

“Managing Management Time Who’s got the Monkey?”

William Oncken Jr.

Principle sources of time management problems

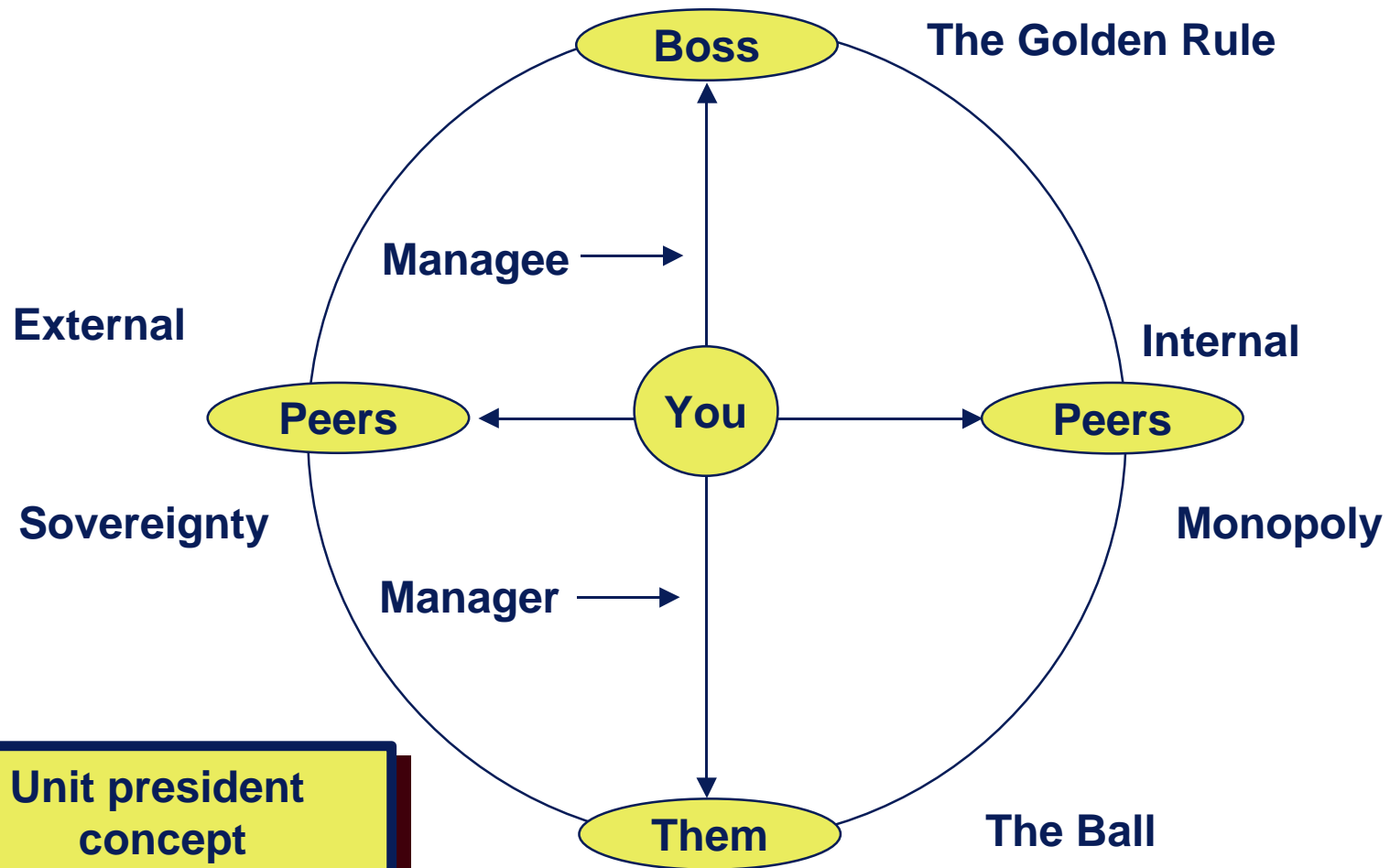
- **Boss imposed time**
 - Requires compliance
 - Golden Rule
 - » “He who has the gold makes the rules.”
- **System imposed time**
 - Requires conformance
- **Subordinate imposed time**
 - Invites procrastination

