

# Managerial Effectiveness

Len Petrancosta



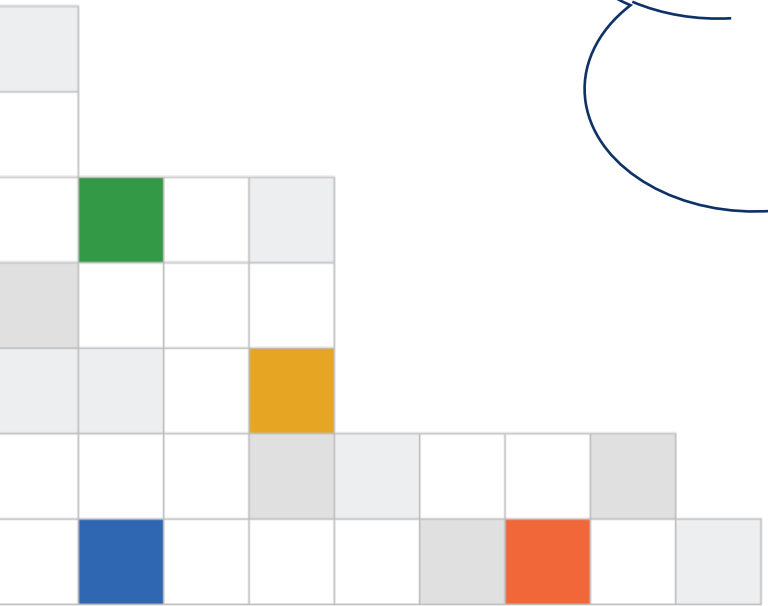
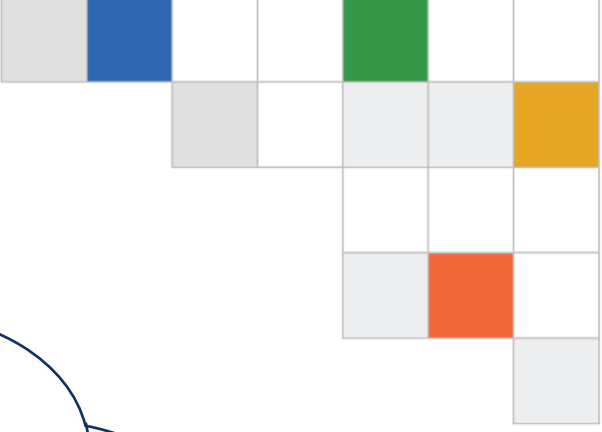


# CCL Survey

763 Executives from 7 Countries

# Identified 6 Challenges:

- Developing Managerial Effectiveness
- Inspiring others
- Developing employees
- Leading a team
- Guiding change
- Managing internal stakeholders and politics



**What are some of your challenges as it relates to your own leadership or your team's leadership?**





# Top Challenge

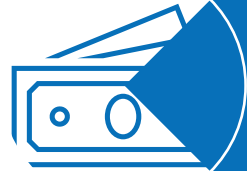
Developing  
Managerial  
Effectiveness



Setting Goals



Delegating



Maximizing Your Value



Gaining Role Clarity

# Setting Goal Question

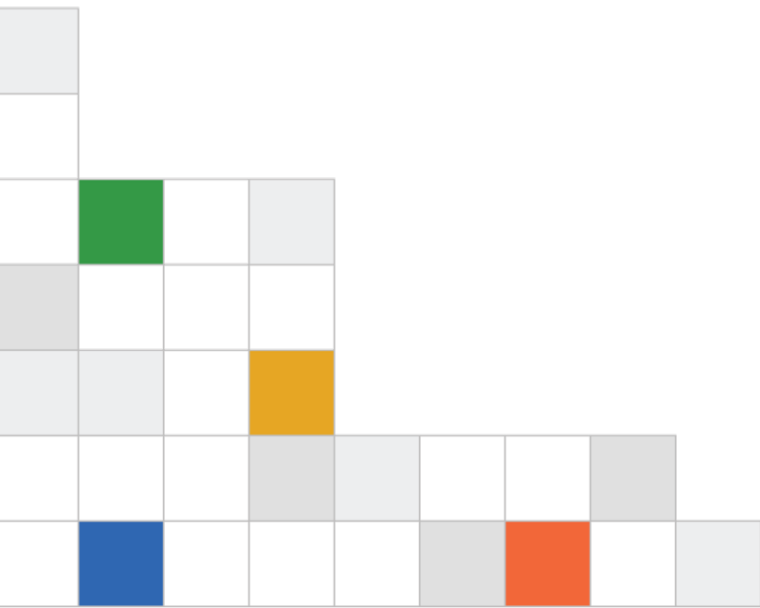
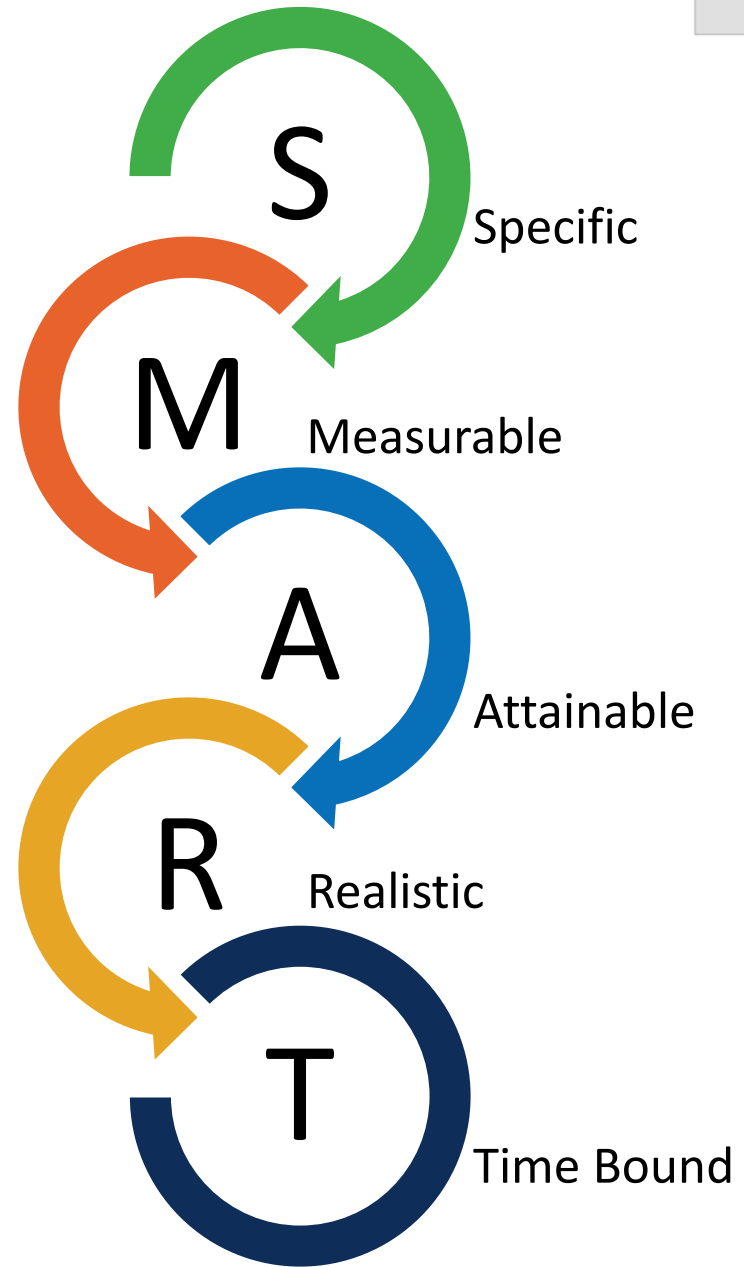
**What are some of  
companies  
best practices?**

# Best Practices

- Top down, down up, across
- Not dictated
- Full transparency and visibility
- Cadence of regular check in meetings on progress
- Use SMART format
- Integrated into performance review



# SMART Goals



# Where is the Pivot

- Redefine Goals
- Break down big goals into weekly/monthly ?



