



“It’s time for a change
in how to help managers meet
the ever increasing challenges
of the 21st century
workplace.”

A personal message from JoAnn

MY THOUGHTS

I’ve had the great opportunity over the past several years to travel extensively across North America and with that to have met some incredible people!

In meeting those people, I have come to learn about the many needs that exist among the dedicated, good hearted people who go to work everyday with the intent and commitment to give their best and the special challenges faced by the everyday manager and supervisor.

I’ve also come to learn that their best may not be enough if it is not their “educated” best...meaning their best combined with appropriate “know-how”.

“Sincere best does not always result in competence.”

I’m sure you’ve managed people in which this has been true. Remember the time when you wrestled with firing someone who you knew was giving their best, yet it was not meeting the needs of the organization.

This is what I see as the call of the hour; helping people, particularly managers, develop their “educated best”.

Though some companies with a large training budget and department have this in place, most companies do not! Most companies do not have the financial resources or training expertise to set up and execute an effective management training and development program.

It is my mission to offer that in an **innovative, high impact, affordable way**
with the highest return on investment!
Now more than ever this is needed...why?
There is a management dilemma!
...read on

The Dilemma

Many managers today are struggling...

with being competent and effective. They want to be really good at what they do, but don’t have adequate support and training from their companies and have a hard time finding that help.

Check out the findings from a recent survey where sales managers were asked about the training they received...or didn’t:

1) "Only 1 out of 44 companies (2.27%) surveyed had any kind of company sponsored sales managers training program."**

2) "78% of all Sales Managers were dissatisfied with their training or had never received any specific training to equip them for their role as Sales Managers."**

Our research shows that managers and leaders, who continue to approach their work like an individual contributor, work much longer hours than fully-transitioned managers and are ONE-THIRD as effective in getting results.

Our most recent research study of 172 Fortune 1000 organizations across 27 industries shows that 75.2% of ALL Executives and Managers are not meeting the contribution expectations of their organizations. This includes all levels of management from first-line managers to senior executives. In fact, our data suggests that almost half (48.3%) of executives and managers are still demonstrating a significant amount of individual contributor behavior!

* : *ClientSkills Research 2004-2005*

** : *American Management Association*

The Conclusion?

This lack of support, training, and the absence of creative career pathing leads to managers really wrestling with their roles and creates what I call the Management Dilemma.

The Management Dilemma - Do You Really Want to Be One?

I recently ran across a staggering statistic the other day. According to the U.S. Department of Labor, there are 6,000,000 plus employees in the country who hold the title of manager (and that does not include those who hold the title of supervisor).

I'm going to guess that of those, very few laid in bed at night as little tikes saying, "Yes, when I grow up some day, I want to be a manager!"

So, I'm going to make a bold proclamation right here, right now and say that there are millions of people slaving away in cubicles or in the lucky office with the window that REALLY don't want to do what they're doing. But, they have to – they have no choice...really.

No choice? Well they do and they don't. With the typical (and I believe antiquated) career path design present in many companies today... "have to" is real if a career is to be built and more money is to be made.

The inevitable need in the structure of any business is to manage it. Every component of a business needs to be attended to so the outcomes can be attained.

As business has evolved over the years, various components have come and gone. There use to be the need of managing a typing pool (some of your reading this probably have no idea what that is)...boy, those days are long gone! Now there's a need to manage the networks that connect the computers that replaced the typewriters.

One element of managing a business that has never gone away is that of managing the people who function in the context of the many business components. Managing the people is a needed role that I call the “default role” in business.

Why default? It’s my belief that many managers do not really want to be a manager per se. They are managers by default. They were good at executing key functions and that qualified them to oversee other people who were doing those functions....whether they could actually oversee them effectively or not.

In many cases this has presented some challenges. Many of the skills necessary to oversee effectively are outside the scope of what they were good at before. And, many were asked to move into this role without:

- identifying key skills necessary to be competent in the role
- determining their own level of competency of those skills
- and then acquiring training to fill the gaps.

Sound familiar? Well over the past several years, I’ve discovered this very fact as I’ve traveled across North America conducting management and leadership workshops. I learned that only a small percentage of that six million have adequately been trained to be competent in this essential business function.

The irony?...this role impacts EVERYTHING!!!...yet it doesn’t get the attention it deserves.