Administrative juggling act

- **To comply - without it the leadership structure of an organization will fall apart**
 - Boss imposed penalties for noncompliance
- **To conform - without it the team structure of an organization will deteriorate**
 - System imposed penalties for nonconformance
- **To innovate - without it the goals of the organization will fail to materialize**
 - Invites procrastination

Called a “Three Orange Juggling Act”

Molecule of Management



**Unit president
concept**

Your Boss

- **Chain of accountability to the organization**
- **“Golden Rule”**
- **For your boss management is getting things done through others - Manager role**
- **For you management is “just one damn thing after another” - Managee role**
- **Initiative for resolving role conflicts between you and your boss rests with you**

Your Peers

- **External**

- **Customers, Investors, Suppliers, Labour, Government, Public**
- **May enjoy sovereign power**

- **Internal**

- **Purchasing, Personnel, Quality, Finance, Administrative Services, MIS, Building Maintenance, Advertising**
- **Undercapitalized monopolies**
- **Good organizations have staff groups that advise senior management on how line organizations are interpreting company policies rather than having direct control**

Private sector versus Intracompany Business

Comparison

Private Sector

Intracompany

Medium of exchange

Legal tender

Official red tape

Structure

Competitive

Monopolistic

Viability

Adequately capitalized

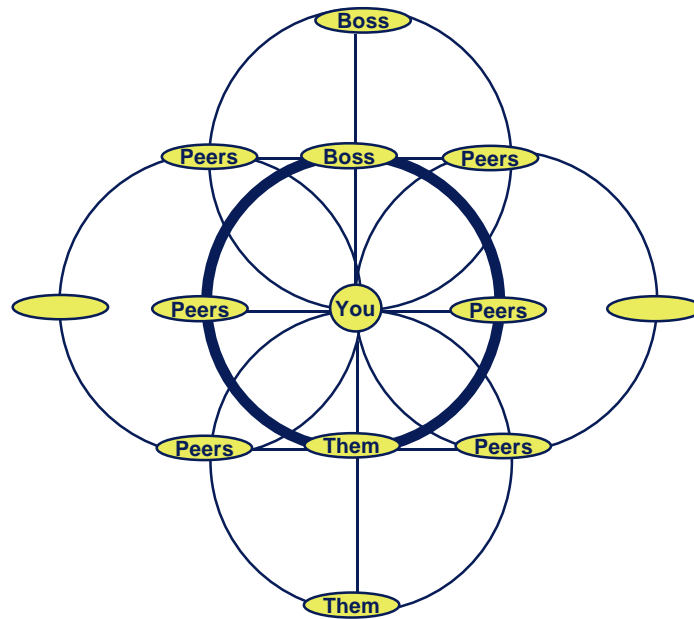
Undercapitalized

- **Requirement is to get what you want, where you want it and when you want it**
 - Called a “three point landing”
 - All or nothing requirement
- **Support groups are undercapitalized and therefore cannot provide “three point landings” every time**

Your Subordinates

- **Have the “ball” and are running with it**
- **Can do you “credit” or “do you in”**

Molecules of Management



New definition of management

- **Management is getting things done through the active support of others**
- **Who are the people on your molecule**
 - **Someone who can make or break you in a key aspect of your job three to four times per year**
 - **You must make them your priority**

Sources of Managerial Influence

- **Competence**
 - the degree to which others are confident that you know what you are doing and that you know what you are talking about
- **Personality**
 - the degree to which others enjoy rapport with you, that is, find you easy or difficult to listen to, to talk to or to do business with
- **Character**
 - the degree to which others respect your personal commitment not to let them wind up on the short end of the stick if they take you at your word

