

What Kinds of Spooky Managers are Lurking in Your Organization



Your organization relies heavily on skilled and effective management to build and maintain a top-performing workforce.

With so much riding on your company's managers, we think it's time to take a minute to consider the different types of managers that might be lurking in your hallways and what improvements can be considered for each to ensure that your workforce is feeling "treated" rather than "tricked".

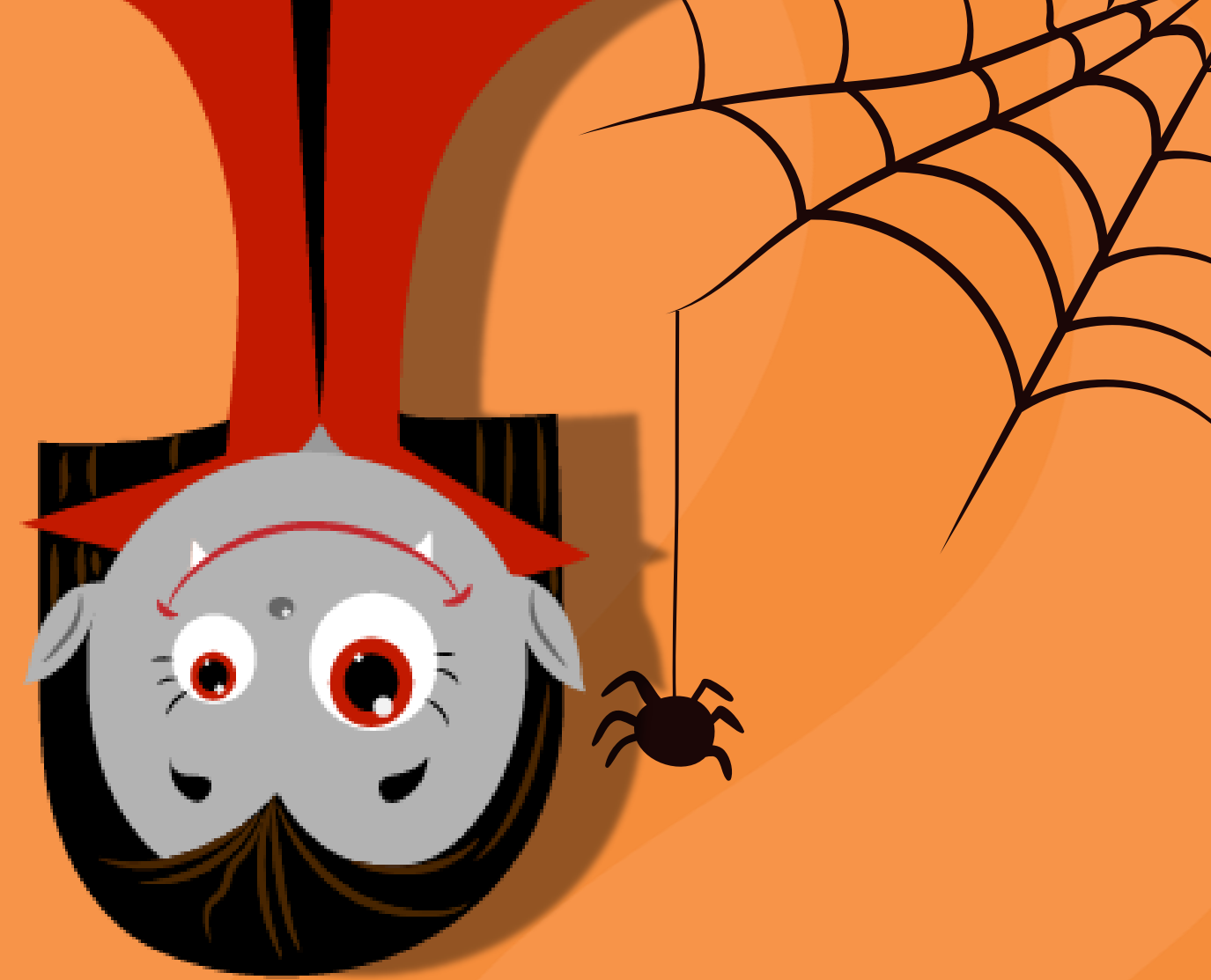


Vampire Manager

This type of manager does whatever it takes to reach their individual goals, oftentimes **bleeding their team dry** in the process. This cunning manager can overlook individual employee development to advance their own personal career goals and as a result, will usually experience a higher rate of turnover and employee dissatisfaction.

Vampire managers are **used to making decisions alone** and would rather employees say 'yes master' instead of contributing feedback. This style of management results in employee accomplishments or ideas not being given full recognition or consideration. While Vampires can seem toxic, their decisiveness usually results in, well, results...and fast. The irony here is that managers who lead in this way do so because they too have a thirst for something that isn't being given to them. While no manager should let their team suffer as a result of their ego, this type of manager can sometimes see the light of day if the organization steps back a little and focuses on proper career planning, recognition and development - not only their front-line staff, but also their leadership team.

Things to consider: Are your organization's employees given a platform to share their own accomplishments and milestones? Are career planning and incentive programs provided to the management team as well as staff? Are employees encouraged to share their ideas, and are managers encouraged to participate in group-think?



Skeleton Manager

Either by conditioning or lack of experience, this type of manager is **bare bones**. He/she follows protocol to the letter and seemingly says and does the right things but isn't wired properly for flexibility or thinking on their feet. Other than quoting policies and guidelines, they tend to have no meat on their bones.