In truth, this role is so essential, that the way it’s viewed and treated needs to be elevated to that of a profession. Ok...think about that last statement....a profession...not a pseudo profession, not a default role, but a REAL profession.

Now I know there are people out there that do consider it so, even if unconsciously. But I believe that the vast majority of employees in the work place today do not consider the role of management a profession and for some not even an admirable one. I know there are plenty of reasons for that. (See the complimentary article from USA today entitled Who Wants’ to Be A Middle Manager? at the end of this document.)

**Let’s collectively as a management community elevate the game so to speak
and here’s how...read on!**

THE SOLUTION...

introducing...

MANAGEMENT– IN–MINUTES™

An innovative, high-impact, affordable management training and development resource for the busy professional.

INNOVATIVE HOW?...by using a unique training/development model that combines a personalized development-change plan; advice, feedback, and support in making that change; and continuous learning all in one!

1. Learning can be used from *any* source.

Management-in-Minutes™ incorporates learning from any source (seminars, workshops, e-learning, webinars, books, etc.)

2. Customized application and learning integration via personalized coaching.

Individual Coaching - The client chooses what area of learning and growth they would like to focus on and we help them integrate and apply what's being learned into a targeted management development plan that is supported with individual and/or group help and support called **Laser Coaching**.

The client can also get **quick advice!** Stuck?...need immediate input or to process something, set up a quick coaching call!

3. Additionally, complimentary learning is applied after each coaching session.

The coaching is coupled with additional *targeted learning* (**Laser Learning**) with lessons from the **Management-in-Minutes™ Laser Learning Library**. As you can probably guess, the supporting lessons are short; on average 2-4 minutes.

There is nothing like it in the marketplace today! I call it the L-C-L™ development model (Learn-Coach-Learn). This makes learning full circle and full circle learning is real training.

HERE'S WHAT'S COOL AND DIFFERENT:

1. You are *not* bound to any one source for learning and you decide where you get it from. You have more flexibility in the use of your training dollars. You can use lessons from the Management-in-Minutes™ *laser* Learning Library or from any other source.
2. You get help through practical techniques and tools on how to apply what you're learning in your real-time situation....via a 38 page **Individual Application Handbook™** so **real results** can be obtained.
3. You have access to affordable help (advice, a sounding board, or feedback) exactly when you need it on exactly what you need help with via **Laser Coaching**, by scheduling a **personal coaching session**.
4. As an experienced coach, I have developed a coaching method called *Laser Coaching* that facilitates getting right to the heart of a need within a short period of time (usually in about 20-25 minutes), so you can walk away with clarity and an enhanced plan. **Each session accelerates learning and RESULTS.**
5. You are **not** bound to any subscription or membership plan. This is a **simple** “pay as you go” offering.

HIGH-IMPACT HOW?

In order for learning to have impact that translates into measurable results these elements must be in place:

- A real time situation for the learning to be immediately applied. If you don't use it, you lose it.
- Tools and techniques to LEARN HOW to practically apply what's being learned.
- A place for feedback, processing and advice.
- Accountability that the application is actually taking place.

This results in measurable outcomes and *proof* that the investment in learning and coaching is really getting results!

AFFORDABLE IN WHAT WAY?

Due to the *Laser Coaching* method, coaching sessions need only last 20-25 minutes. With this in mind, I have set up a tier one coaching offering called:

25/25 Coaching

What is 25/25 Coaching? It is customized coaching for 25 minutes for \$25.00. FINALLY, quality coaching and advice for the every day frontline and middle manager! (I wanted it to be affordable enough so that even if a company would not pay for it, an individual could...and hey professional development is a tax deduction!)

With your 25/25 session, follow up *laser* lessons will be used from the Management-in-Minutes™ *laser learning library* at no cost. However, if you would like unlimited access and usage of the entire library you can purchase a library pass for \$49.99 - good for a year.

Please note that there is a 100% money back guarantee with any services provided by Management-in-Minutes™.

The Management-in-Minutes™ Laser Learning Library

The MIM library has a variety of lessons to help you build a knowledge base to become a more effective manager. They are designed to be simple-to the point (laser), easy to use and access so that the lessons can be integrated into the schedule of the busy manager and easy to apply.

All lessons come both in text format AND audio with an mp3 link, so that the lessons can be downloaded for portability. New lessons are added on a regular basis.

