



THE ONE MINUTE
MANAGER MEETS
THE MONKEY





ITS TOUGH TO WORK FOR
A NERVOUS BOSS,
ESPECIALLY
IF YOU ARE THE ONE
WHO IS MAKING
YOUR BOSS NERVOUS !




WHY IS IT THAT SOME
MANAGERS ARE TYPICALLY
RUNNING OUT OF TIME
WHILE THEIR STAFFS ARE
TYPICALLY RUNNING
OUT OF WORK ?


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- The indispensable Managers can be harmful, not valuable, especially when they impede the work of others





A MONKEY
IS
THE NEXT MOVE




FOR EVERY MONKEY
THERE ARE TWO PARTIES
INVOLVED:
ONE TO WORK IT
AND
ONE TO SUPERVISE IT

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- So, when you take monkeys of your subordinates, then you acquire the worker role and the subordinate acquires the supervisory role.
 - The more often you say, “I will look into it and get back to you”, the more monkeys you are taking from your subordinates

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- When you pick up monkeys of your subordinates which they can handle, they get the message that you **want** them.
 - So, the more you pick up, the more they would give you

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- Every time one of your people come to you and share a problem and you take the monkey away from that person, what you mean to him is “You are not capable of handling this problem so I would better take care of it myself”


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- “As parents we have taken all the “next moves” away from our kids. As a result, all the monkeys are on our backs, and the kids don’t learn responsibility.
 - In our well intentioned desire to give them the good things we didn’t have, sometimes neglect to give them the good things we did have.”




THINGS NOT WORTH DOING

ARE

NOT DOING WORTH WELL


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- We neglect our own monkeys and make other people dependent upon us and deprive them of opportunities to learn to solve their own problems
 - General George C Marshall said, “If you want someone to be for you, never let him feel he is dependent on you. Make him feel that you are in some way dependent on him.”



EXPERIENCE IS NOT WHAT
HAPPENS TO YOU;
ITS WHAT YOU DO
WITH WHAT
HAPPENS TO YOU.




THE MORE YOU GET RID OF
YOUR PEOPLE'S MONKEYS,
THE MORE TIME YOU HAVE
FOR YOUR PEOPLE.

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- You would develop the reputation among the staff as the most accessible manager.
 - They could see you as often as they wish and for as long as they wish

Oncken's Rules of Monkey Management

- Rule 1: Descriptions:
 - The 'next moves' are specified
- Rule 2: Owners: The monkey is assigned to a person
- Rule 3: Insurance Policies- The risk is covered
- Rule 4: Monkey Feeding and Checkup
 - Appointments: The time and place for follow- up is specified.


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- The purpose of the rules of monkey management is to help ensure that the ***right things*** get done the ***right way*** at the ***right time*** by the ***right people***

- Rule 1 means that a boss and a staff member shall not part company until appropriate “next moves” have been described.
- E.g of monkey descriptions are
- “Prepare a Sales Proposal”, “Obtain final cost figures from accounting”, “Get the contract signed”


Benefits of adhering to Rule 1

- The first benefit of Rule 1 is that the subordinates will tend to do more careful planning before the discussion begins
- The second benefit is that it biases any situation toward action by your people
- Many situations are biased toward paralysis, and no progress can be made until someone makes a “next move”

- Specifying “next moves” can provide a quadruple boost in motivation for the owner of the monkey
- First, describing the monkey clarifies the “next move” and the more clearly one understands what must be done, the greater the energy and motivation that exists for doing it.
- Second, it increases motivation by helping one take the all-important first step on a project, which is often the most difficult one to make.


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- Third, it breaks the project into bit-size pieces, and it is much less daunting to think about making a single “next move” on a project than to worry about all the effort required to complete the entire project.
 - Fourth, increases motivation by allowing one to switch his focus back and forth from goals to “next moves”


- Rule 2 of monkey management states that the dialogue between boss and staff member must not end until ownership of each monkey is assigned to a person.
- This is based on the fact that people take better care of things they own than things they don't.
- Also, if ownership of the monkey is not specified, nobody assumes personal responsibility for it and it follows that nobody can be held accountable for it




ALL MONKEYS MUST BE
HANDLED AT THE
LOWEST ORGANIZATIONAL
LEVEL
CONSISTENT WITH THEIR
WELFARE!!


- There are legitimate reasons for keeping the monkeys at lowest possible level
- The staff has more collective time, energy, and more knowledge for handling monkeys than the managers do.
- The staff members are closer to their work than the manager is and are thus in a better position to handle their monkeys
- Keeping the staff's monkeys out of your office is the only way to preserve some of your own discretionary time


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- There are powerful forces pushing and pulling the monkeys upwards. There are so many reasons
 - The principal reason is that a manager enjoy handling their staff's work far more than they enjoy management
 - Sometimes organizational policies also do it



THE ONLY WAY
TO DEVELOP RESPONSIBILITY
IN PEOPLE
IS TO GIVE THEM
RESPONSIBILITY.