Managers who lead in this style usually **lack the ability to make decisions** and rely heavily on their employees to get the work done, leaving employees feeling overworked and without personalized leadership. This rigid style results in managers not being able to handle new situations that require quick thinking and unprecedented reorganization. If x-rayed, these managers seem to have all of the right parts and get relatively good results but without the potential benefits that come about with creative leadership. Employees are often given textbook responses and any performance management activities seem to take place just to 'get it done'.

Things to consider: While corporate guidelines must be followed, managers should also be given enough freedom to interpret and adjust to suit their teams and goals for the greater good of all involved. When sharing corporate procedures with managers, especially performance management processes, be sure to explain the benefits of those to managers and employees to avoid them simply going through the motions.



Werewolf Manager

The werewolf manager keeps their emotions and reactions at the surface and can appear extremely volatile and inconsistent. Employees often walk on eggshells and are in constant fear of the next full moon. Unpredictable behavior leads to wasted productivity, inconsistent results and low employee morale.

While these managers might be highly effective for the most part, their unprofessional bouts of stress and emotion can affect their teams and the entire office. While managers are only human and are allowed to exhibit the occasional emotion, Werewolves are **consistently inconsistent**. The truth is that managers who behave like this also share a common strength – passion. Their passion and caring for their jobs and team leads them to feel every high and low twice as much as others. Passion is good but efforts need to be made to saddle raw passion for success with structured professional leadership approaches. Lack of formal management training and low emotional intelligence are the primary deadly bites that plagues these leaders. Werewolves should be sought out and remedied as quickly as possible to prevent their behavior from spreading.

Things to consider: Are managers in your organization being assessed and developed on leadership-specific behaviors and skills? Is your organization taking advantage of anonymous 360° leadership reviews, so managers are aware of how their actions are being perceived by their direct peers and employees?



Witch Manager

Despite the name, this type of manager can be **extremely wise and effective**. When employees seek out guidance or help, the witch is there in a snap equipped with a cauldron full of solutions. Although these managers have no crystal ball to tell them what the future holds, they seem almost able to foresee potential issues and challenges and works to proactively avoid them.

This management style relies heavily on a potion concocted with just the right amount of experience, patience, delegation and decisiveness, resulting in **loyalty and respect from employees** and effective business results. These strengths, however, can also be the greatest weakness of these managers. Relying on experience alone can sometimes overshadow the need for these leaders to develop new skills and explore new processes and methods for completing goals. Organizations have to be cautious to keep the stagnant waters of these managers' skill-pools from killing new and fresh ideas.

***Things to consider:** Is your organization able to easily identify these managers and any employees with the potential to become these highly effective leaders? Are there mechanisms in place to encourage ongoing career planning and development for senior leaders as well as employees?*



Zombie Manager

For the most part, these managers **drag their feet**, don't communicate effectively or at all, and don't really seem to have a sense of their surroundings BUT if they get a whiff of even a little blood, they come running. This type of manager is not really involved in the day-to-day workings of their team, nor do they seem to care about the challenges or accomplishments of individual employees.

Employees receive **little coaching or feedback** and are often disengaged believing their manager has no appreciation for their role on the team. These managers seem to only come alive in times of extreme triumph or disappointment, quick to either join in the glories or exact retribution for failure. These managers don't have a taste for brains, but instead for doing as little work needed to keep their teams relatively whole. This management style can be incredibly upsetting for employees, resulting in high turnover and lost productivity from absent performance management.

***Things to consider:** The quickest way to sniff out these knuckle draggers ask employees! Bottom-up reviews, satisfaction surveys, and management 360° assessments are a great way to identify if you have any zombie managers, and, once discovered – they should be versed on the organization's expectations of its leaders. Also, providing a mechanism for easy ongoing feedback and coaching might just revive these leaders.*







WARNING

BEWARE THE FINAL SPOOKY MANAGER

We can't forget about one last spooky manager. Although this type of manager isn't SEEMINGLY scary – their effects can be just as if not more devastating than the other eerie management types we have discussed...



Candy Bowl Manager

This manager is overflowing with treats and goodies. No employee can do any wrong and even if they did, the manager would rather focus on rainbows and smiles rather than risk handing out any negative vibes. As a result, employees are often rated on the higher-end of the scale which can lead to misconceptions about performance expectations and some spooky skewing of your organization's talent data.

Managers who lead in this style do so because they believe in the power of positivity, they have been heavily criticized in the past, or they have a need to be liked by their reports; but the results might be damaging to the organization. It is important that these shiny beacons of light know that their team relies on constructive criticism as much as they do praise to develop and improve. Although any feedback can be delivered in an effective manner, sometimes managers have to turn the smile off for a bit and have some confrontational discussions – and that's alright. It's part of the job.

Things to consider: Is your organization monitoring manager ratings across teams to identify any 'candy bowls'. Are managers providing examples and observable behaviors when completing reviews to justify ratings? Are managers offered training on how to deliver constructive feedback and handle potential confrontations from employees?







MIXING IT ALL UP!

While some management types on their own can be scary and toxic, in small doses they might just result in a marvel of modern management.

The ideal leader we are going to show you might not be easy on the eyes, but they are guaranteed to be effective performance managers...



Frankenstein's Monster's Manager

As the name implies, this management type involves piecing together different management styles and tactics and knowing which part to use for any given team, project, or goal that is being faced.

Take the arm of acknowledgment and positivity from the Candy Bowl, the passionate heart from the Werewolf, the patience and experienced hand of the Witch, the structure of the Skeleton, the laissez-faire approach (at times!) of the Zombie, and the decisiveness of the Vampire and you've got yourself one fine-looking monster who might actually be the key to driving your workforce towards better alignment, retention and performance.



Turn Your Monster Managers into Superstar Coaches with emPerform.

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