Want to sample some lessons? You can do so now at management-in-minutes.com and look to your left for SAMPLE LESSONS.

What is Coaching?

What is a coaching relationship?

Can be short – meaning connecting for advice

A partnership that includes an expanded time frame such as a few months

A committed alliance

What is a coach?

An objective, key relationship who listens to what you are saying, acts as a sort of "compass" to steer you on whatever course you choose; a facilitator of change, a sounding board...

Can be described as:

Advocate

Partner

Believer

Supporter

Informer

Resource

Cheerleader

What does coaching offer?

...a structured time and safe place to address specific situations

- ... getting input and advice regarding a specific situation,
- ... working with goals by setting, planning and evaluating the process of meeting them
- ... a source to facilitate problem solving
- ... in the case of career coaching, it is working through a planning model to map out a desired career track.
- ... it's a time to get honest and objective feedback from someone who does not have an "agenda" for you, but is committed to supporting your agenda.
- ... a synergy that fuels your will, mind and heart to accomplish/ attain what you desire.
- ... assistance to get unstuck in any area of your life

Coaching additionally provides:

- structure to the development process
- insight
- measured outcomes
- accountability
- encouragement, affirmation, support
- clarity
- focus
- unleashing passion
- discovering & breaking down mental barriers
- unlocking potential
- uncovering deep desires
- sorting through thoughts feelings and emotions
- goal creation
- life plan design
- and just about anything else you need to move to the next place in your personal or professional life

Who is ready for a coach?

Those who:

- Have a desire to get what they want.
- Are tired of trying to figure it out on their own and feel the need for support.
- Know that something needs to change, but are having difficulty identifying it.
- Want help in determining steps for change.
- Feel the need for structure and accountability to making change.
- Have the will to commit to the time and discipline needed for the process.

Key Advantages

- Specific and Directed Attention - you bring up the issues most critical to you at that moment.
- Time Usage - this most valuable commodity is used exactly how you wish.
- Scheduling Flexibility (the times are arranged at your convenience. If a change needs to occur, it can be done without affecting a group or any sessions being missed.)
- Sustained Momentum – through consistent contact and action you are able to keep your goals in front of you because there are so many other legitimate needs clamoring for your attention as well.
- Results - through coaching, goal setting and planned action is discussed thereby achieving measurable progress towards your desired results.
- Current Information - I bring the skills of research and resourcefulness to this collaboration to compliment your efforts.
- Confidence- planning & action breeds confidence and clarity.
- Inspiration & Encouragement - I care and am excited about your desires. The natural enthusiasm I possess instills inspiration and confidence. I believe in you!

Next up – Rave Reviews

RAVE REVIEWS

Coaching type: Career

“I received excellent coaching from JoAnn when I reached out to her. She gave me great tips and practical advice. The coaching was just the push I needed to move my career to the next level. Contact her and see for yourself! You will be happy you did.” - *Samantha Wilson, Client Executive, Insurance Industry*

Coaching type: A Business Coaching Client who bought a business

“After 3 weeks it feels GREAT! It really feels like the right thing! I first wanted to keep you informed. More importantly I want to thank you for your help. Thanks a bunch. I really feel that I am experiencing my dream :-)”

Coaching type: Transition to a new field

An update from a previous career coaching client

“I am doing well...A lot has been happening, and I'd like to give you credit for helping me. I'm extremely grateful for you and hope that I can be an inspiration for people you are coaching. We all still talk about their experience with you on your coaching help.” - *Manager of Business Application Development*

Coaching type: Management Training Project

“I wanted to take time to thank you for your contributions to our management team. You have made a lasting impression (and more importantly had a lasting effect) on all who participated in your Management training presentation and the subsequent smaller “change” group sessions that followed. JoAnn, if I may recommend your many talents to any other company I would welcome the opportunity. The Richard Michael Group and I thank you for your contributions to ours.” - *Tina K. Hagopian, -Vice President of Training and Development -The Richard Michael Group*

What to do next.....

WHAT TO DO NEXT?

1. Sample lessons from the Management-in-Minutes™ *laser* Learning Library.
2. Got something going on and need help or advice? Book a 25/25 Laser Coaching Session.
3. Buy an unlimited pass to the MIM *laser* Learning Library.
4. Get free e-coaching. Subscribe to the MIM *e-coach*every few weeks get a **laser lesson** via email along with a list of lessons added to the MIM Library.