Setting Goals



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# Delegation


Skills for the  
Practicing Leader





# Definition of Delegation

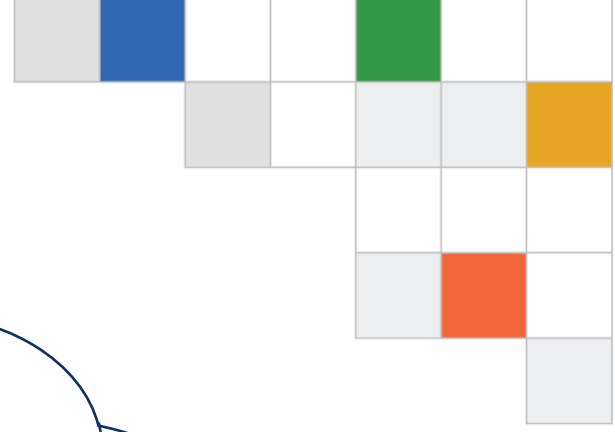
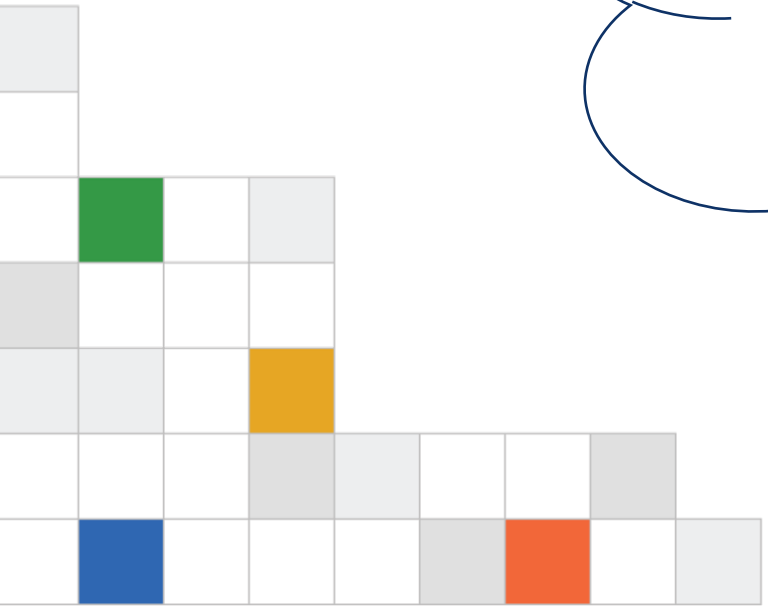
Assigning new projects and responsibilities to individuals or teams and providing authority, resources, directions, guidance and support needed to achieve an agreed upon outcome.





# Question

Any best practices you have executed on delegation ?



# Five Benefits



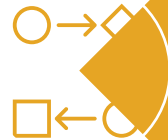
Free up leader's time for enhanced ability to lead better



Creates trust within work team



Enables direct reports to develop as leaders



Provides autonomy thus increasing innovation, communication and creativity of team



