

## **Synopsis: What Makes Managers Matter**

**by Michael De'Shazer**

"What Makes Managers Matter" is a comprehensive guide that delves into the intricacies of effective management, offering insights and strategies gleaned from decades of real-world experience. Written by an industry veteran with 37 years at FedEx, the book addresses the gap between traditional management training and the demands of contemporary workplaces.

Through compelling anecdotes and practical advice, the author explores the critical skills and qualities that separate exceptional managers from the rest. From leadership and communication to problem-solving and decision-making, each chapter dissects key aspects of managerial success, providing readers with actionable steps to enhance their effectiveness.

The book goes beyond theoretical concepts, offering readers a glimpse into the daily challenges faced by managers and how to navigate them with confidence. It also sheds light on the evolving dynamics of the modern workforce, emphasizing the importance of adaptability and continuous learning.

Whether you're a seasoned manager looking to refine your skills or an aspiring leader eager to make an impact, "What Makes Managers Matter" serves as an indispensable resource for unlocking your full potential in today's competitive business landscape.

## Excerpts From What Makes Managers Matter

### Written by Michael De'Shazer

#### Manager Types

There are several types of managers that haven't been discussed in the traditional sense – the ones you're likely to encounter in the real world when hiring a manager. The traditional types include Coaching Managers, Authoritative Managers, Results-Based Managers, Strategic Managers, Proactive Managers, Laissez-Faire Managers, Democratic Managers, and Visionary Managers.

While this sounds promising and instills confidence in the management profession, it's essential to consider the real types of managers that most employees are likely to encounter:

- **The Fake Tough Manager:** This manager talks tough but is actually quite lenient, apologizing and attributing any accountability to external pressure. They may claim to be addressing issues to superiors while avoiding actual action.
- **The Always Right Manager:** This manager refuses to admit fallibility, seeing it as a sign of weakness rather than an opportunity for growth.
- **The Unorganized Manager:** This manager is constantly disorganized, often unable to locate needed information and frequently deferring tasks with promises to follow up, which rarely materialize.
- **The I Don't Have Time Manager:** This manager is always busy, never available for explanations or discussions due to perpetual motion.
- **The Nurturer Manager:** This manager is overly compassionate to the point of hindering the development of direct reports by taking on too much responsibility.
- **The Passionate Manager:** This manager is impatient and driven, displaying a fervent desire for excellence in their work.
- **The What Can Go Wrong Will Go Wrong Manager:** This manager is pessimistic and always expecting the worst, often in a perpetual bad mood.
- **Peek-A-Boo Manager:** This manager is inconsistently present, popping in and out without providing substantial assistance.

- **The Scarecrow Manager:** This manager is fearful of confrontation, avoiding addressing issues to sidestep conflict with employees or higher-ups.
- **The No Personality Manager:** This manager is emotionally detached, conveying indifference towards job performance or outcomes.
- **The Inflexible Manager:** This manager is resistant to change or feedback, rigidly adhering to their own viewpoint regardless of circumstances.
- **The Don't Listen Manager:** This manager Refuses to heed input from others, insisting on their own ideas without considering alternative perspectives or employee feedback.
- **The Me Me Me Manager:** This manager epitomizes self-centeredness. They eagerly claim credit for successes, convinced they are the sole reason for any achievement within the company or operation. However, when faced with adversity or failure, they shift blame onto others, adamantly refusing to accept responsibility for any shortcomings.

It's evident that there may be additional types of managers beyond those I've mentioned, complicating the task of identifying the managerial style from an external perspective. The hiring process is indeed crucial, but recognizing and addressing the issues associated with certain types of managers can be challenging. Employers and business owners often overlook deficiencies in managerial training and monitoring processes due to an overemphasis on the title of "manager." This oversight contributes significantly to high turnover rates within organizations.

Traditional managers may indeed exhibit traits from various categories, but the types I've outlined are more prevalent than commonly realized. Identifying and addressing their deficiencies requires a strategic approach. Internal surveys may seem like a solution, but employees fear their responses aren't confidential, leading to guarded feedback. External assessments, however, offer unbiased insights. An outside consultant can conduct surveys, gather employee feedback, and work with managers to develop their skills, fostering a culture of improvement and trust. However, the manager must be willing to confront how they are viewed by employees and commit to making incremental changes in their management style. On the flip side, if the manager is resistant to change, then the organization must consider their options regarding their continued employment.

Without external intervention, managers may continue problematic behaviors, perpetuating dissatisfaction among employees.

However, with proper support and development opportunities, managers can evolve, earning the trust and respect of their team.

## **Teamwork And Being A Team Player**

Fostering a collaborative work environment enhances productivity and morale.

Teamwork doesn't occur spontaneously; it requires effort and nurturing. As a manager, it falls on you to model teamwork by actively participating as a team player and emphasizing its importance through communication. It's crucial to recognize and highlight individuals who demonstrate strong teamwork, making it clear that such behavior is not only valued but also expected from everyone on the team.