To do any of these go to www.management-in-minutes.com

Got any immediate questions?...don't hesitate to contact me. I'll be glad to hear from you.

Contact me here: joann@management-in-minutes.com

Your partner in learning and success!

JoAnn Corley

Management Coach, Speaker, Author

Continue on for the
BONUS SECTION
what's included?

1. Why is this solution one of the best and absolutely necessary?
2. Behavior and the Bottom Line Impact – negative behaviors and management incompetency does impact a company's profits.
3. Meet the Coach – learn more about JoAnn Corley, the creator Management-in-Minutes
4. Article – Who Wants to be a Middle Manager?
5. The Climate of Coaching- coaching utilization is on the Increase
6. Article – Focus: The Financial Impact & Return of Executive Coaching – numbers that indicate coaching does create results
7. Article – Report from the Field – Innovative Coaching Model Drives Leadership Development

Why is this solution one of best for measureable return-on-investment and absolutely necessary?

The Behavior of Business –Knowledge, Behavior and the Bottom Line

“Profits and growth are about performance and performance is about people – performance is behavior.”

<p>Why is the combination of coaching and continuous learning a necessary need in a training and development formula?</p>	<p>Business is really about two things knowledge and behavior. This may sound strange, but when you think about it, a business cannot exist without pertinent knowledge and behaviors that generate desired outcomes.</p> <p>So what’s essential to the success of any company?... a conscious determination and usage of the knowledge and behaviors that are absolutely necessary (critical success factors) from each contributor for that particular business to be successful. The behavior piece can be defined in two parts: skills and competencies.</p> <p>A skill (the capability to do something well) is usually framed and needed in the context of a job description. Example: someone who can create a blueprint of a house.</p>
---	--

A competency relates to qualities and capabilities beyond the job description...the make-up of the person in the job (e.g. characteristics/traits, attitudes, beliefs, values, motives, character, emotional maturity, relational effectiveness) and how those elements influence how a job is done. Example: emotional maturity to be self-motivated; able to efficiently organize and execute work.

In the examples above, you can have two employees who are both skilled at the technical execution of drafting and yet one is much more productive than the other due to specific competencies – for example the ability to self-manage.

Also two additional items of note:

1. Each element (skill and competency) both contribute to the profitability of a company.
2. There competencies needed, essential to success are rarely found on job description. (e.g. You’ll rarely find “emotional maturity”.)

One can see that in order then for a business to stay competitive and profitable three critical assessments need to be made:

1. A determination of knowledge and behaviors needed for the success of the business.
2. A determination of where contributors are in possessing them.
3. A plan to close the gap where needed, by either...
 - a. training, coaching and building a knowledge base of a current employee
 - b. replacing a contributor with someone who is a better fit.

If 3a is needed, then the next question would be...where does one begin to invest training and coaching dollars. The answer?...where it will have the highest return on investment and the broadest impact:

- those who work directly with customers
- the leaders and managers

Another consideration with regard to obtaining a high return on investment is what type of training and coaching produces the highest return?...in other words what should comprise effective training and coaching and what should it produce:

- a useful method to provide ongoing development of needed knowledge base
- a tangible process for the development of skills and competencies
- accountability to the process and outcomes to ensure results
- a safe arena and sounding board to work through any developmental challenges to avoid any blocks in the process.
- an opportunity for constructive input and feedback to enhance the experience to maximize the outcomes.
- a way to measure results
- accelerated behavior change and development

All of this is included in the “L-C-L” method of staff development that is offered by **Management-in-Minutes....**in an affordable, innovative way.

HERE’S THE KEY...Usually employee training is done reactively and sporadically with little continuity. But its best done systematically, proactively, and strategically. In that way, the employee’s capabilities can evolve as the needs of the business evolve – on purpose.

Next: Behavior and the Bottom Line Impact

Behavior and the Bottom Line Impact

Business IS about behavior(s)...it's about determining and acquiring the behaviors necessary to get the desired results.