Enables greater productivity



**Why don't we  
delegate?**



Fear of failure of outcome of what I am delegating



Don't know how to delegate effectively



I do not have the time to invest

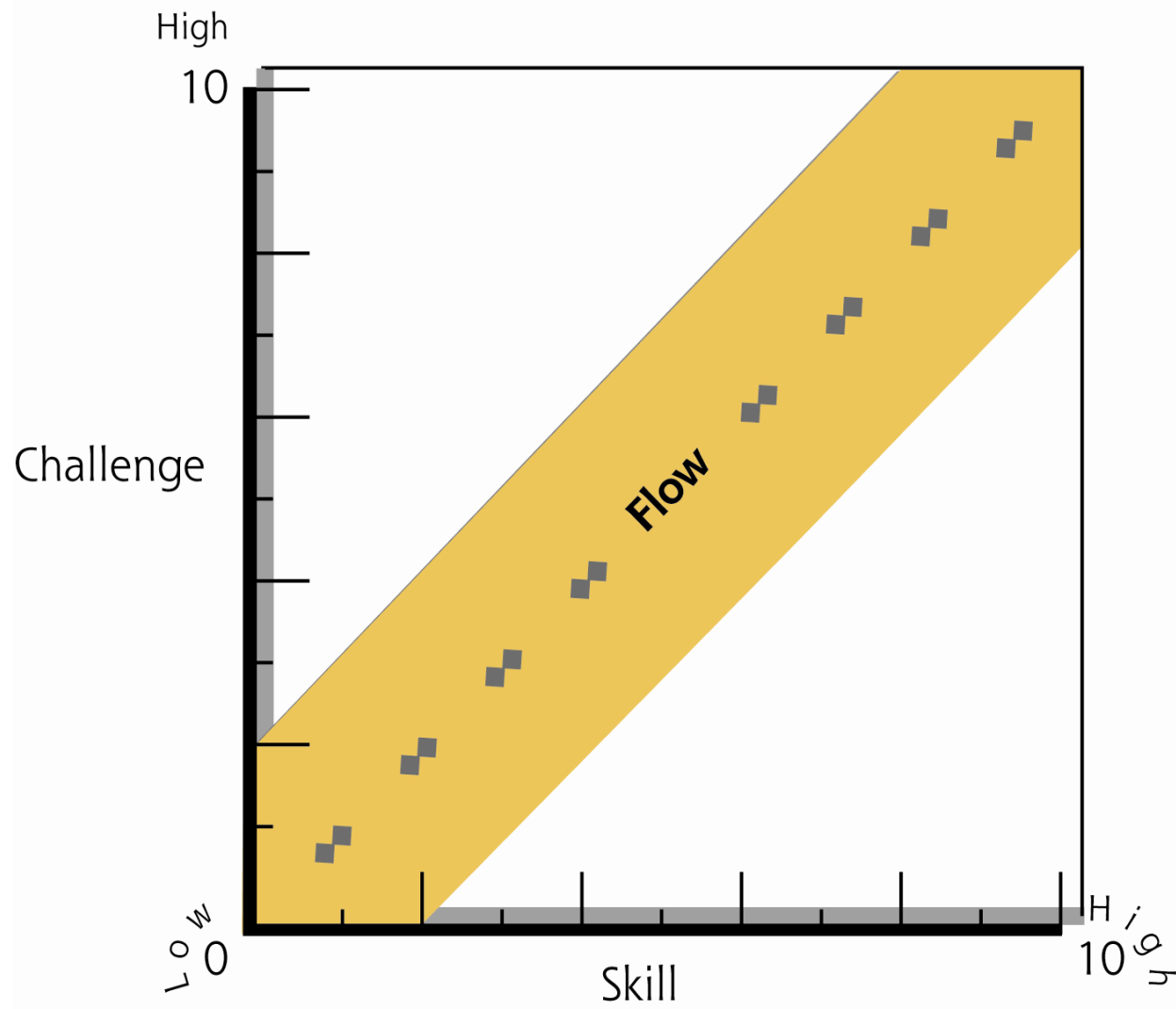


The time ROI is not high enough



Fear of my own failure to delegate, coach and develop my people

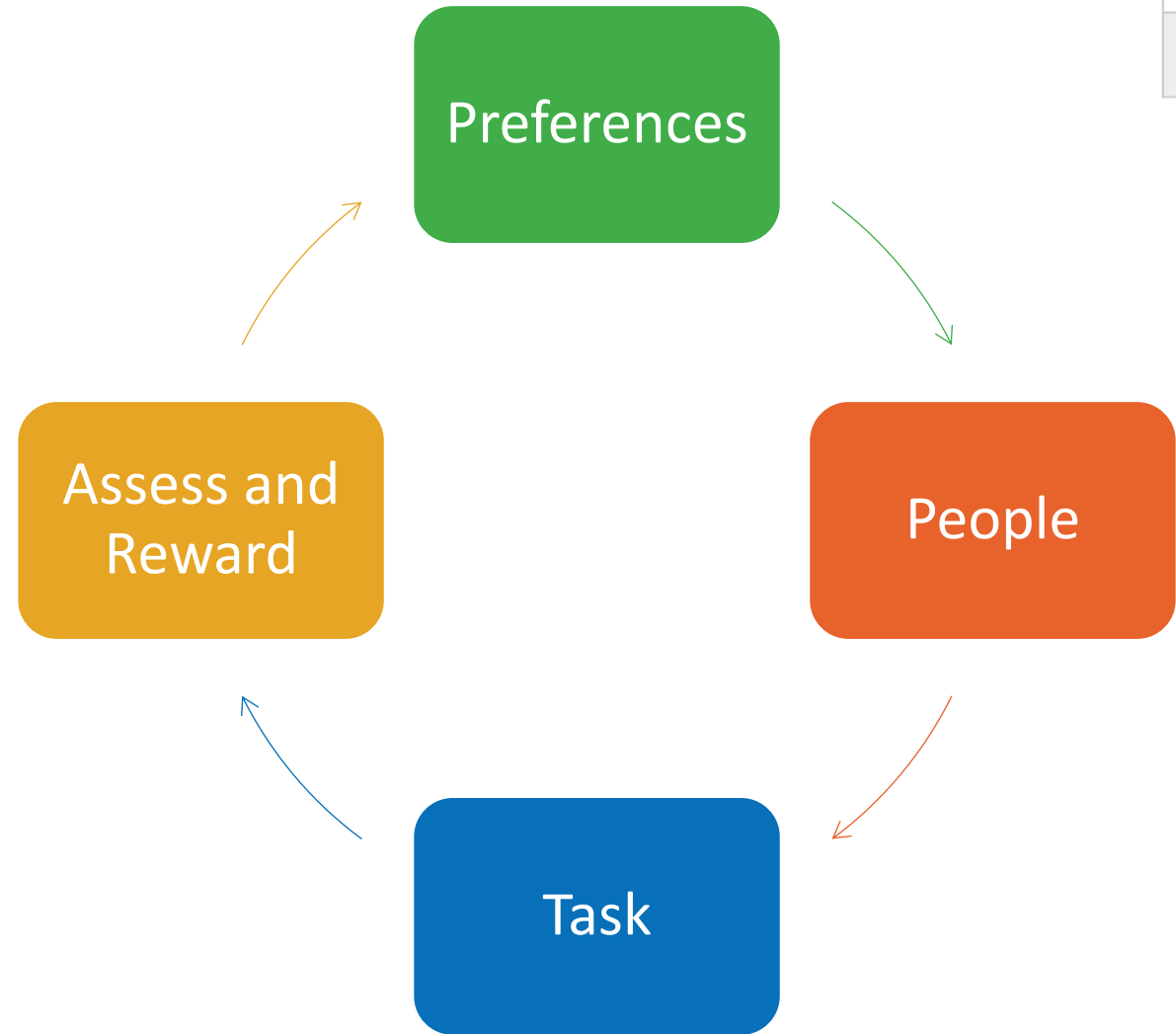
# In the Flow



Source: Based on the work of M. Csikszentmihalyi



# Delegation Cycle



# Preferences

- Constant updates or just now and then
- Stickler for time or let people go at their own pace
- Are you all about the result or is the strategy important







# People Who NOT How

- What do you do well?
- What kind of projects do you like to work on?
- What would you like to be doing that you are not doing now?
- Where do you see yourself in 5 years?
- Who do I want/need to develop?

# Task

- Others involved
- Authority needed
- Assistance needed
- Resources needed



A person wearing a light blue button-down shirt is shown from the chest down, sitting at a desk. They are holding a black and silver pen in their right hand and writing on a white sheet of paper. Their left hand is resting on the paper. The background is blurred, showing what appears to be a computer monitor and other office equipment.

# Assess and Reward

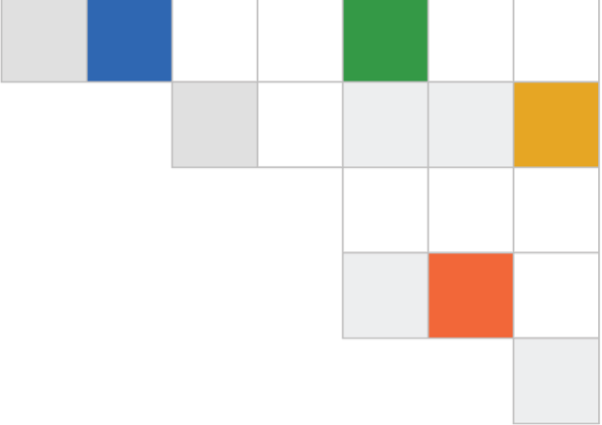
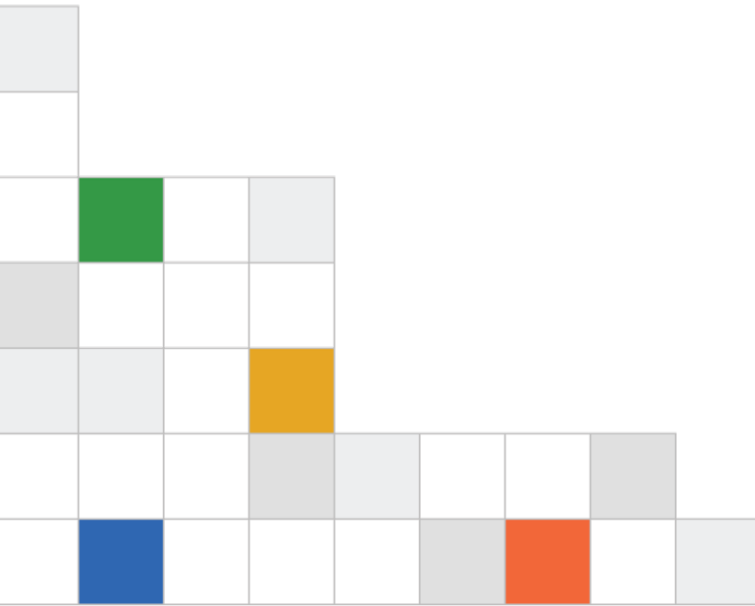
## Assess

