

The Commonest Management Mistakes – *And How to Avoid Them*

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Management Mistakes

Leading good – managing bad?

“LET’S GET RID OF MANAGEMENT! If you want to manage somebody, manage yourself. Do that well, and you’ll be ready to stop managing. And start leading.”

- Ad in Wall Street Journal

“Leadership is about coping with change .
Management is about coping with complexity.”

- John P. Kotter

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Mistake No. 1:

“Ayes and Noes”

“I don't want any yes-men around me. I want everyone to tell the truth -- even if it costs him his job.”

– Sam Goldwyn

- Challenges and questions: *desirable!*
- Constructive or destructive? Do they share the vision?

A. Analyze

B. Act

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Mistake No. 2:

Present Pleasure, Future Pain

“ I well believe it, to unwilling ears;None
love the messenger who brings bad
news.”
- *Sophocles*

A. Analyze

B. Act

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Mistake No. 3:

The All-Rounder

“My boss spent the entire weekend retyping a 25-page proposal that only needed corrections. She claims the disk I gave her was damaged and she couldn't edit it. The disk I gave her was write-protected ”

- CIO, Dell Computers

A. Analyze

B. Act

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Mistake No. 4:

The Reluctant Giver

“One of the things we need to understand better is the role of grace. Mistakes are not terminal. They are part of education.”
- *Max dePree*

- Delegation and revocation

A. Analyze

B. Act

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Mistake No. 5:

Too Busy to Stop Being Busy

Quote from the boss: "Teamwork is a lot of people doing what I say."

- *What's your mission? Are you fulfilling it?*
 - Developing others
- A. Analyze
- B. Act

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Mistake No. 6:

Staying out of touch

“We know that communication is a problem, but the company is not going to discuss it with employees.”

- *(AT&T internal memo)*

- Building castles in the air silently, invisibly
- (Not) capturing hearts and minds

A. Analyze

B. Act

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Mistake No. 7:

Amateurs Have More Fun

“This project is so important, we can't let things that are more important interfere with it.”

- Marketing Manager, UPS

What is the importance to you of

- Quality (materials, letters, layout, publicity)?
- Time (yours and other people's)?

A. Analyze

B. Act

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Mistake No. 8:

I'm going to live forever!

“Succession is one of the key responsibilities of leadership.”
- *Max dePree*

- Whose responsibility is it?
- What are you doing about it?

A. Analyze

B. Act

Mistake No. 9:

What they don't teach you at the Harvard Business School

“What I need is a list of specific unknown problems we will
encounter.” *(Manager, Lykes Lines Shipping)*

- Management techniques – no “silver bullet”.
- Some useful tools:
 - ✓ Sense of proportion
 - ✓ Sense of humour & the ridiculous
 - ✓ “Godly dissatisfaction”
 - ✓ Prayer, regular consultation, humility

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