EXAMPLE #1: Internal Relations

The gruff & rough HR person - *sharp, impatient and insensitive....*

Situation: An employee has a legitimate concern about being harassed by her manager that could be escalating into a legal issue. The employee already feeling bad, now has to divulge this sensitive situation to her HR Manager who has a reputation of not being easy to approach even about the everyday employee needs. The HR manager has a reputation for lack of empathy, being gruff and rough.

This reputation has fueled the “harassed employee’s fear of bringing this most sensitive situation to the attention of the key HR contact for a constructive plan to address the situation. The situation between the employee and the manager escalate.

The Result: Employee ended up leaving and suing the company for sexual harassment.

Result to the bottom line? Time and money spent engaged in a legal battle...lost money and productivity for all involved....also it was discovered no sexual harassment training done. Employee won.

EXAMPLE #2: Underperforming Sales Person

A salesperson could close more sales with a different set of beliefs.

Asking for the sale is seen by the salesperson as “pushy”. With a reframing of that belief, the behavior would change - his ability to ask for the sale would change...more asking, more sales made, more commission for the salesperson and profits for the company.

EXAMPLE #3: The Disrespectful Boss – One behavior and the chain reaction

A boss that is disrespectful and abusive to her staff in how she relates and communicates. Those types of interactions are a considerable psychological demotivator, both consciously and unconsciously. Since it’s done to several staff members within a team, time is spent complaining among team members creating more distractions and lowering productivity. Some members decide to rebel completely and undermine the productivity of the team to undermine the positional leadership of the manager. Time, energy and focus is disrupted which impacts meeting productivity goals and customer needs.

Results: Numbers go down, customer service complaints rise and some customers leave, revenue decreased.

For many of these examples, here are *additional results* of the behaviors described above:

- Losing talent/already trained – productive employee
- Impact on morale – the added stress of co-workers taking on the work
- Cost to conduct a search whether via ads or recruiters
- Ramp up time for new employees to reach full productivity

- Loss of client and bad-mouth advertising – direct impact on revenue
- Worker absenteeism

Here are additional examples of **counterproductive behaviors** of managers and employees that DO have a financial impact on a company:

- Dominating relating style of a manager– not giving others a chance to contribute
- Reactive, verbally abusive sales manager
- Resistance or refusal to learn something new and useful
- Block access to talent, a talented employee difficult to approach due to abrasive and combative interpersonal style
- A manager that has a hard time saying no to interruptions and there is reduced productivity due to focus disruption.
- A manager who has a hard time delegating.

**The Ultimate Way
to address the above?....a
comprehensive change
strategy that includes:**

“The majority of a person’s professional development occurs on the job, not in the training classroom or from reading self-improvement literature. 80% of development occurs as a function of a person’s day-to-day work and life **experience.**”

Mark Brenner – The Global Consulting Partnership

7 Components to Behavior Change

1. Awareness
2. Acceptance and reframe (change of thinking)
3. Information-knowledge to learn how
4. Able to change – no deep emotional or psychological barriers
5. Tangible plan to do so
6. Accountability to the results
7. Continuous learning and reinforcement

Management – in – Minutes offers ...

A NEW paradigm in management training...
...use the day-to-day, real-time workplace as primary medium for training and developing people –
“apprenticeship model” combined with small bites of coaching *and* continuous learning.

KEY POINT: An overall training and development strategy can be described as the need to incorporate this essential process:

Influencing the thinking - that creates the emotions - that creates and drives the behavior to produce permanent change and desired business outcomes.

In order for this to occur the following elements must be present:

- ✓ A plan to determine what behaviors want to be developed
- ✓ On going continuous learning (taking in new, useful information) to address elements relating to that behavior
- ✓ The tools to help process or make sense of what's being learned
- ✓ Integrating (or embedding) it into the every day work experience with methods and or tools to increase awareness of those "on-the-job" training opportunities and to help leverage those opportunities, so that what is being learned can be implemented.

The motto, **"Everyday is a training day"**... (80% of effective employee training is done during their daily work day in a meaningful context, not in a classroom or the sole use of other learning mediums.)

That's why information and coaching needs to be just-in-time, broken down into meaningful, easy to use bites and easily accessible just when it's needed...that means even portable - to appropriately accommodate the mobile work style of busy professionals.

Next...meet the coach and founder ...read on...

MEET THE COACH

JOANN R. CORLEY

Management Coach
Speaker - Author

www.joanncorley.com

People have said about JoAnn that she is "a voice to be heard in the business marketplace...a catalyst for innovative thinking...passionate for bringing theory into reality in the laboratory of real life!