- Check ins
- Debrief once finished

## Reward

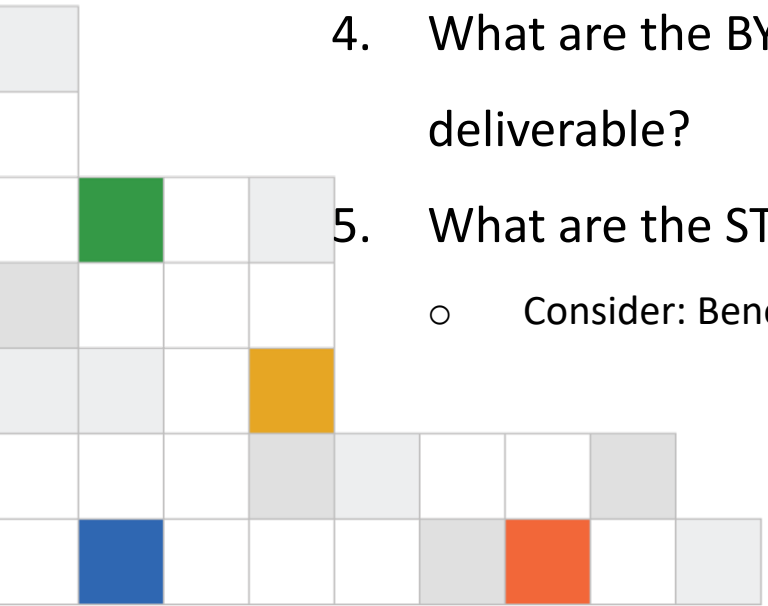


# Clear Agreement Form



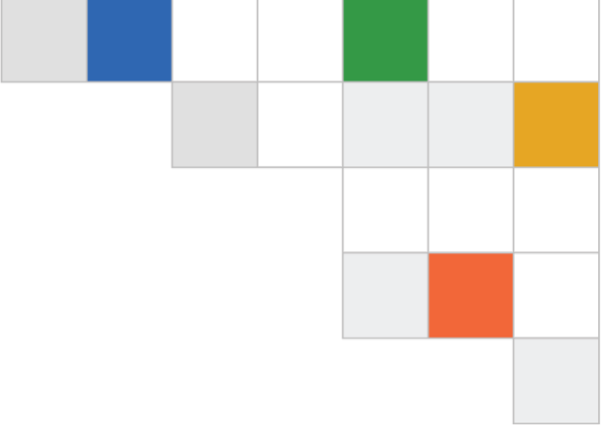


# Clear Agreement Form

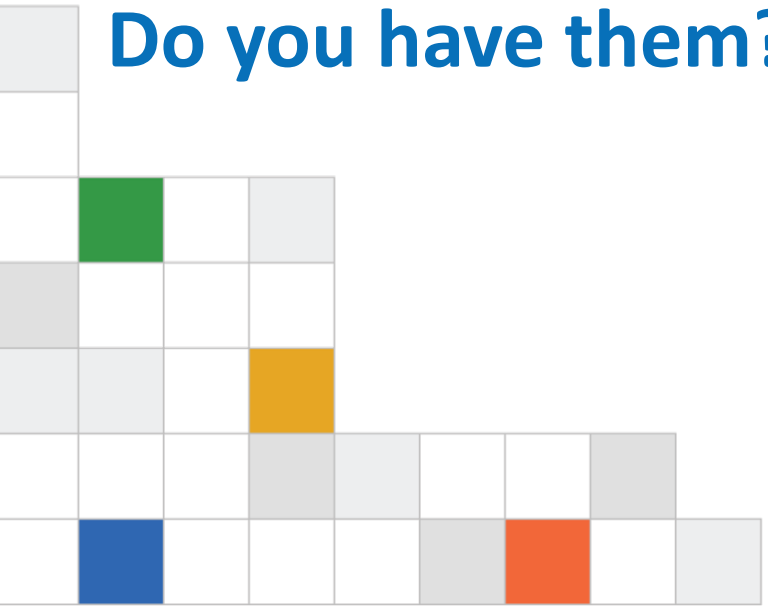
1. What is the **TASK**? What is the task or project I am taking ownership of?
  2. What is the **OUTCOME/DELIVERABLE**?
    - Consider: Level of detail? Format? Measures or standards? Customer/end-user of information, product, or service?
  3. What **ACTIONS** will I take to accomplish the task, project, outcome, or deliverable?
    - Consider: Others involved? Authority needed? Assistance needed? Resources needed?
  4. What are the **BY WHEN**? What are the deadlines for this task, project, or deliverable?
  5. What are the **STAKES** associated with this task, project, or deliverable?
    - Consider: Benefits of completing? Consequences of not completing? Who will be impacted?
- 


# Behaviors of an Enabling Leader

- I develop cooperative relationships among the people I work with
- I actively listen to diverse points of view
- I treat others with dignity and respect
- I support the decisions that people make on their own
- I give people a great deal of freedom and choice in deciding how to do their work
- I ensure that people grow in their jobs by learning new skills and developing themselves



**These are some  
characteristics of  
an enabling leader.  
Do you have them?**



- 
- ▶ \_\_\_\_\_ Rewards initiative
  - ▶ \_\_\_\_\_ Grants authority
  - ▶ \_\_\_\_\_ Designates leaders
  - ▶ \_\_\_\_\_ Encourages goals
  - ▶ \_\_\_\_\_ Asks for input
  - ▶ \_\_\_\_\_ Allows others to teach him/her
  - ▶ \_\_\_\_\_ Shares information; includes others in decision making
  - ▶ \_\_\_\_\_ Gives positive feedback
  - ▶ \_\_\_\_\_ Listens
  - ▶ \_\_\_\_\_ Celebrates mistakes
  - ▶ \_\_\_\_\_ Does not strangle talent and motivation with bureaucracy and lack of authority
  - ▶ \_\_\_\_\_ Mentors those he/she leads
  - ▶ \_\_\_\_\_ Trusts people to do the right thing
  - ▶ \_\_\_\_\_ Gets out of their way!



