International Shelby Conference
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Top 10 Mistakes Managers Make

Presented by: Ron Chandler

Objective

The objective of this session is to identify the most common mistakes that managers make and present an outline for building a more positive and energizing ministry office and work environment.

What You Will Learn in This Session

Perspectives from the works cited as follows:

1. Top 10 Stupidest Mistakes Managers Make and How to Avoid Them, by Wolf J. Rinke
2. 13 Fatal Errors Managers Make, by W. Steven Brown
    a. The 13 Principles of Team Management

Top 10 Stupidest Mistakes Managers Make and How to Avoid Them

by Wolf J. Rinke

1. Providing equal rewards to everyone.
    a. Violates the important management principle of tying rewards to performance.
    b. Do not reward slackers.
    c. De reward positive, energetic, high performance team members.

2. Making work painful.
    a. Many managers make work so painful that 25% of employees in the US hate their jobs, 56% could take it or leave it, and 19% love it.

3. Downsizing.
    a. Improves the bottom line immediately but can lead to successive years of being less profitable.
    b. You gain the competitive advantage through people, not by getting rid of them.
    c. Your assets are your people.

4. Hoarding power.
    a. To increase your power you must give it away.
    b. By giving it away, you grow the people under you.
    c. Always push decision making down to the lowest level when possible.

5. Spend too little on training and human resource development.
    a. High performance organizations invest between 3.5 – 5% of payroll in human resource development, education and training.
    b. Good training:
        i. Builds self-confidence in the employee.
        ii. Creates positive peer pressure.
        iii. Enhances levels of jobs.
        iv. Builds teamwork.

6. Spend too much time with trouble makers.
    a. If you spend more than 5% of your time with slackers you are inefficient.
    b. Spend the majority of your time with people who deliver positive results and high performance.

7. Catching people who mess up.
    a. Reduces your effectiveness.
    b. Focus your energy on catching people who do things right.
    c. Manage by appreciation, not by exception.

8. Satisfy customers.
    a. If you only satisfy your customer, you will be out of business.
    b. If you exceed your customer's expectations your customers will remember you and your organization. Otherwise, they will forget you.

9. Spending too much time in the office.
    a. You should spend 66% of your time practicing MBWA, or management by walking around.

10. Mistrusting employees.
    a. If you consistently mistrust all employees you will be correct 3% of the time.
    b. If you trust your employees until they prove you wrong, you will be right 97% of the time.

13 Fatal Errors Managers Make And How You Can Avoid Them

by W. Steven Brown

1. Refuse to accept personal accountability.
    a. Everything begins and ends with management.
    b. There are two actions in life:
        i. Performance
        ii. Excuses
    c. "*People fail in direct proportion to their willingness to accept socially acceptable excuses for failure"*
    d. ***"They** made a mistake"*
    e. If you hold a management position every person you manage distrusts you.
        i. You overcome this barrier by managing effectively on a daily basis.
    f. Avoid Fatal Error #1 by building personal accountability.
        i. Establish an accountability partner.
        ii. Make an accountability contract with yourself.

2. Fail to develop your people.
    a. People generally do what you expect them to do.
    b. The test of a manager is not what he can do, rather it is what his people can do without him.
    c. While you cannot build an organization on *characters*, you can build an organization on **character**.
    d. Nothing demotivates people more than lack of challenge.
    e. Management traps:
        i. The Activity Trap: Good managers are problem givers, they make their subordinates handle their problems rather than handling them for them.
        ii. The One-and-a-Half-Generation-Pattern Trap: A person starts a business, and it lasts through his or her working lifetime. It takes the successors only half a working generation to put the company out of business.
            1. Why? Because those who start businesses tend to withhold all authority. By doing so, they guarantee that their companies will have short life spans. When you don't truly develop anyone to function in your place you make no provision for the continuation of the business.

iii. The Electric-Fence Effect Trap: Cattle farmers have discovered that they don't have to leave electric fences on all of the time to keep cattle in place. Many employers treat their employees like cattle, so they react like cattle, reacting to old limitations and not attempting to advance.

f. Avoid Fatal Error #2 by helping individuals develop professionally.