...a champion of human potential unleashed in the arena of business enterprise...."

JoAnn Corley is a dynamic seasoned coach, speaker-trainer, and workforce development consultant. She has spoken to thousands across North America specializing in conducting workshops on Creativity, Effective Leadership, Personal Power, and The Power of Communication Managing from the Inside Out and Team Management. She was recently named to The Next Generation of Masters by NoNiche™ magazine, a digital magazine promoting new up and coming business thought leaders.

She is creator of the innovative, newly launched portable learning and coaching resource for the busy professionals, "Management-in-Minutes™."

She is co-author of the book, *Ordinary Women, Extraordinary Success* hailed by Jack Canfield of Chicken Soup for the Soul fame as a must read!

Ms. Corley utilizes her 20+ years of business experience, expertise in the knowledge of work functions and thousands of hours of human behavior coaching to consult in areas such as organizational design, creative and innovative thinking, management development, advanced communication (which she has coined "3D" communication) and adaptive leadership strategies.

She is known by her clients as insightful, passionate and an acute strategic thinker as she assists them in reaching their targeted outcomes.

Ms. Corley founded her firm in 1998 with a focus on maximizing a company's human resource and

organizational development, which has provided services to a variety of industries such as; accounting & finance, engineering, government, staffing, risk management and sales to name a few.

Variety also describes the type of coaching clients Ms. Corley's has helped over the years, which have included: governmental leaders, scientists, engineers, ph.d.s, executives, finance and accounting consultants, mid-level managers and small business owners.

The scope of her work has included advisor to a chief executive on management training and succession planning, strategic planning and execution management for city government, developing key leaders and managers, performance coaching for employees with interpersonal difficulties and communications coaching for technical professionals.

Companies whose employees have experienced JoAnn's dynamic workshops include: The City of Chicago, Microsoft, Randstad Corporation, 3M Corporation, Trump Enterprises, Lockheed Martin, Rayovac Corporation, University of Texas, FedEx, the U.S. Department of Veteran Affairs, U.S. Marshals Service and the U.S. Army, Fort Hood, TX. to name a few.

Ms. Corley attended Concordia College, Moorhead, MN and Eastern Illinois University. Prior to launching her consulting practice, she spent several years as the International Benefits Manager for a not-for-profit, then moved on to become a Senior Recruiter for the Richard Michael Group, a boutique Chicago recruiting firm.

Next: Article – Who Wants to be a Middle Manager?

Who Wants to Be a Middle Manager?

By STEPHANIE ARMOUR, USA TODAY

Posted: 2007-08-20 14:38:56

The love is gone. Middle-management jobs are fast falling out of favor as the brass ring loses its allure. Instead, the jobs are being seen as handcuffs that require long hours with scant reward -- a onetime career goal now being shunned in large part by the newer generation of workers now entering the workplace.

This major workplace shift has employers worried about how to glamorize middle management at a time when looming baby boomer retirements will have companies facing an urgent need for leadership. Some, such as IBM, are adding special programs to their middle management jobs, giving them more of the glory. Others are trying to find ways to provide middle managers with some of the same flexibility and other perks long considered the domain of front-line employees.

"Today, people don't want their boss's job. They're wary of middle-management jobs," says Bruce Tulgan, author of 'It's OK To Be The Boss' and a management consultant in New Haven, Conn. "There is not as much glory in it; it's seen as a place you can get stuck. There are forms to fill out, meetings. All the pressure today is on the midlevel leaders, and employers need to breathe new life into middle management jobs."

Research shows waning interest in middle management jobs and higher levels of dissatisfaction among those holding the positions. Just four in 10 managers are extremely or very satisfied working for their employers, according to a 2007 survey of more than 1,400 respondents by Accenture, a management consulting and outsourcing company. About 25 percent of those looking for new jobs said they were searching because of a lack of advancement prospects, and 43 percent of middle managers polled felt as if they were doing all the work but not getting credit for it. One-third reported frustration with their work-life balance.

Lack of Flexibility

Managers such as Raj Nijjer, who oversees a staff of four software test engineers at a software company in Scottsdale, Ariz., are struggling with whether to remain in their jobs. The 29-year-old and his wife recently had a son, and Nijjer says that as a manager, he can't avail himself of the same flexibility as his staffers. On a recent day off with his baby, a crisis at work erupted, and he had to go in and conduct meetings with his team.

