

Do You Have What It Takes To Be An Optical Manager?



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Manager's Critical Thinking Quiz

How do you put a giraffe into a refrigerator?

Ans: Open the refrigerator door, put in the giraffe and close the door.

✓ This question tests your competence at performing simple tasks simply, or whether you are complicating them unnecessarily.

How do you put an elephant into a refrigerator?

If you said: Open the door, put in the elephant and close the door ... **YOU ARE WRONG!**

Ans:

Open the door, take out the giraffe, put in the elephant, close the door.

✓ This question tests your prudence, foresight, and abstract thinking

The lion king is hosting an animal conference. All the animals attend except one. Which one does not attend?

Ans: The elephant. Why?

You ditz, you haven't removed the elephant from the refrigerator!

✓This question tests whether or not you are capable of comprehensive thinking.

All right, if you did not answer the last 3 questions correctly, this is your last chance at determining your qualifications to be a manager.

THINK ... THINK ... THINK

There is a river that is often visited by crocodiles. How do you manage to cross the river?

Ans: All you have to do to cross the river is simply swim, wade, row a boat, or whatever, through the water to get to the other side. Why?

Daaaaaah, all the crocodiles are attending the animal conference!

OK, how did you do? Don't forget; be honest. Are you really ready to function at the elevated level of maturity, integrity, intelligence, leadership and proficiency as the rest of us professionals?

Welcome to the world of management!

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What is Management?

- Defined: Getting things done in an organization through other people
 - Guiding people's efforts toward organizational goals
 - Inspiring
 - Communicating
 - Planning
 - Organizing
 - Controlling
 - Evaluating
 - Setting goals & objectives & moving people towards them

Do You Have What It Takes?

- How deep is your need for recognition?
- How important are people to you?
- Do you consider yourself a good planner?
- Do you have leadership potential?

Why do Some People Become Managers When They Shouldn't?

- One out of every nine positions is a management or supervisory one.
 - There's plenty of them.
 - Room to grow and move up
- Helps achieve better-than-average pay for those without a trade, license or other special skill

Shouldn't con't

- More learning opportunities for managers
 - Part of the corporate "fabric" and expectation for managers
 - Training helps companies do more with less'
- Supervisors almost always know what's going on in a company
- Supervisors are more mobile than other workers
- They want more "power", not responsibility

Disadvantages of Management

- Problem employees can be difficult
- Expect to be more alone as a supervisor
- You will not receive constant reinforcement from your supervisor
- You may have to change your behavior more than you expect
- Could mean longer hours with no overtime
- Quality & quantity of work is more important today than 10 years ago

Attitude

- How does your attitude affect the people you supervise?
 - Strong positive sends the right message
 - Complaining tells them they can too
- There's a direct relationship between your attitude and productivity
- Attitudes are caught, not taught

3 New Roles For You

- Expected to lead and no longer follow
- Be a buffer between higher management and your employees
- Set standards rather than live up to those set by others

Model Behaviors

- Model your behavior after a successful manager you respect
 - Model behaviors characteristics
- Develop the self confidence needed

Convert to a Stronger Image

- Improve your appearance
- Make decisive decisions
- Set a faster tempo
 - Personal work habits
 - Move around with more energy
- Handle mistakes calmly
- Share humorous incidents

Image con't

- Demonstrate your ability to communicate with superiors
- Be a positive person

Be Organized

- Being organized means setting goals, objectives & implementations strategies
- College strategic plan & divisional plan
 - How our goals, obj, and strategies fit college's
- My personal goals for the year
- 20 hours of continuing ed each year
- Keep a daily "To Do" list & check off things as you go

Manager as Baseball Coach

- What's the role of a baseball manager?
 - Supervise (players and other managers)
 - Teach
 - Set standards
 - Review & assess
 - Discipline
 - Recruit
- Does the manager actually play ball?

Coaching

- Definition: Helping people win as individuals so the team can also win
- Elements of coaching
 - Teach them a new job or skill
 - Explain procedures, standards, strategies or rules
 - Help them adjust to changes
 - Enhance their careers

Coaching con't

- Coaching benefits to you
 - Builds your reputation as a people developer
 - Increases departmental productivity that pleases your superiors
 - Makes it easier to delegate
 - Gives you more freedom to make significant decisions

Become an Effective Counselor

- Definition: Helping an employee solve a problem affecting productivity
- You are now the manager, not a fellow worker
 - You must build harmony in your team
 - A cohesive team is more likely to win
 - Personality conflicts can destroy productivity
- Counseling is a “sitting down in a private setting” task

Counseling con't

- Use counseling to:
 - Praise, review performance, set their yearly objectives, solve problems, obtain feedback
 - NEVER criticize in public
- Requires good listening skills
- Be caring and sincere

Counseling con't

- Build good relationships with your employees
 - Provide clear, complete instructions
 - Let them know how they're doing
 - » Verbal & written praise
 - » Quarterly evaluation “visits”
- Give credit when due
- Involve them in decisions
- Remain accessible
 - How can you remain accessible when out of the office?

MRT Counseling

- Mutual Reward Counseling
 - The “win-win” of counseling
- MRT works when both parties gain a balanced set of rewards
 - Find rewards the employee wants that are within your means
 - Ask for rewards you want
 - Negotiate them in a counseling session
 - Document these for later referral if needed

The Problem Employee

- First identify the problem clearly
 - Lateness
 - Inappropriately dressed
 - Won't follow policies
 - Affects the productivity of others
 - Hostile towards other employees or YOU

Sometimes you see the symptom, not the disease

Problem con't

- Determine a course of action that fits the problem
 - Retraining, refocusing on objectives or policies, etc.
- MRT Counseling a key to solving problem
- Develop a “Partners in Success” agreement
- Act at once when problems arise
 - Avoidance is a sure course to failure

Good managers aren't born,
they're taught.

Thanks for attending!

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