knowing how to break down complex problems. Helping people develop solutions as a group.

Time and task management

Setting an example of working efficiently. Adapting as your responsibilities change. Having spare time every week to listen to your staff and to reflect, plan, and deal with surprises.

Communication

Writing well. Varying your messages to each person and audience. Speaking and presenting effectively. Eliciting new ideas and listening to learn, not just persuade.

Personal development

Having career and learning goals, healthy personal interests, and peer connections. Seeking challenging perspectives. Even successful CEOs have things to learn.

Self-rating

NOTES

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DEVELOPMENT ACTIVITIES (skills, information, perspectives)

%
comp.

III. Collaboration

Managers help people work together so they can achieve great things individually and as a team. Trust is critical.

Self-rating: 1 to 4. 1=Area of focus. 4=Sufficient for current role.

Meeting management

Choosing the right participants, helping them prepare, setting and managing an agenda, facilitating the discussion, and concluding with support for the decision and actions.

Supervision

Knowing each employee's interests and abilities. Providing trust, direction, and encouragement, even if there are mistakes. Assembling a team. Resolving conflicts.

Planning

Whether for the organization, a team, or project, helping set challenging, but realistic goals with matching projects and resources. Helping create connections within the team.

Process improvement

Knowing how to record, analyze, and evaluate processes. Regularly helping your team eliminate unnecessary steps and risks, particularly safety risks. Keeping everyone trained.

Project oversight

Having solid project management skills as well as coordinating a project portfolio that supports the strategic plan. Balancing team demands. Reviewing progress constructively.

Leadership

Spotting leadership opportunities. Setting the right challenge, making success possible, and inspiring everyone. Being trusted to handle risks and to lead through a crisis.

**Self-
rating**

NOTES

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DEVELOPMENT ACTIVITIES (skills, information, perspectives)

%
comp.

IV. Organization Perspective

Managers see the big picture and align their organization with external forces.

Self-rating: 1 to 4. 1=Area of focus. 4=Sufficient for current role.

Inspiring cause and vision

Ensuring every employee feels the organization’s work has meaning. Expressing the facts and feelings of your cause so everyone eagerly takes on the risks and discomforts of change.

Corporate and management ethics

Using your power to do good in the community and to help each employee reach their full potential. Supervising a process for spotting and resolving ethical issues.

Organizational risk mitigation

Having the information to know what could go wrong within each management discipline (see The Index) and from external forces. Knowing if the organization can take on more risk.

Conditions for success

Shaping a trusting culture in which everyone feels safe, appreciated and proud. Providing the policies, processes, resources, and training that enable everyone’s success.

Alignment 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 network.

Advocacy in the community

Working with industry, community, and governmental bodies to protect your organization’s markets, reputation, and opportunities. Building goodwill to overcome crises.

Self-rating

NOTES

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DEVELOPMENT ACTIVITIES (skills, information, perspectives)

%
comp.

Do you still enjoy being a manager?		Date for next assessment:	
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