**Identify one item you  
should delegate asap?**





# Where is the Pivot ?

- May need to Delegate More
- May Need to Delegate Less
- May need to take back old delegation



Setting Goals



Delegating

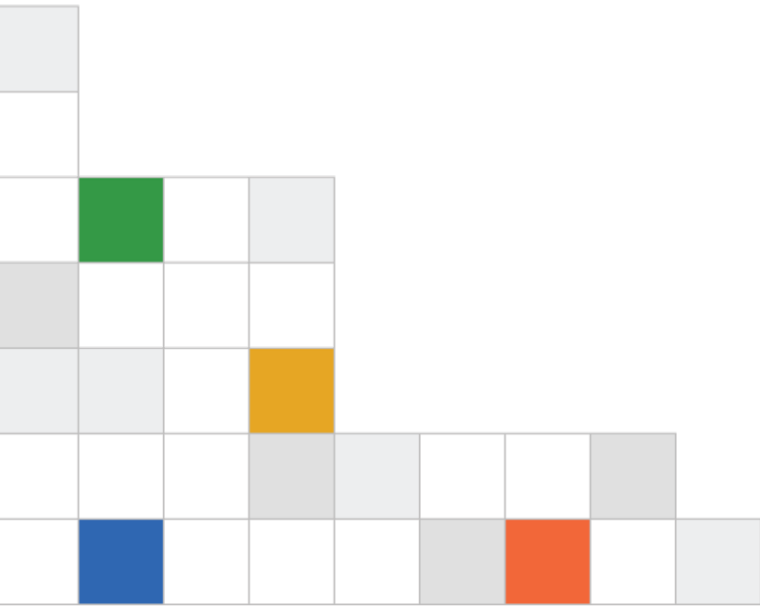


Maximizing Your Value

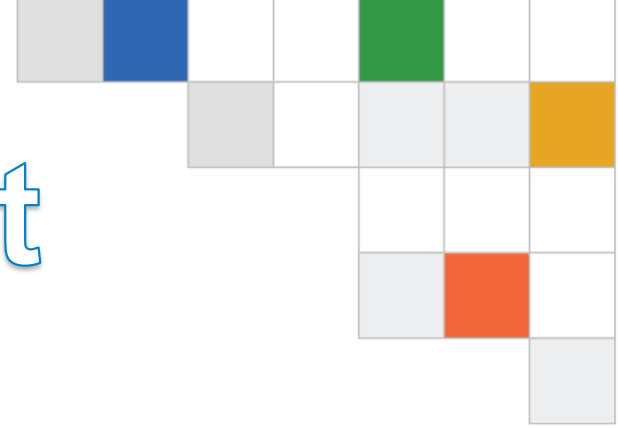
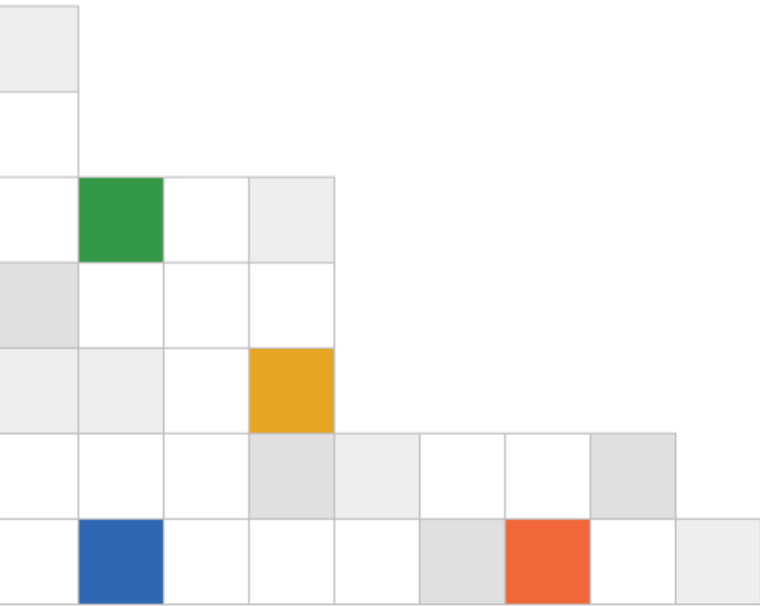


Gaining Role Clarity

# Maximizing Your Value



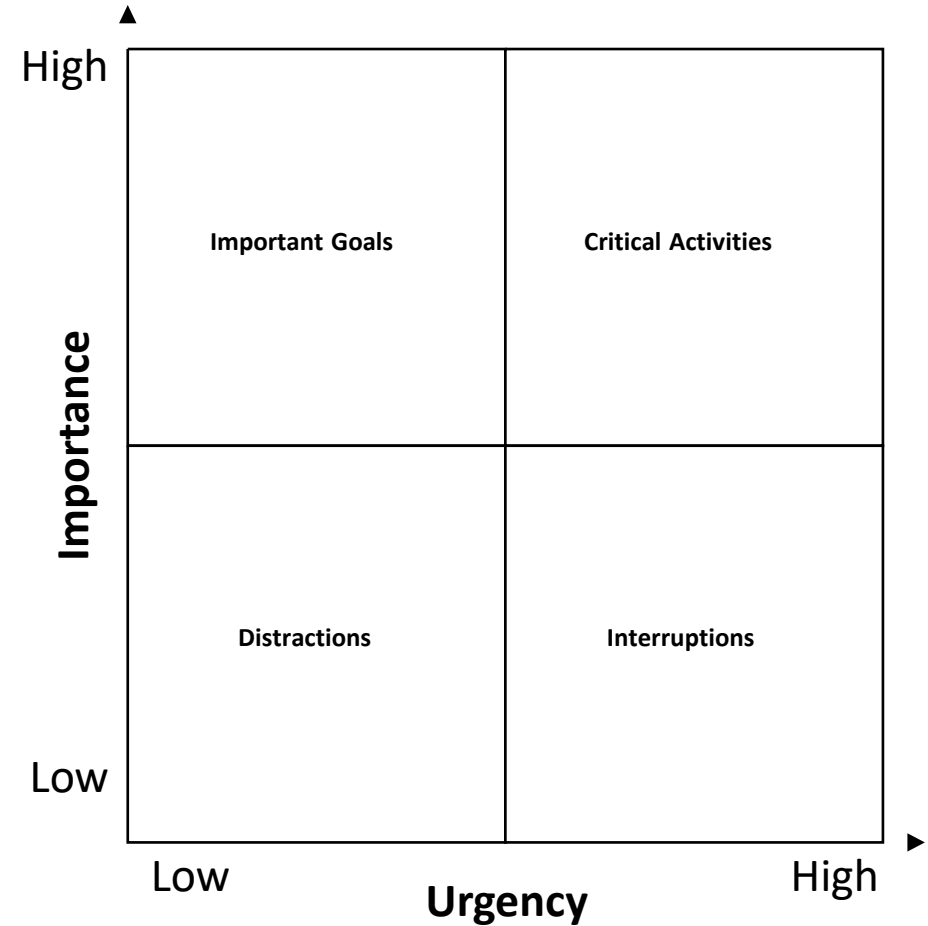
# Important vs. Urgent



# The Urgent/Important Matrix

“What is important is seldom urgent and what is urgent is seldom important.”

-Eisenhower



# Ideas on How to Manage Each Sector

High

## Not Urgent, but Important

These are the activities that help you achieve your personal and professional goals, and complete important work. Make sure that you have plenty of time to do these things properly, so that they do not become urgent. And remember to leave enough time in your schedule to deal with unforeseen problems. This will maximize your chances of keeping on schedule, and help you avoid the stress of work becoming more urgent that necessary.

