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**EE** Ernst Enterprises, LLC  
Business Advisors

## Emerging/Existing Leader Development Program (E<sup>2</sup>LDP)

# ARE YOU A GOOD MANAGER?

***How many good managers have you worked for?  
And...how would your employees rank you?***

When I present to groups about manager effectiveness and conduct manager training classes, I always begin by asking participants if they ever worked for a really good manager and if so how many. The typical response is only one or two good managers during their entire career. Participants felt the qualities and characteristics of the "good manager" include: fairness, gave good instructions, provided timely and frank feedback, letting people know how they were doing, address poor performers quickly, and they didn't micro-manage.

I then ask about poor managers and the response is typically overwhelming. Participants become animated and emotional as they describe the characteristics of poor managers: non-communicative, blaming employees, unfair, showed favoritism, tolerated poor performers and often giving their work to the good performers, micro-managing the process the employee must use to complete a task, yelling and swearing at employees, little or no positive feedback, and hypocrisy by saying one thing and doing another.

When asked what the impact of the poor manager was on the employee's morale and productivity they reply with: doing the minimum, not contributing ideas for improvement, doing what they were told even when they knew that was the wrong answer, wasting time, wasting materials, finally quitting and getting a new job.

### **HOW TO BECOME A BETTER MANAGER**

"If I were to survey your employees about your management style, what would they say about you?" That question typically evokes a subdued response. Some participants report

their employees would probably say "He's a poor manager" while other employees may say "Well she's not good, but not bad either." When the group is polled as to whether their employees would say they are the best manager the employee ever worked for---seldom is there a positive response.

I then ask, since you have experienced a good manager, what things are you doing and/or not doing that keeps you from being a "best manager"? The typical responses are: I should communicate more, address problem performers, give feedback, and set clearer performance expectations. The reasons given for not doing these things: being too busy, not really knowing how to do it, no one at the company does those things well, and not having enough time.

Lastly, when I ask how many managers have attended formal management training programs, seminars, etc., the response is typically "None" or "1 or 2 programs several years ago," or "attended a programs while at another company."

How can we expect our managers to manage effectively if they haven't been trained and honed their management skills?

### **IT'S ALL ABOUT RESULTS**

Consider that the single most impactful factor that drives employee motivation and satisfaction is the manager. Good managers produce better results; have less unplanned turn-over; high productivity; higher morale; etc.

Good managers are not born that way---management skills are not intuitive or inherited. They are learned. Too often we have learned management skills by watching our own managers and unfortunately they didn't have strong management skills either. Many managers learned their skills from watching their parents and no employee likes being treated like a child in a parent-child model of behavior.

The most effective way to learn and grow your management skills is through formal training. That is why we have created the Emerging and Existing Leader Development Program ("**E<sup>2</sup>LDP**"), a year-long management training program geared to provide the emerging leader with the opportunity to learn those new skills in a safe and accelerated manner. The **E<sup>2</sup>LDP** will meet for a full day every other month with a 90 minute conference call during the non-meeting month. Regional classes are now forming for a mid-October kick off. For more information click on [E<sup>2</sup>LDP](#) learn more and to register.

Take a quick survey to rate your manager's effectiveness. Click on link:  
<http://survey.constantcontact.com/survey/a07e319iltjged4gtq6/start>

Managers, rate your own effectiveness by taking this survey. Click on the link:  
<http://survey.constantcontact.com/survey/a07e319u5iggedciern/start>

We will report survey results in a newsletter next month.

At Ernst Enterprises we have the experience to help you evaluate your managers effectiveness and the impact to your business by investing in management skills training.

Call 847/438-8977 to learn more about how trained managers can improve your bottom line.

To learn more about all of our business adviser services, click on [Ernst Enterprises](#) to go directly to our website.

Call today to schedule your appointment.

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