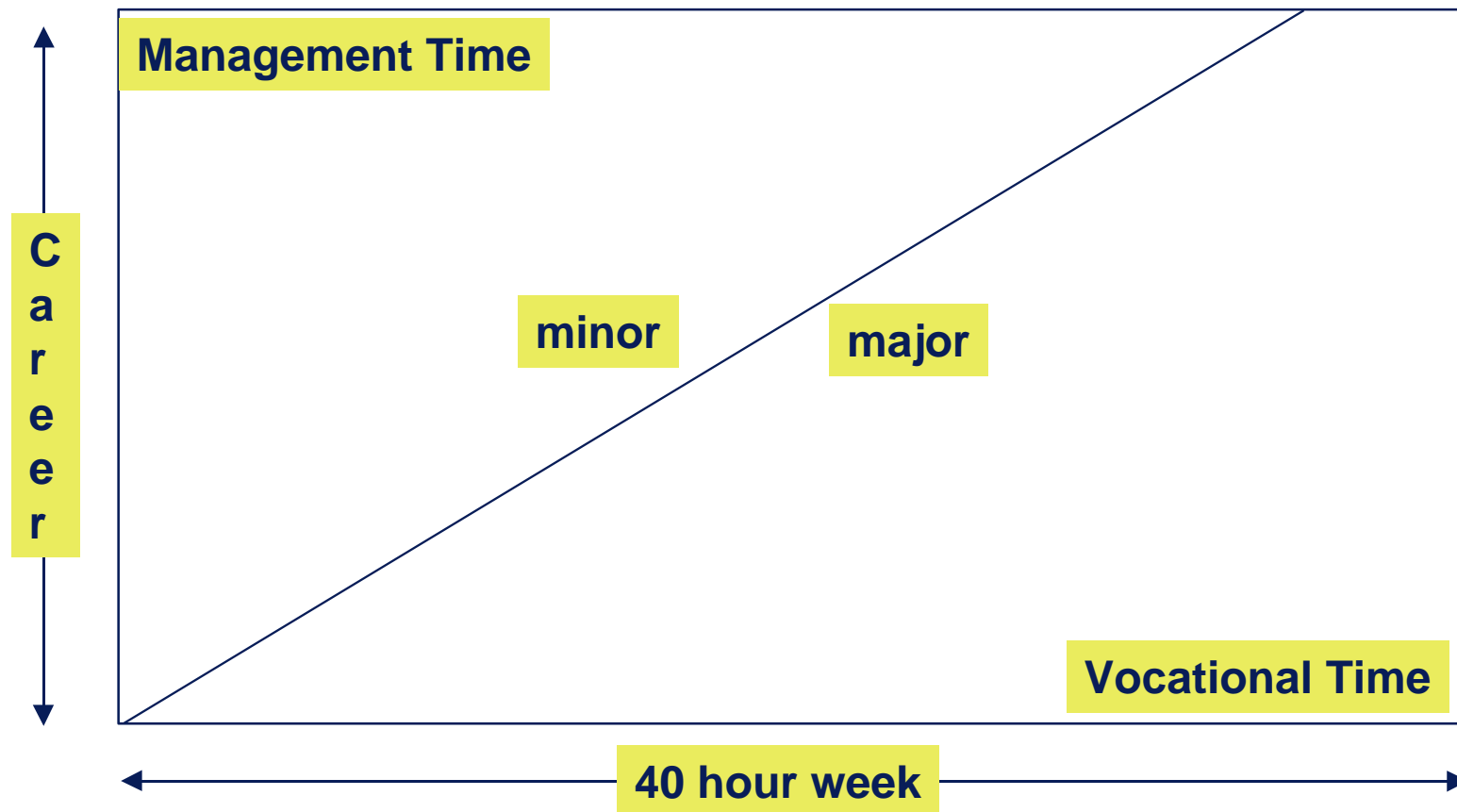
Management versus Vocational Time

- **Vocational Time is time spent doing things**
- **Management Time is time spent seeing to it that things get done**
- **Management and Vocational time are incompatible**
- **Entry level jobs are mostly vocational**
- **The proportion changes as you move higher in the chain**
- **Professional managers spend little time practising the vocations of those under them**

