Session #: T25

DODGE THOSE FLYING MONKEYS!

Keeping Yourself Aloft in Post Acute Care

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Title of Seminar:

DODGE THOSE FLYING MONKEYS ! Keeping Yourself Aloft in Post Acute Care

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LEARNING OBJECTIVES

- Differentiate between appropriately 'owned' monkeys and those that fly or leap onto your back.

- Design strategies to manage the monkeys and empower others while strengthening your own 'inward' security.

- Identify interventions to engage team members and motivate the unmotivated.

- Describe the difference between clock time and real time relative to your own productivity.

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DURING TODAY'S PROGRAM WE WILL DISCUSS:

- What is a monkey?
- How do you acquire monkeys?
- Why do we manage Other People Monkeys? (OPM's)
- How do we manage all of our monkeys?
- What is true empowerment vs. delegation?
- How do we manage our time?
- When are we most productive?

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WHERE DID THE MONKEY CONCEPT COME FROM?

- First Identified In Harvard Business Review ~ 1970

  - Management Time: Who's Got the Monkey?
    - *William Oncken Jr.; and Donald L. Wass*

  - Managing Management Time
    - *William Oncken, Jr.*

  - The One Minute Manager Meets the Monkey
    - *Kenneth Blanchard/ William Oncken, Jr., Hall Burrows*

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WHAT IS A MONKEY?

- Monkeys are issues, tasks or problems that people ask you to solve.

- The "Monkey on your Back" metaphor is used to label issues and the ownership of issues.
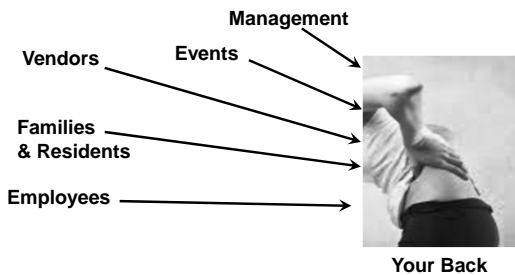
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WHAT IS MONKEY MANAGEMENT?

○ Imagine someone walking down the hall with a Monkey on their back

○ They say, "I have this issue. There seems to be a monkey on my back, and I would like to put the monkey on your back"

○ What would you say?
  ○ *"Sure he's cute, load him up!??"*

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WHERE DO MONKEYS COME FROM?

Management

Vendors   **Events**

Families & Residents

Employees

Your Back

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MONKEY ACQUISITION
(the art of jumping from one back to another or riding on two backs)

○ Results
- Creates a menagerie of monkeys.
- Creates subordinate imposed "priorities."
- Places you in a position to "fish or cut bait."
- Pits boss-imposed requirements & system-imposed requirements against subordinate-imposed requirements resulting *in loss of your* discretionary time.
- Prevents you from being perceived as effective.

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THE "MONKEY"

- Subordinate-imposed time begins the moment a "monkey" successfully executes a leap from the back of a subordinate to the back of his or her superior and does not end until the "monkey" is returned to its proper owner for care and feeding.

- By accepting the "monkey" the manager has made himself subordinate to his subordinate because he has accepted responsibility from the subordinate and has promised the subordinate a progress report

- Even if a manager takes on only a couple "monkeys" a day, by end of the week he may have 10 or more - too many to adequately address each one. He thus spends his subordinate-imposed time juggling his "priorities."

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MANAGER RESPONSES THAT INVITE THE "MONKEY" TO CLIMB ON HIS BACK:

- "Monkey" promptly climbs on your back - *Let me think about it and I will get back to you.*

- "Monkey" is crawling up your leg - *Send me a memo on that.*

- "Monkey" is swinging above you - *Just let me know how I can help.*

- "Monkey" straddles both backs - *I will draw up an initial draft for discussion with you.*

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WHY DO WE DO IT?

- We <u>MUST</u> help people with problems!
  - Boy/Girl Scouts
  - School
  - Church

- We <u>WANT</u> to be the Hero!
  - They will appreciate you for managing their problems

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WHAT TO DO?

- Recognize the monkey
  - "Help me to understand the issue"
- Determine the owner
  - "Hmmm, who needs to solve this issue?"
- Define the Impact
  - "How is this affecting us?"
- Get agreement of ownership
  - I am not sure this is on my plate, do you agree?
- Help the owner find an action plan
  - "If you did X, would this help?"

