

## **Management Magic: Creating the Super-Manager**

Why is it that the most effective supervisors are working the night shift? Well, would you like to be awakened at three am with a question you would expect the supervisor to be able to answer? You might be a bit short tempered. But why do you answer those same questions at three pm?

And in answering those questions at three pm, you are training supervisors/employees to come to you with any questions. You become the **Answer-Manager**. And are not creating a **Super-Manager**.

You are ensuring that **you** are the bottleneck, that employees don't think through problems before they come to you, that employees don't use good judgment, that you can never really get away from the office and more. But we are so important, aren't we? And what would we do with our time if we weren't so busy managing the daily problems?

The best way to train **all** supervisors is to act like it is three in the morning. Ask each supervisor:

- What is the preferred recommendation?
- What will happen if the recommendation is accepted?
- What are other likely consequences?
- What are other recommendations and how does each compare?
- What is the impact if the preferred recommendation becomes standard practice?

And then wait for the answers. Be careful not to jump in with your opinions, because your opinions become direction. It is very difficult for a subordinate not to take whatever you say and go do it. If you truly want to develop stronger people and have more time for other business concerns, then it is important to ask, then wait.

If your supervisors can't answer the above questions, ask them to come back later when they can. And if regularly when they come back, they still can't answer the questions, it may be time for a new supervisor. But often, with you asking questions instead of giving directions, with you waiting for thoughtful responses, you will quickly begin to see your managers demonstrating more skills and taking on more responsibilities. After all, we all want meaningful work and to know our work is contributing to the health of our company.

And with great peace of mind, you can go have that business growth meeting on the golf course.

***IT'S ALWAYS ABOUT PEOPLE***