Deviant versus Normal Management Behavior

- **Tendency to retreat to the familiar**
- **“Made it” but don’t “have it made”**
- **Journeying through their careers facing the past and backing into the future**
 - **Encounter many obstacles; all of them by surprise**

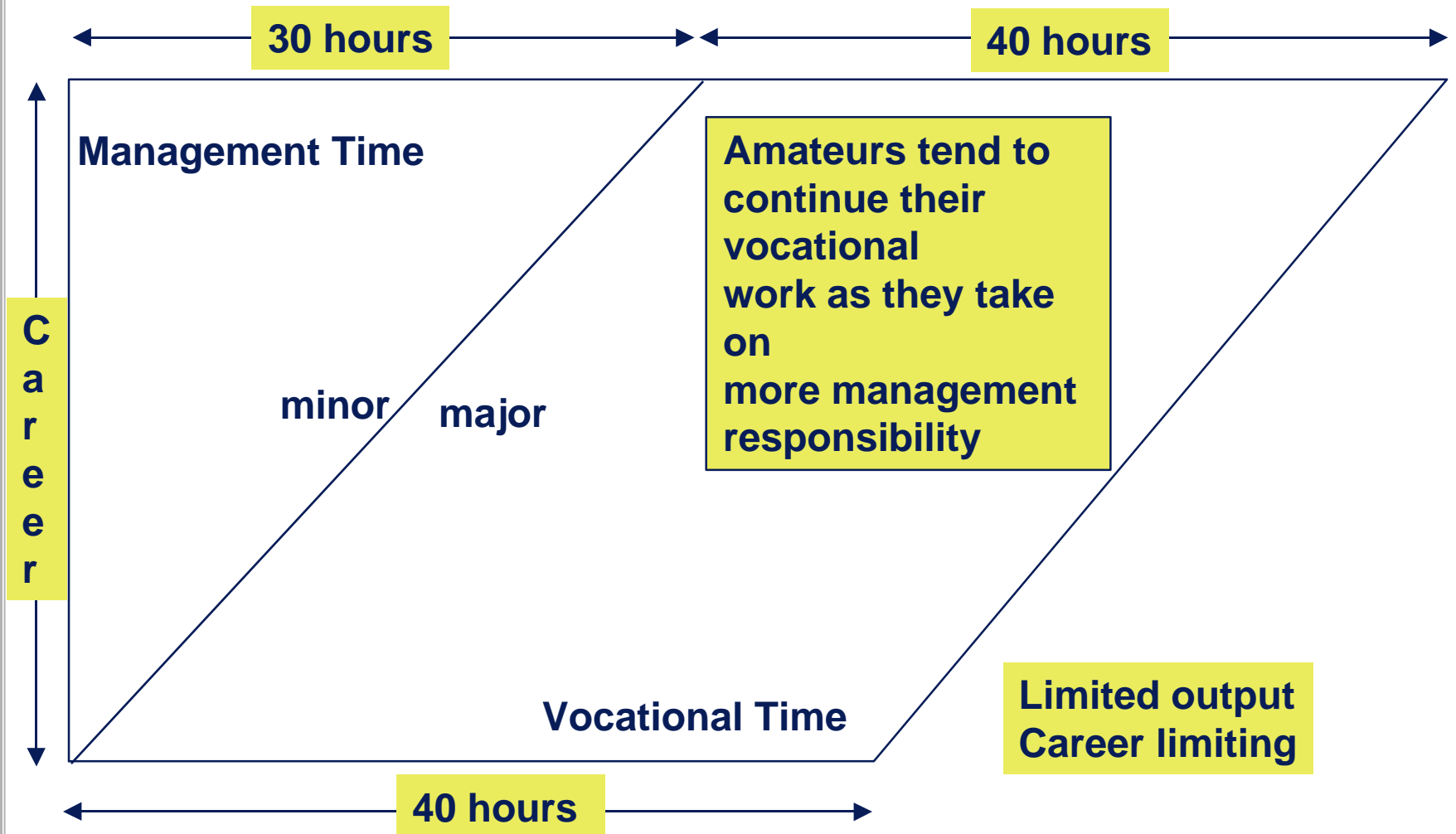
The Management Rectangle



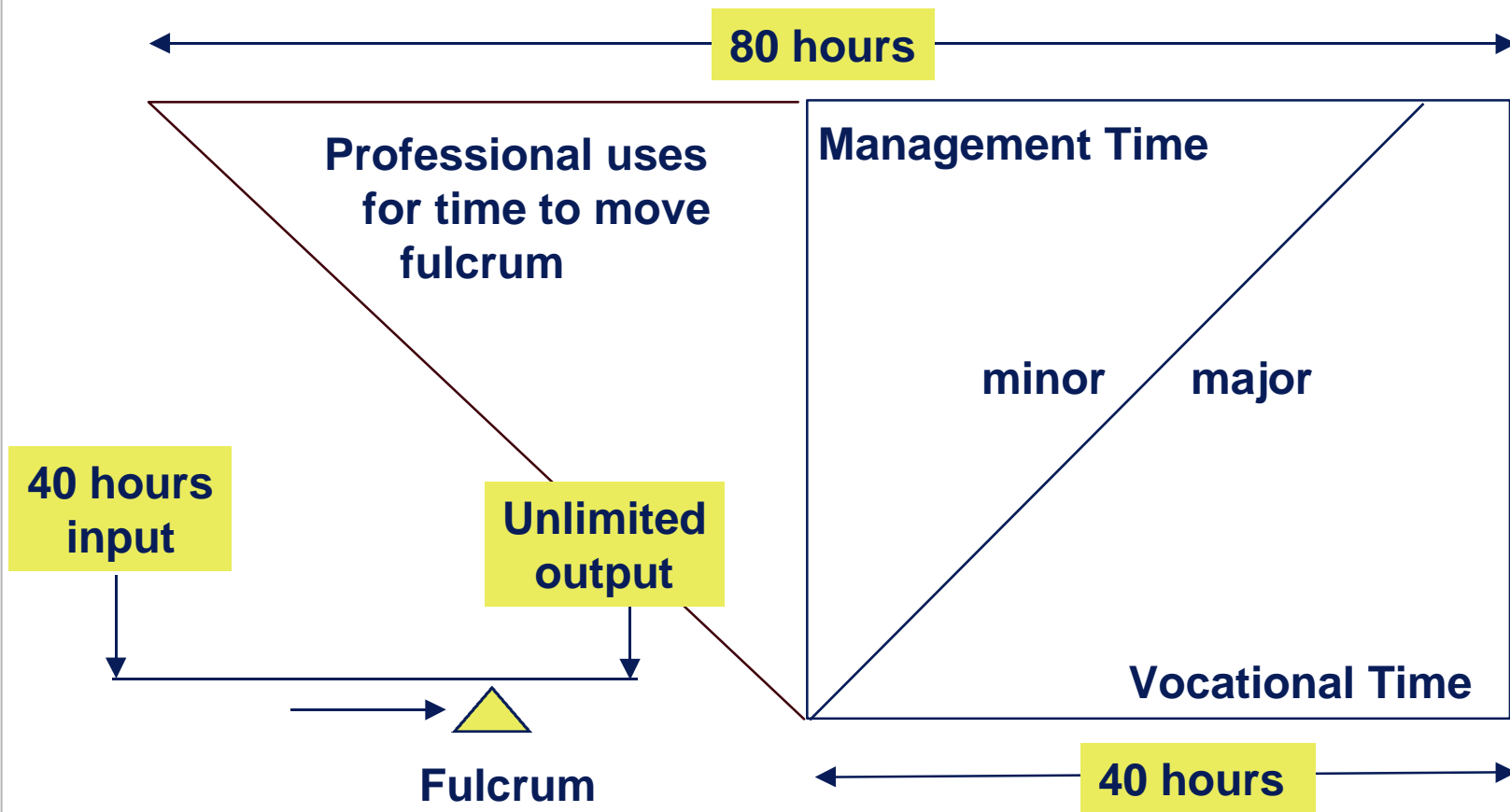
Lures of vocational work

- **Identity**
 - Society puts a premium on a “honest day’s work for a fair day’s pay”
 - Managers are paid for their judgment and influence
- **Pride of craft**
 - “Managers spend so much time trying to do things right, they rarely get around to doing the right things”
- **Instant feedback**
 - Always where the action is while it is happening