3. Try to control results instead of influencing thinking.
    a. What makes people successful?
        i. The successful person has developed the habit of doing the things unsuccessful people do not do.
            1. Activity is not the key. We tend to focus on the activity in which people should engage.
                a. The example of the cook / wife who cuts off both ends of the ham before cooking it.
            2. Performance improves in direct relation to mental discipline.
                a. "As a man thinks in his heart so is he." Proverbs 23:7.
            3. In management you need people who:
                a. Deeply believe in what they do.
                b. Who understand the importance of their job.
                c. Who take great pride in what they do.
    b. **Avoid Fatal Error #3 by influencing thinking rather than controlling results.**

4. Join the wrong crowd.
    a. Contagious conditions
        i. The Loyalty Challenge:
            1. The Sidelines Troublemaker – tries to split management into warring factions.
            2. The Death-March Troublemaker – revolt is not the aim, but making trouble and causing dissent is.
            3. The Good-Cause Troublemaker – a "good-cause" crusader against company policy, goals and objectives.
        ii. Make loyalty work for you - Respect for the chain of command and structure.
        iii. Gradually move people into management.
    b. **Avoid Fatal Error #4 by encouraging the right attitudes (making sure that you and your people keep the right attitudes and affiliations to carry out management's role and responsibility).**

5. Manage everyone the same way.
    a. Weak management techniques.

i. Group management.
    1. Management by staff meeting – one size fits all.
    2. Innocent-guilty attack – castigating everyone to reach the guilty.
    3. Name that name – public reprimand.
    4. Why managers manage through groups.
        a. Takes less time.
        b. Cannot look people in the eye in one-on-one sessions.
        c. See staff meetings as an expression of power.

b. Proper people management
    1. Deal with employees one-to-one.
    2. Be aware, be available.

c. Four managerial styles.
    i. Autocratic – take charge style. Do it this way.
    ii. Bureaucratic – management by the rule book.
    iii. Democratic – letting people participate in the decision making process but not to the extent that they vote.
    iv. Idiosyncratic – one-to-one, attuned to the individual.

d. **Avoid Fatal Error #5 by learning how to motivate each individual.**

6. Forget the importance of profit.
    a. A business cannot exist without a profit.
    b. Even a church must look toward managing in such as was as to produce excess offerings over expenses to be used in various ways or invested
    c. **Avoid Fatal Error #6 by remembering the importance of profit**.

7. Concentrate on problems rather than objectives.
    a. Turning problems into opportunities.
        i. Creativity dies when we focus on problems.
        ii. Managers should never supervise anyone whose success would surprise them.
        iii. Rather than searching for faults in a person that cause failure, look for the conditions that affect this person's performance.
    b. **Avoid Fatal Error #7 by focusing on objectives, not problems.**

8. Be a buddy, not a boss.
    a. Remember, when a manager is in the company of an employee, it is never entirely social.
    b. Management trouble spots.
        i. Managing former peers.
        ii. Being a family, not a business (fatal for small businesses).

iii. Soul mates.
iv. Not limiting your responsibilities.
1. A manager should never step into the trap of playhing the role of parent, priest, pal, or psychiatrist.

c. **Avoid Fatal Error #8 by being a boss, not a buddy.**

9. Fail to set standards.
a. The importance of standards.
i. Everyone has standards but who will set them. In a well-run company there should be policies outlined by management. If not, employees will set their own standards.
ii. The ability to retain valuable people in an organization increases in direct proportion to the expectations (standards).
iii. Types of standards.
1. Performance standards.
a. Quantity
b. Quality
c. Timeliness
d. Cost
2. Decision making.
iv. When standards are viewed as a sense of quality and pride the organization grows stronger and management becomes easier.