## Not Urgent and Not Important

These activities are just a distraction, and should be avoided if possible. Some can simply be ignored. Others are activities that other people may want you to do, but they do not contribute to your own desired outcomes. Again, say "No" politely and firmly if you can.

If people see you are clear about your objectives and boundaries, they will often not ask you to do "not important" activities in the future.

## Urgent and Important

There are two distinct types of urgent and important activities: Ones that you could not foresee, and others that you have left to the last minute.

You can avoid the latter by planning ahead and avoiding procrastination.

Issues and crises, on the other hand, cannot always be foreseen or avoided. Here, the best approach is to leave some time in your schedule to handle unexpected issues and unplanned important activities. And if a major crisis arises, some other activity may have to be rescheduled.

If this happens, identify which of **your** urgent-important activities could have been foreseen and think about how you could schedule similar activities ahead of time, so they do not become urgent.

## Urgent and Not Important

Urgent but not important activities are things that stop you achieving your goals, and prevent you from completing your work. Ask yourself whether these tasks can be rescheduled, or whether someone else could do them.

A common source of such interruptions is from other people in your office. Sometimes it's appropriate to say "No" to people, or encourage them to solve the problem themselves. Alternatively, try allocating time when you are available so that people only interrupt you at certain times (a good way of doing this is to schedule a regular meeting so that all issues can be dealt with at the same time.) By doing this, you'll be able to concentrate on your important activities for longer periods of time.

Low

Low

Urgency

High

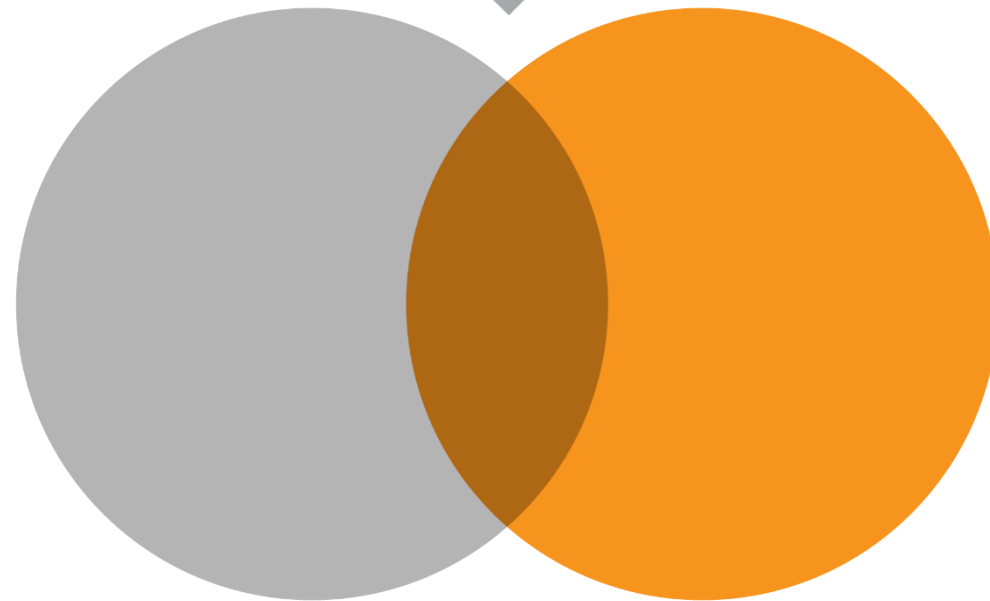
# Let's Discuss real world examples of

- Low Importance/Low Urgency
- High Urgent/High Importance
- High Urgent/Low Importance
- Low Urgent/High Importance

# Freeing Up Time in Your Schedule

Find the activities that are unimportant *and* easy to drop or make more efficient.

Unimportant

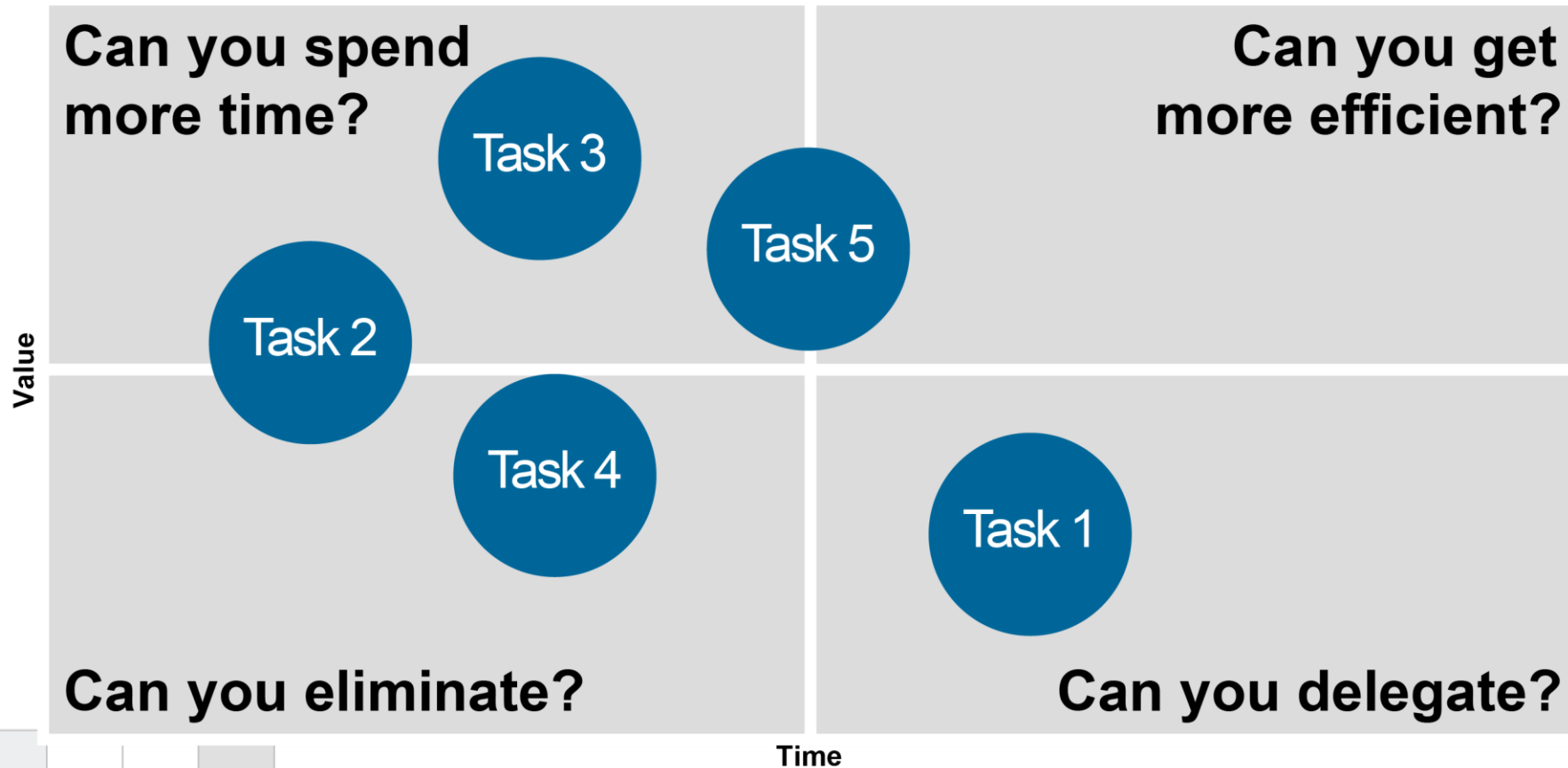


Easy to drop  
or delegate



- IDENTIFY LOW-VALUE TASKS

# Choose what NOT to do.



## ALLOCATE FREED-UP TIME

# Invest in important activities.

- ✓ Coaching & Collaborate with other employees
- ✓ Crafting strategy
- ✓ Executing tactics
- ✓ Listening to customers
- ✓ Spending time with family