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JUST THE FACTS, MA'M

- Not every problem is your problem
- Not every problem you see needs to be fixed
- Taking on Other Peoples Monkey (OPM) may not be appreciated
- Adopting OPM's generates unnecessary stress in your life!
- Time management is key

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TYPES OF MANAGEMENT TIME

- Boss Imposed Time
  - Used to accomplish those activities that the boss requires and that the manager cannot disregard without direct and swift penalty.
    - Example:
    - 1) Census Development and Management
      - Satisfying your boss takes time, sometimes over and above the time it takes to do good work
      - Failing to invest sufficient time to satisfy your boss will soon result in more and more boss-imposed time

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TYPES OF MANAGEMENT TIME

○ System Imposed Time
- Is the time that we spend on the administrative duties of operating that are part of every organization but are not related to demands from our bosses or our own staff
  - Examples:
    1) Stand Up Meeting
    2) If you have an "unfilled vacancy" you will be asked to fill out a form, write a job description, etc.
    3) Includes, administrative tasks, meetings, conference calls.

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TYPES OF MANAGEMENT TIME

○ Self Imposed Time
- Time spent doing the things we decide to do, not things strictly in response to the initiatives of our bosses, peers, or people that report to us.
  - Examples:
    1) Development of staff

○ Subordinate Imposed Time
- A subset of time that is taken up by subordinates
  - Examples:
    1) "Time working on your staff's monkeys"
    2) I have a problem I'd like to run past you
    3) Signature needed
    4) Approval of something
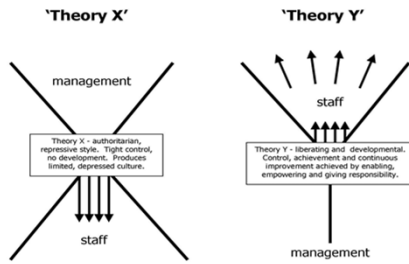   5) "Just want you to know....."

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TYPES OF MANAGEMENT TIME

○ Discretionary Time
- Time in which we do things that make our work truly rewarding – things such as creating, innovating, leading, planning and organizing.
  - To be effective, managers (and everyone who has an employee is a manager) should try to increase the discretionary component of their time by minimizing or doing away with as much of the subordinate component as possible.

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TYPES OF MANAGEMENT

'Theory X'   **'Theory Y'**

management

staff

Theory X - authoritarian, repressive style. Tight control, no development. Produces limited, depressed culture.

Theory Y - liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.

staff

management

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MONKEY MANAGEMENT RULES

- <u>Employing the use of delegation and empowerment</u> can help managers better solve problems and develop their employees' problem solving skills.

- Visualizing each problem as a monkey that is <u>impatient and noisy</u> can help managers see problems as they really are and address them in the best possible way.

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EMPOWERMENT AND DELEGATION

- Oncken advocated and told bosses "Give the problem back!"
  - *Today we know that this approach is too authoritarian.*
- Effective delegation requires a dialogue with subordinates.
- Empowerment often means you have to develop people which is initially much more time consuming than solving the problem on your own.

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EMPOWERMENT

- Empowering subordinates is hard and complicated work.
- Many managers are actually eager to take on their subordinates monkeys in order to retain control.
- When you give problems back to subordinates you have to be sure that they have <u>both</u> the desire and ability to do so.
- However, when you encourage employees to handle their own monkeys, they acquire new skills and you liberate time to do your own job.

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WHAT IS YOUR MINDSET?

- Are you a Collector of Monkeys?
  - How often do I say….
    "Leave it with me"
    "Can I think about that?"
    "I'll get back to you on that?
    "I've seen something like that a thousand times. I'll look after it for you"
    "I'll get Bob to look after that"
    "Send me an e-mail on that will you?"
    "Don't you worry about it"

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WHAT IS YOUR MINDSET?

- Are you a Collector of Monkeys? (Cont.)
  - Want to try again? Use the same "Always", "Often" or "Never on the following questions.
- How often do I say......
    "Let me know if you have trouble"
    "You know you don't have to do it that way"
    "That's interesting. I've never seen anything quite like that before"
    "I remember when that happened to…."
    "I think my last boss had something like that happen to him/her"

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HOW TO RETURN MONKEYS TO THEIR PROPER OWNERS:

⚬ **Monkeys should be fed or shot.**
 - Otherwise they starve to death and the manager will waste valuable time on post-mortems or attempted resurrections.