"You have to be available all the time," Nijjer says. "Part of my team just moved to a new location, so I also have to travel all the time. It's hard to have work-life balance ... middle managers have to answer to executives as well as be responsible for their direct reports' actions."

There are many reasons that middle-management jobs are losing their desirability, and it's a shift that reflects how dramatically the workplace has evolved. Today, company loyalty is an anachronism, and that

means employees are building their own career marketability. Front-line employees may have an easier time showing measurable results, but middle managers, who may have less-tangible skills, such as the ability to motivate or deal with conflict, may find their strengths less easy to market.

But that's not the only driving factor:

- More work. Middle management jobs have become more demanding. Technology means middle managers have to do more multitasking and are expected to be accessible to their staffs, a Herculean challenge in the age of globalization. Employees may be spread across the globe, and a manager may have to get up at 3 a.m. to take a call from an employee in another country.

"They're working longer hours, but they're not getting the recognition and excitement. They're literally jumping from meeting to meeting. The jobs can be marginalized," says Dan Coughlin, a business speaker and author of *Accelerate: 20 Practical Lessons to Boost Business Momentum*. "If you go from meeting to meeting, the company may not realize the value you're creating."

And meetings are ubiquitous, especially as employers put increasing priority on work teams. Employees overall said they spent about 5.5 hours each week in meetings, and about 70 percent said the meetings are not productive, according to a survey by Microsoft.

The extra work heaped on managers today is a main reason that Shane Ede, 27, an internet technology specialist in Jamestown, N.D., has no interest in taking on a supervisory job. He says that as companies cut costs, there are fewer people to do the same amount of work -- leaving today's middle managers coping with job-induced stress.

"My direct supervisor spends 30 percent to 40 percent of time in meetings," Ede says. "I'd much rather be at my desk getting work done."

- Generational differences. Baby boomers, born roughly between 1944 and 1964, were reared with the ideal of company loyalty and the notion of a hierarchical career path that included paying dues and gradually ascending the corporate ladder. Middle management was considered a plum assignment that also brought job security.

But that's not true for Millennials, or the younger generation, also known as Generation Y, born generally between 1980 and 2000. Now coming of age along with their Generation X predecessors, they have seen the massive downsizing frenzies since the 1980s that often targeted middle managers. Research shows this demographic group also places a higher value on work-life balance and is less willing to sacrifice family and personal time for the office. In addition, the younger generation of workers -- raised on stories about ethics scandals at major companies such as Enron -- tend to be leery of those in middle-management jobs, says Terry Bacon, author of *What People Want: A Manager's Guide to Building Relationships that Work*.

"A key reason there is less interest in middle management is because there's an extraordinary amount of distrust in management today," Bacon says. "Who wants to be in a position where you're distrusted and working with a disengaged workforce? Generations X and Y don't view climbing up the ladder as success."

•Flexibility and security. For many in middle-management positions, perks such as workplace flexibility (telecommuting, compressed workweeks and other family-friendly programs) are benefits that are out of reach. And younger workers put a high premium on work-life balance.

That's partly why management has lost its allure. Thirty-six percent of middle managers -- defined as a director, supervisor, team leader or manager -- are currently interested in making a career change, according to a new survey for CareerBuilder.com by Harris Interactive. (CareerBuilder is partly owned by Gannett, the publisher of USA TODAY.) That's quite a bit higher than those working at the executive level, where just 13 percent are now in search of a job change.

Jessica Rosen, 26, is an operations leader at a financial advisory company in Lusby, Md. She says she is aspiring to move up the ladder like her boss, whom she considers a mentor. But because she telecommutes so she can be with her fiancé, who is in the military and must often relocate, the job is out of reach.

"I would love to take a management job, but I work remotely," Rosen says. "In terms of evaluating people day in and day out, I couldn't."

Adding Incentives

Some employers are taking steps to try to change middle-management jobs into more coveted positions among their employees. At IBM, a number of initiatives are underway, says Mike Markovits, a vice president.