b. **Avoid Fatal Error #9 by setting standards.**

10. Fail to train your people.
a. Three basic reasons why a person does not do his or her job.
i. The individual does not know what the job is.
ii. The individual does not know how to do the job.
iii. Someone or something interferes with his or her desire or ability to do the job.

b. Mistaken assumptions about how to do the job.
i. We assume that people possess the skills when they join us or take the job.
ii. No one trained the manager.
iii. We don't understand what's required to modify behavior and develop skills.
iv. Managers often feels that the responsibility for training is someone else's responsibility.

c. **Avoid Fatal Error #10 by training your staff.**

11. Condone incompetence.

a. The trap.
    i. We condone incompetence as managers because
        1. We feel we need to be loved and seek it in the office.
        2. We hope the problem will disappear if we ignore it.
        3. We lack the willingness or ability to confront others. One manager says, "I don't like confrontation, but I am not afraid of it."
    ii. When confronting.
        1. Never confront in anger.
        2. Confront immediately.
        3. Confront privately.
        4. Be specific.
        5. Use data.
        6. Be clear.
        7. Provide redirection.
        8. Follow up.
    iii. How to confront.
        1. What – point out the specific behavior you have observed.
        2. How – tell him how it makes you feel.
        3. Why – let him know you feel that way. Relate to the employee's needs, objectives, sense of pride. Avoid your own needs.
        4. GAP
            a. G – Get his opinion. Make sure the employee understands the importance of the situation.
            b. A – Agree on what will be done. Redirect him to desired behavior. Establish the time period in which the correction will be made.
            c. P – Positively reinforce the desired behavior. Recognize him for his accomplishment, in public if possible.
b. **Avoid Fatal Error #11 by refusing to condone incompetence.**

12. Recognize only the top performers.
    a. All profitable companies build their business on good, reliable middle produces, plus a few superstars.
    b. Build solid teams.
    c. Respect everyone.
    d. **Avoid Fatal Error #12 by creating winners.**

13. Try to manipulate people.
    a. Managers can be:
        i. Manipulators

ii. Builders

b. Leaders and managers must ask themselves these questions when exercising decision making.
    i. Will that idea build pride in my people?
    ii. Will it build belief in our products and services?
    iii. Will it build belief in the company?
c. **Avoid Fatal Error #13 by building belief.**

In summary:

1. Management is the skill of obtaining predetermined objectives through and with the voluntary cooperation of others.
2. The purpose of management is to provide for the continuation of the business, even in our absence.
3. The generation of a profit is mandatory in order for the business to continue, for customers to e served, and for obligations to employees to be met.
4. People succeed or fail based on their habits.
5. People do not try unless two questions can be answered positively:
    a. What are my chances of success?
    b. Where is the value – measured in self-esteem – to me
6. A manager's job is to induce people to behave properly.
7. In order to influence the behavior of people, we cannot deal with just behavior: we must deal with people's thinking patterns.
8. Management is a thinking – not a doing – job.

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Before joining Shelby Systems in 2007, Ron Chandler served as a church administrator for 30 years. He was the Pastor for Administration at the Germantown Baptist Church in the Memphis, Tennessee metroplex, where he served for the last 24 years of his church ministry. He continues to serve as a church administration consultant. His pre-ministry business background includes accounting and auditing for various companies. Ron is the author of **Thy Kingdom Clean**, a popular NACBA Press resource for over 15 years, and contributing author to **Professional Practices in Church Administration,** NACBA Press. In 2002 he founded the popular website, www.churchadminpro.com, a website for church administration resources, used nationwide by volunteers and professionals. Ron was the 2002 recipient of the NACBA Maurice Saucedo Award, the 2006 recipient of the Southern Baptist Taylor Daniel Award, and a 2008 inductee into the SBCBAA Hall of Honor. He has been a member of the NACBA since 1986, FCBA certified in 1990, has served as the president of the Southern Baptist Church Business Administration Association. Ron is married to Renee. They have two grown daughters and one granddaughter.