⚬ If you choose to feed:
 - Make appointments to deal with monkeys.

 - Avoid discussing any monkey on an ad hoc basis – for example, when you pass a subordinate in the hallway. You won't convey the proper seriousness. Instead, schedule an appointment to discuss the issue.

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HOW TO RETURN MONKEYS TO THEIR PROPER OWNERS:

⚬ Specify level of Initiative

 - Your employees can exercise five levels of initiative in handling on-the-job problems. From lowest to highest, the levels are:
   1) Wait until told what to do.
   2) Ask what to do.
   3) Recommend an action, then with your approval, implement it.
   4) Take independent action but advise you at once.
   5) Take independent action and update you through routine procedure.

 - When an employee brings a problem to you, outlaw use of level 1 or 2. Agree on and assign level 3, 4, or 5 to the monkey.

 - It shouldn't take more than 5 to 15 minutes to feed a properly maintained monkey.

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HOW TO RETURN MONKEYS TO THEIR PROPER OWNERS:

⚬ Agree on a Status Update

⚬ Monkeys should be fed by appointment only.

⚬ Monkeys should be fed face-to-face or by telephone, but never by mail.

⚬ Every monkey should have an assigned next feeding, and degree of initiative.

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GROUND RULES FOR FEEDING MONKEYS

- At the scheduled appointment:
  - When the subordinate (with the monkey on his or her back) and the manager met at the appointed hour the next day, the manager explains the ground rules in words to this effect:
    a) "At no time while I am helping you with this or any other problem will your problem become my problem. The instant your problem becomes mine, you no longer have a problem. I cannot help a person who hasn't got a problem.

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IMPORTANT LESSONS ABOUT EMPOWERMENT

1) Foster trust

2) Examine your own motives.

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IMPORTANT LESSONS ABOUT EMPOWERMENT

3) Develop employees' skills.
  - Employees try to hand off monkeys when they lack the desire or ability to handle them. Help employees develop needed problem-solving skills. It's initially more time consuming than tackling problems yourself – but it saves time in the long run.

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PRINCIPLE BASED VALUE SYSTEMS

- There are a multitude of theories out there, however in healthcare, the Ten Habits of a Caring Organization: Principles Based Leadership continues to apply nicely.

- The Ten Principles
    1) Mind your manners
    2) Be Present
    3) Be Positive
    4) Create a Team
    5) Sweat the Small Stuff
    6) Rediscover Silence
    7) Be Thankful
    8) Think Ahead
    9) Make a Promise, Keep a Promise
    10) Just Do It!

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MANAGEMENT

- Which time describes the world in which you really live, real time or clock time?

    1) The reason time management gadgets systems don't work is that these systems are designed to manage clock time. Clock time is irrelevant. You don't live in or even have access to clock time.

    2) The good news is that real time is mental. It exists between your ears. You create it. Anything you create, you can manage.

    3) There are only three ways to spend time: thoughts, conversations and actions. Regardless of the type of business you are in, your work will be composed of those three items.

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MANAGEMENT

- Practice the following techniques to become the master of your own time:

    1) Carry a schedule and record all your thoughts, conversations and activities for a week.

    2) Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations and activities.

    3) Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.

    4) Schedule time for interruptions.

    5) Take the first 30 minutes of every day to plan your day.
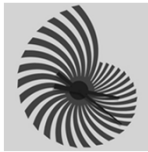
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MANAGEMENT

6) Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down.

7) Put up a "Do not disturb" sign when you absolutely have to get work done.

8) Practice not answering the phone just because it's ringing and emails just because they show up.

9) Block out other distractions like Facebook and other forms of social media.

10) Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

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TAKE AWAYS

- Coach your employees toward greater self reliance – it will increase your discretionary time.

- Measure your success by what your are able to get your people to do, not what you do yourself.

- Measure your success by how much your staff's productivity and morale have improved.

- Realize that when people throughout the organization have responsibility for managing their own monkeys, it's hard to tell who's a worker and who's a manager because everyone is committed to doing what it takes to do the best job possible.

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