# Pomodoro Technique

- **Choose a Task**
- **Set a Timer**
  - Set a timer for 25 minutes (this interval is called a pomodoro").
- **Work on the Task**
  - Focus solely on the task until the timer rings. Avoid all distractions during this period.
- **Take a Short Break**
  - After the timer rings, take a 5-minute break. Step away from your work to relax briefly.
- **Repeat**
  - Repeat the process for four Pomodoros, then take a longer break (15-30 minutes) after completing four cycles.

# Benefits of the Pomodoro Technique

- **Enhanced Focus:** By working in short, uninterrupted intervals, you can maintain a higher level of concentration and productivity.
- **Reduced Burnout:** Regular breaks prevent mental fatigue, helping you stay refreshed throughout the day.
- **Better Time Management:** Breaking work into manageable chunks makes large tasks seem less daunting and more achievable.
- **Improved Work-Life Balance:** Scheduled breaks and the clear endpoint of work intervals help prevent overworking and promote a healthier work-life balance.

# Tips for Success

- **Use a Physical Timer**

- **Adjust Intervals:** While 25 minutes is the standard, you can adjust the length of the Pomodoro and breaks to better suit your workflow.

- **Track Your Progress:** Keep a record of how many Pomodoros you complete to track productivity and identify patterns in your work habits.



**What one important  
item should you giving  
more attention?**

# Where is the Pivot

- You may need to define the “new” important
- Are you clear on “YOUR IMPORTANT” quadrant?





Setting Goals



Delegating

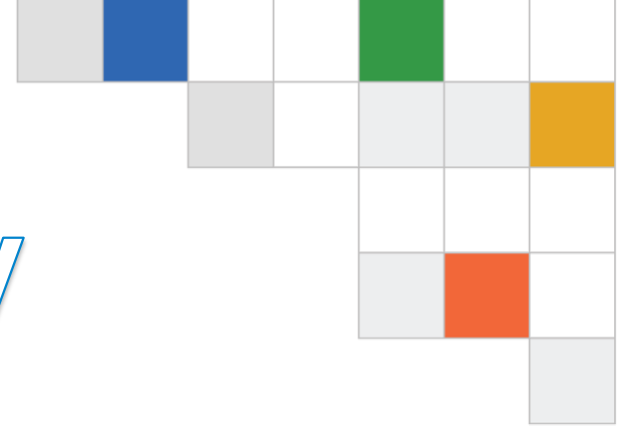
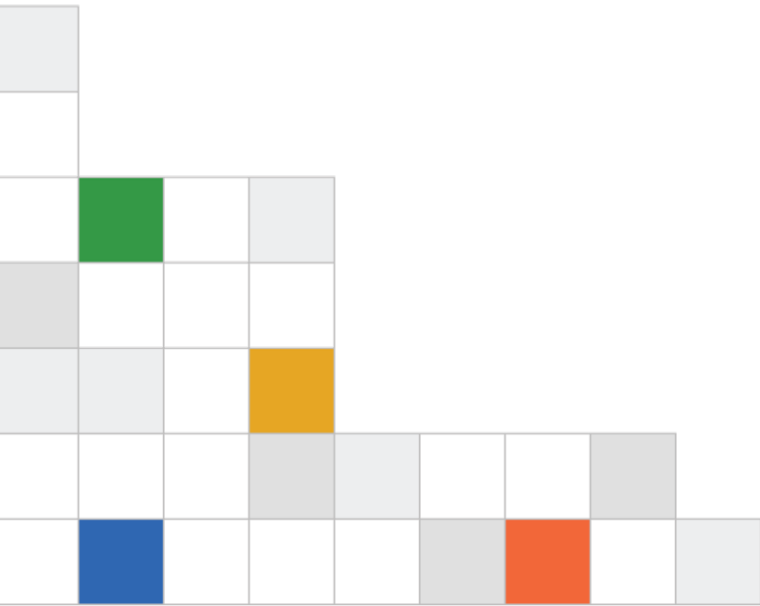