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- Rule 3 of monkey management states that the dialogue between boss and staff member shall not end until all monkeys have been insured
 - This rule provides a systematic way to balance your staff's need for freedom in handling their monkeys with, simultaneously, your responsibility for the outcome

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- Giving your people authority and freedom benefits both you and them
 - The benefit to you is discretionary time
 - Freedom allows your people to enjoy the many benefits of self management (more satisfaction, more energy, higher morale etc.)
 - But every benefit has its cost. The cost of giving your people more freedom is the increased risk that freedom entails

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- Monkey insurance is designed to make sure they make *only affordable mistakes!*
 - That is why all monkeys must be insured by one of the following policies



MONKEY INSURANCE POLICIES

- **1. RECOMMEND, THEN ACT**
- **2. ACT, THEN ADVISE**

Recommend, Then Act


- Provides insurance in situations where you feel there is a reasonable risk that one of your people might make an unaffordable mistake if left to his or her own devices
- On these matters you would require your people to formulate recommendations that you must approve before they could proceed any further
- This provides protection, but at the cost of more of your time and some of your people's freedom

Act, Then Advice

- Is for monkeys you are pretty sure your people can handle successfully on their own
- They should be free to resolve the matters and inform you afterward at whatever time they think is appropriate
- This gives them a lot of operating room and saves you a lot of supervisory time




PRACTICE
HANDS-OFF MANAGEMENT
AS MUCH AS POSSIBLE
AND
HANDS-ON MANAGEMENT
AS MUCH AS NECESSARY

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- You could do this by encouraging your people to utilize level 2 insurance as much as possible and requiring them to use level 1 insurance as much as necessary





NEVER LET THE
COMPANY GO DOWN THE
DRAIN
SIMPLY FOR THE SAKE OF
PRACTICING
GOOD MANAGEMENT.

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- The success of a company is a function of the health of its monkeys
 - Because monkey health is so vital, monkeys must periodic check ups to maintain their well being

- Rule 4 of monkey management states that the dialogue between boss and staff member shall not end until the monkey has a checkup appointment


- The purpose of monkey check up is two fold
 - To catch people doing something right and praise them for it
 - To spot problems and take corrective action before the problems become crises.

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- The process of discovering and correcting problems tends to
 - Lower the boss's anxieties
 - Develop people's competence through coaching
 - The coaching increases the odds that the boss will eventually be able to delegate to that person




ASSIGNING INVOLVES
A SINGLE MONKEY;
DELEGATION INVOLVES
A FAMILY OF MONKEYS

- In delegation, your people would identify monkeys, insure them, assume ownership of them, and perform their own checkups on the monkeys.
- Your involvement is limited to checking on the overall project from time to time, which means you don't have to get involved with the scores of individual monkeys that constitute the project, and a project checkup requires far less time than checking on each of the monkeys

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- As you achieve delegation on more and more projects, more and more discretionary time is released to spend with your boss, peers, customers and yourself



THE PURPOSE OF
COACHING
IS
TO GET INTO
POSITION TO DELEGATE!

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- Managers cannot delegate until they are reasonably confident that
 - The project is on the right track
 - Their people can successfully handle the project on their own

 - Managers who give their people full project responsibility without such confidence are not delegating- they are abdicating responsibility

Three kinds of Organizational Time




BOSS IMPOSED TIME

SYSTEM IMPOSED TIME

SELF IMPOSED TIME

Boss Imposed Time

- Keeping bosses satisfied takes time, but dealing with dissatisfied ones takes even more time
- Always do what your Boss wants.
- If you don't like what your boss wants, change what your boss wants, but always do what your boss wants
- This is not to say that you should always agree with your bosses. On the contrary:



**IF YOU ALWAYS
AGREE WITH
YOUR BOSS,
ONE
OF YOU
IS NOT
NECESSARY**

SYSTEM IMPOSED TIME

- It is time we spend on the administrative and related demands from people (peers/ associates) other than our bosses and our own staffs, demands that are part of every organization


SELF IMPOSED TIME

- It is time spent doing the things we decide to do, not things done strictly in response to the initiatives of our bosses, peers and the people who report to us
- Self imposed time is the most important of the three types of time because that's the only time in which we have discretion to express our own individuality within an organization


- Self imposed time comes in two varieties, good and bad: discretionary and subordinate imposed time
- Discretionary time is time in which we do the things that make our work truly rewarding over and above financial compensation- things such as creating, innovating, leading, planning and organizing
- Subordinate imposed time is the time spent working on your staff's monkeys.

- If we don't comply with our bosses' wishes we will be guilty of **insubordination**
- If we don't conform to the system's requirements, we will be guilty of **noncooperation**
- If we don't do what we promised our staff, we will be guilty of **procrastination**

- **We are very reluctant to be guilty of such organizational sins because**



**SWIFT AND OBVIOUS
PENALTIES PURSUE THOSE
WHO TREAT OTHER PEOPLE'S
REQUIREMENTS IN A
LIGHTHEARTED, CAVALIER FASHION!**


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- Neglecting discretionary time might be safe in short run, in long run the penalties are severe both to the organization and to yourself
 - Long term penalty to organization is that it cannot survive
 - Long term penalty to you is that organizational life becomes a living death in which all you do is react to problems created by others and you never have time to create and innovate

- It is imperative that we manage all three relationships concurrently
- You could start by eliminating subordinate- imposed time. There are two reasons for starting this way
 - Subordinate- imposed time does not belong in your schedule
 - Some drastic changes has to be made which would make people nervous and prudence dictate that they should be people with least power to retaliate

- The newly gained discretionary time will give you some room to handle the other demands
- Next, take time to figure out how to do your work in a way to build your boss's confidence to the point where they begin to allow you more and more discretion
- Then, spent some of time in building your relationship with people in the system and the more rapport you have, the more they would do for you with less effort on your part



IT IS BETTER
TO STRIKE A STRAIGHT BLOW
WITH A CROOKED STICK
THAN SPEND
MY WHOLE LIFE
TRYING TO STRAIGHTEN
THE DARN THING OUT

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- Finally, there are always more monkeys clamoring for attention than we have time to manage. Unless we are extremely careful which ones we accept responsibility for, it is very easy to wind up caring for the wrong monkeys while the really important ones are starving for lack of attention