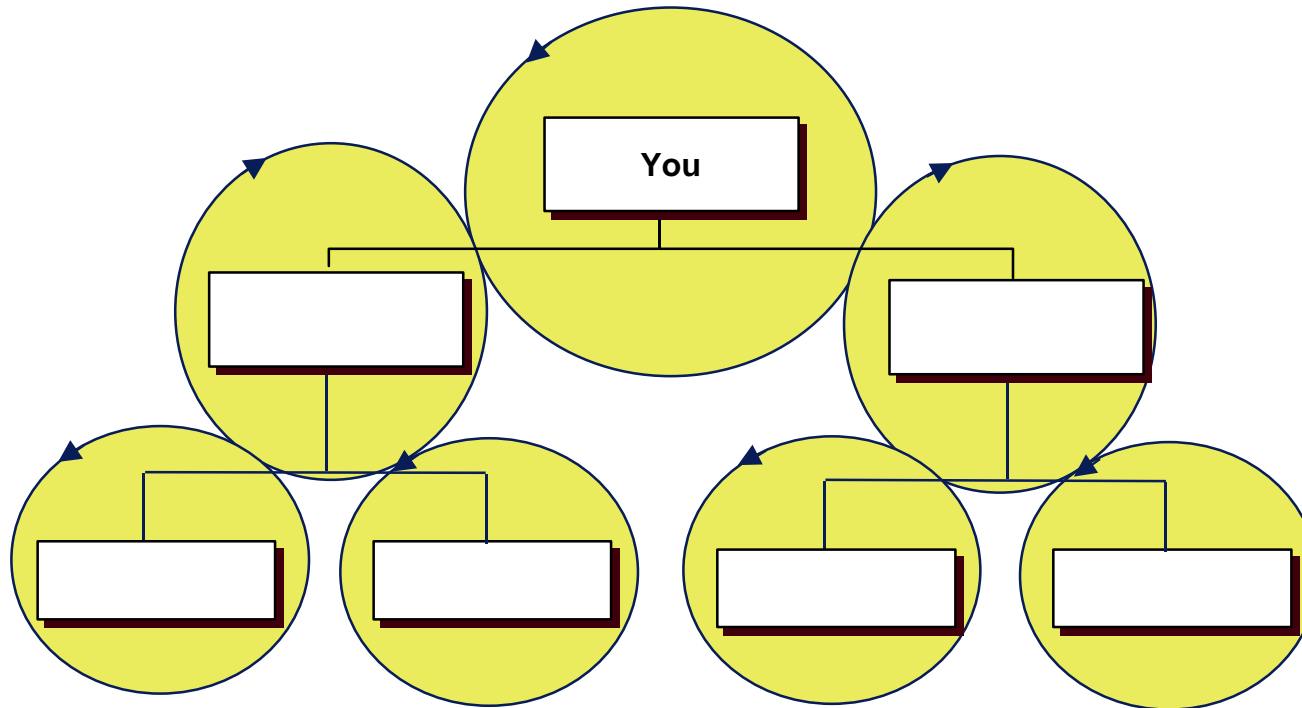
Trapezoidal Subterfuge



The Left Handed Trapezoid



Leverage



Gear train analogy

Managerial Freedom Scale

Level

- 5 Act on own; routine reporting**
- 4 Act, but advise at once**
- 3 Recommend, then take resulting action**

- 2 Ask what to do**
- 1 Wait until told**

Levels 1 and 2 must be eliminated

Internal Peers

- **Require conformance**
 - **Blind or flexible**
 - **Depends on your intracompany credit rating**
 - **Undercapitalized**
 - **Unable to deliver “Three point landings” every time**