Maximizing Your Value

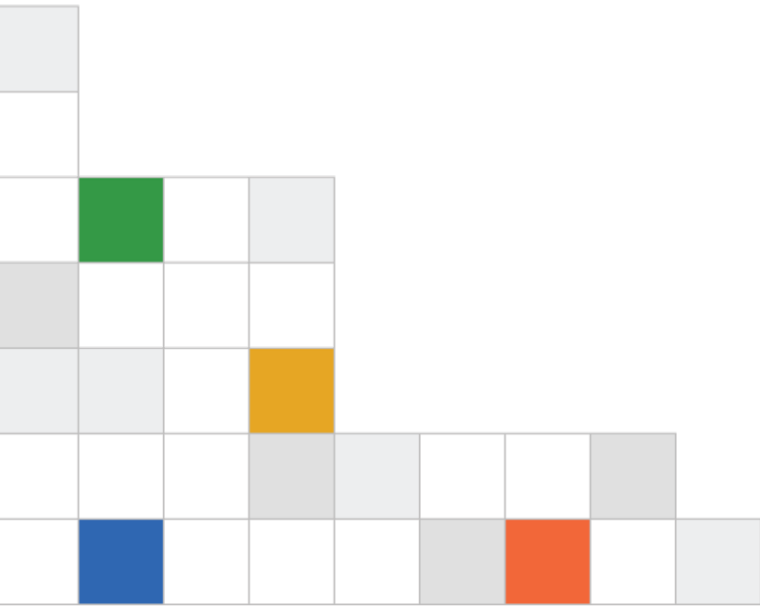


Gaining Role Clarity

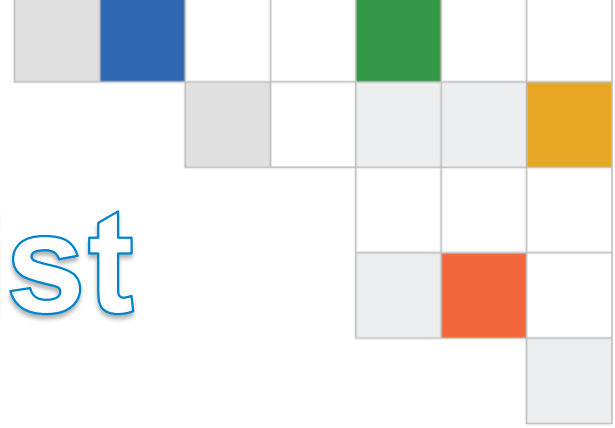
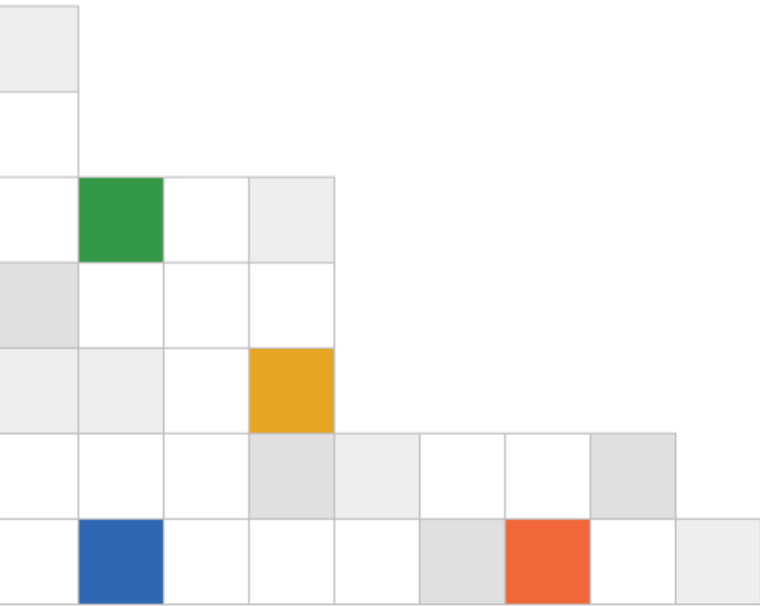
# Gaining Role Clarity



# Why is Role Clarity Important



# Determine if Gaps exist

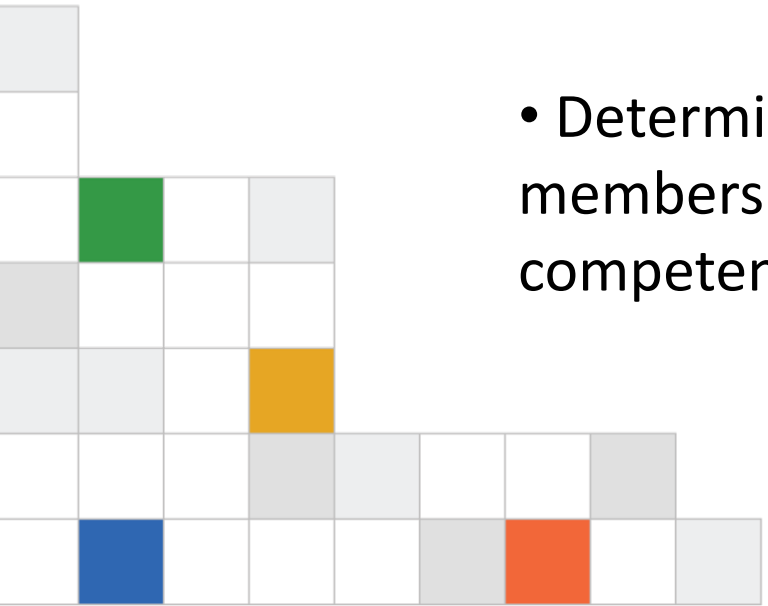


# Strengths vs. Weaknesses

## Gallup Strengths Finder



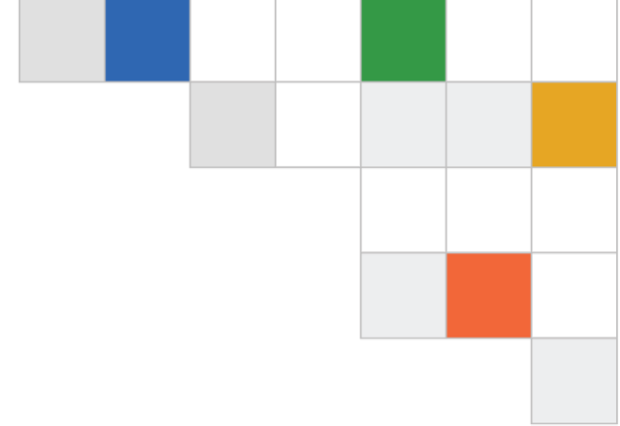
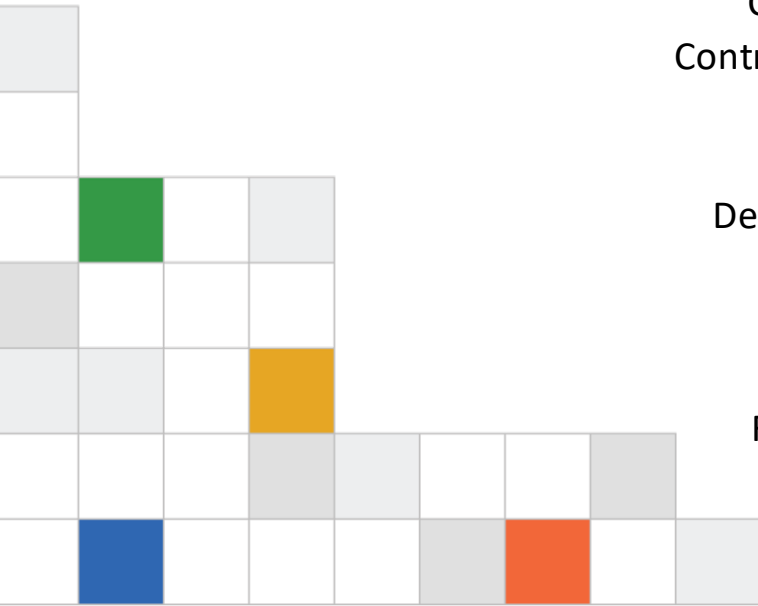
# Competencies

- **Competence** is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.
  - Determine the competencies both you and team members need to do the job successfully and coach those competencies (ideally 4-6).
- 

# Competencies

Adaptability  
Aligning Performance for Success  
Building Customer Loyalty  
Building Partnerships  
Building Positive Relationships  
Building a Successful Team  
Building Trust  
Coaching  
Collaboration  
Communication  
Continuous Improvement  
Continuous Learning  
Contributing to Team Success  
Customer Focus  
Decision Making  
Delegating Responsibility  
Developing Others  
Facilitating Change  
Follow-Up  
Formal Presentation

Gaining Commitment  
Information Monitoring  
Initiating Action  
Innovation  
Leading Through Vision and Values  
Managing Conflict  
Managing Work  
Meeting Leadership  
Meeting Participation  
Negotiation  
Planning and Organizing  
Quality Orientation  
Risk Taking  
Safety Awareness  
Sales Ability/Persuasiveness  
Strategic Decision Making  
Stress Tolerance  
Technical Knowledge and Skills  
Tenacity  
Work Standards





# Ideally: Develop a list of Competencies & behaviors for:

- **Your job**
- **Your direct reports**
- **Everyone @ RoofConnect**



# Where is the Pivot

- Define the Critical Competencies in the “NEW NORMAL” for your position.
- Are you “CLEAR” on your role, if ?????, ask.



Setting Goals



Delegating



Maximizing Your Value



Gaining Role Clarity

A wooden desk with a spiral notebook, a black pen, and a pair of glasses. The notebook is open and has a date line. The pen is lying on the notebook. The glasses are in the top left corner.

# Lessons Learned

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