So often, there are individuals who struggle to collaborate effectively with others. Managers might overlook this if the individual performs their job adequately, regardless of the impact on the overall team dynamic. However, teamwork is a catalyst for increased productivity, as it involves people working together to achieve common goals.

As a manager, it's essential to articulate the advantages of collaboration and address those individuals who exhibit a lack of teamwork. Provide specific examples of how their behavior may be affecting the team and inquire about their perspective on working collaboratively. If concerns are raised, it becomes your responsibility to investigate and determine the validity of those concerns. If no substantial issues are identified, as a leader, you face a decision: either allow the situation to worsen by doing nothing, or address it through the disciplinary process.

Can you collaborate effectively with your peers? Are you open to seeking assistance when needed? Do you willingly offer help without being prompted? Or, on the contrary, do you feel irritated when asked for assistance? Do you avoid interacting with colleagues to prevent being approached for questions or help? In any successful organization, especially one with multiple leaders where teams are aligned to achieve a unified goal or mission, these questions are pivotal.

### **Acknowledging Team Contributions And Embracing Active Listening**

Success in management hinges on acknowledging the contributions of the team and fostering open communication channels. By attributing operational achievements to the collective efforts of the team, managers cultivate a culture of recognition and appreciation. Furthermore, active listening emerges as a cornerstone of effective leadership, enabling managers to gain valuable insights, foster trust, and address

concerns proactively. Through regular one-on-one interactions and attentive listening, managers demonstrate their commitment to supporting and empowering their team members.

In summary, navigating the complexities of management requires resilience, adaptability, and a commitment to continuous improvement. By leveraging personal strengths, embracing feedback, and prioritizing trust and transparency, managers can foster an environment conducive to individual and organizational success.

*"I'm expecting greatness. I've seen flashes of it, and that's the reason I selected each one of you. I will not back down, I will not expect less than your best, and I will not settle for mediocrity."*

*DeShazerism*

## **Multi-Generational Management**

Managing multiple generations requires understanding and leveraging diverse skills and preferences.

When it comes to managing different age groups/generations, bridging the communication gap is of utmost importance. As the leader, you are responsible for creating an environment in which your employees can work together effectively, and getting them on the same page and encouraging them to embrace their differences is essential for productivity.

Here's a brief overview of the positives and negatives associated with each generation:

### **Baby Boomers** (born 1946-1964):

- Positives: Strong work ethic, loyalty to employers, wealth of experience and knowledge, good at building relationships.
- Negatives: Resistance to change, struggle with technology, may have difficulty accepting feedback from younger generations.

### **Generation X** (born 1965-1980):

- Positives: Independent and self-reliant, adaptable to change, value work-life balance, comfortable with technology.
- Negatives: Can be skeptical of authority, may struggle with work-life integration, sometimes viewed as cynical or disengaged.

### **Millennials** (born 1981-1996):

- Positives: Tech-savvy and innovative, value diversity and inclusion, seek purpose and meaning in their work, adaptable to change.
- Negatives: Sometimes perceived as entitled or impatient, may prioritize work-life balance over career advancement, tend to job-hop more frequently.

### **Generation Z** (born 1997-2012):

- Positives: Digital natives, entrepreneurial and creative, value authenticity and social responsibility, adept at multitasking.

- Negatives: Short attention spans, may struggle with face-to-face communication skills, expect instant gratification.

It's important to note that these are generalizations and not everyone within a generation will exhibit these characteristics. Additionally, each generation brings its own unique strengths and perspectives to the workplace, and by understanding and leveraging these differences, organizations can create more inclusive and productive environments.

As the workplace becomes more diverse in terms of age, it's crucial for managers to recognize the value that individuals of different generations bring to the table, focusing on their strengths while being aware of their weaknesses. Each age group offers unique perspectives, experiences, and skill sets that can contribute to the overall success of the team.

For instance, older employees often possess a wealth of knowledge and experience accumulated over years of work in the industry. They may have a deep understanding of the industry, trends, and established networks that can be invaluable in navigating complex challenges and providing mentorship to younger colleagues.

On the other hand, younger employees typically bring fresh ideas, innovative thinking, and a strong grasp of emerging technologies to the workplace. They are often more adaptable to change and can help drive innovation and creativity within the team.

As a manager, it's essential to leverage the strengths of each age group and create a collaborative environment where individuals can learn from one another. Encourage intergenerational mentoring and knowledge sharing initiatives to facilitate the transfer of skills and expertise across different age groups.

Additionally, promote a culture of respect and inclusivity where individuals of all ages feel valued and appreciated for their contributions. Recognize and celebrate the diverse perspectives and experiences that each age group brings, and encourage open communication and collaboration to harness the collective wisdom of the team.

By embracing the diversity of age in the workplace and leveraging the strengths of each age group, managers can create a dynamic and high-performing team that is well-equipped to tackle the challenges of today's business landscape.