Subordinates

- **Why do managers typically run out of time while subordinates run out of work?**
- **Need to get control of timing and content of what you do**
 - **Boss and system impose penalties**
 - **Start by eliminating subordinate imposed component of self imposed time**
 - **Invest the proceeds in getting better control of boss and system imposed components**
- **Monkey analogy**
 - **Whoever has the next move has the “monkey”**
 - **If the boss accepts a monkey from a subordinate, the manager / managee role reverses**

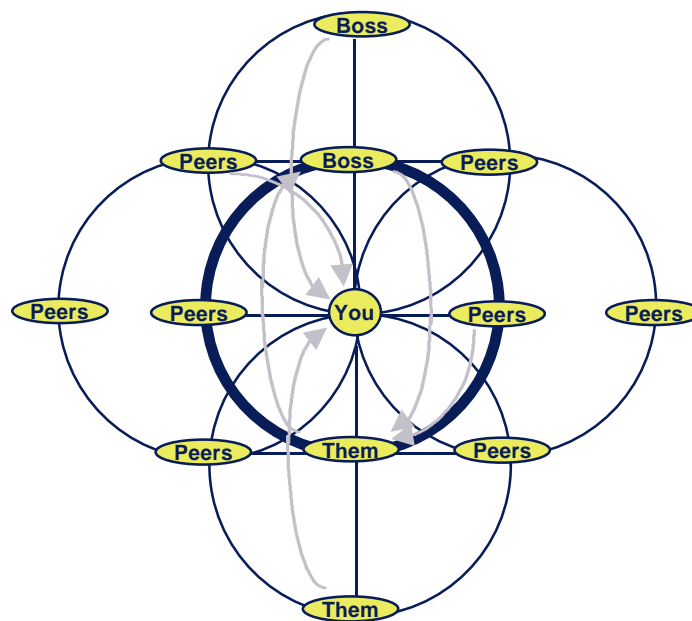
Care and Feeding of Monkeys

- **Rule 1**
 - Monkeys must be feed or shot
- **Rule 2**
 - Monkey population should be no more than the manager can feed
 - Feeding time should be no more than 5 to 15 minutes
- **Rule 3**
 - Feeding will be at the initiative of the subordinate
- **Rule 4**
 - Feeding appointments may be rescheduled at the suggestion of either party but not postponed indefinitely
- **Rule 6**
 - Memos or reports running to several pages shall have a one or less page summary
- **Rule 7**
 - Every monkey shall be covered by a casualty insurance policy with an appropriate deductible (initiative level)

Molecular Stability

- **Boss - imposed time**
 - practising anticipatory compliance by improving or maintaining position on the freedom scale
 - encouraging subordinates to do the same
- **System - imposed time**
 - practising flexible conformity by improving or at least maintaining his intracompany credit rating
 - encouraging subordinates to do the same
- **Self - imposed time**
 - maximizing discretionary time so as to make full use of his innovative talents
 - encouraging subordinates to do the same

Intermolecular Guerrilla Raids and Pole Vaulting Monkeys



Sideward - Leaping Monkeys

- **Rules for peer to peer interface**
 - When you interface with a nonmolecular peer, the monkey is his until he can prove to your satisfaction that it is yours
 - When you interface with a molecular peer, the monkey is yours until you can prove to his satisfaction that it is his
 - When you and an interfacing peer are each on the other's molecule, the disposition of the monkey must be negotiated to your joint satisfaction
 - When neither you nor an interfacing peer are on the other's molecule, the monkey must be returned to its proper owner or referred to an authorized executioner

Handling Sideward - Leaping Monkeys

- **Sort into molecular and nonmolecular**
- **Practise calculated neglect on nonmolecular monkeys**

Maximizing Leverage

- **Employee time - doing things**
 - Leverage - 1:1
 - Action - doing
 - Control - things out of control
- **Supervisory time - assigning things**
 - Leverage - n:1
 - Action - assigning
 - Process - getting things done
 - Control - controlling things
- **Executive time - delegating things**
 - Leverage - nx:1
 - Action - delegating
 - Process - seeing to it that things get done
 - Control - things under control

The Management Time Cube