That includes an action plan in which all IBM employees review with their manager their career goals and what skills they need. There are also some workplace flexibility options for managers. Middle managers can move through different business units and international assignments, with the goal of developing new skills, while remaining with the same employer. And managers learn that their people skills are valued and measured: Employees who work for managers are asked to answer questions such as whether their manager shows appreciation for contributions.

"We do quite a few things to engage middle managers," Markovits says. "It's very important. You want to engage everyone in your workplace."

Recently, when a second-line manager decided to relocate to Spain because her husband had taken an international assignment, IBM decided she could continue to manage her team remotely from overseas.

With flexibility sometimes being possible, middle-management jobs are not dead. A number of employees continue to covet and thrive in the positions, but they also have a greater appreciation of the personal demands that taking on today's supervisory jobs can entail.

Robert Leckey, a sales vice president at VendorSeek.com, which facilitates business-to-business interactions and is based in Mount Laurel, N.J., is able to have flexibility and work from home on Fridays. But even with that flexibility and a job he thrives on, he says he knows many employees aren't interested in management jobs because of the lack of job security and job-related pressures that can go along with the title.

"If you work for a company with a bad or outdated business model, the middle manager can be squeezed. They don't get to make the ultimate decisions," says Leckey, 34. "You get a lot of whining from employees, and bosses pressing in on you from the other end. You can have a staff that is resistant to change. It's not surprising to me that people are turning away from management jobs. It can be overwhelming."

Copyright 2007 USA TODAY, a division of Gannett Co. Inc.

The Climate of Coaching

COACHING UTILIZATION TO INCREASE ACCORDING TO THE AMERICAN MANAGEMENT ASSOCIATION

Summary by: Jeffrey E. Auerbach, Ph.D., MCC

In 2008, the American Management Association commissioned a global study to examine trends in the executive coaching field. 1,030 managers and directors responded to the online survey. The 33- question survey utilized a standard 1 to 5 Likert-type scale.

The top three findings follow:

Finding One: Fifty-two percent of North American companies utilize coaching programs, and 55% of the international companies use coaching.

Finding Two: Coaching utilization, and projected demand for coaching, will continue to increase. Of the companies that do not yet have coaching programs in place, 37% of North American companies and 56% of the international companies report that coaching programs will be initiated in the near future.

The researchers report that coaching demand is continuing to increase because:

"As the Baby Boomer generation retires in the U.S. and other developing nations, there will be a greater need for speed and effectiveness in developing the next generation of leaders. Coaching is suited to fill this need as it becomes more closely integrated into succession management and leadership development. Also, coaching will be especially well-suited to handling the faster cycle times and more diverse management challenges associated with global business."

Finding Three: Coaching is associated with higher performance.

Organizational representatives that have increased their use of coaching more frequently report that their organizations are performing well in their markets, including revenue growth, market share, profitability and customer satisfaction.

Source: Coaching: A Global Study of Successful Practices. Current Trends and Future Possibilities. American Management Association. 2008.

Complimentary Article

Focus: The Financial Impact & Return of Executive Coaching

Manchester Inc., released the results of a study that quantifies the business impact of executive coaching. The study includes data on executive behavior change, organizational improvements achieved, and the return on investment (ROI) customized, comprehensive executive coaching programs.

The study included 100 executives, mostly from Fortune 1000 companies, who received coaching. Companies that provided coaching to their executives realized improvements in productivity, quality, organizational strength, customer service, and shareholder value. They received fewer customer complaints, and were more likely to retain executives who had been coached.

In addition, a company's investment in providing coaching to its executives realized an average return on investment (ROI) of almost six times the cost of the coaching. Manchester conducted what is believed to be the first major study to quantify the business impact of executive coaching.

Half of the executives in the study held positions of vice president or higher (including division president, general manager, chief executive officer, chief financial officer, chief information officer, partner, principal, and practice leader). Almost six out of 10 (57%) executives who received coaching were ages 40 to 49, and one-third earned \$200,000 or more per year.

The coaching programs that executives participated in were a mix of both change-oriented coaching -- which is aimed at changing certain behaviors or skills -- and growth-oriented coaching -- which is aimed at sharpening performance. The coaching programs typically lasted from six months to one year.

Among the results of the study:

-- The coaching programs delivered an average return on investment of 5.7 times the initial investment in a typical executive coaching assignment -- or a return of more than \$100,000 -- according to executives who estimated the monetary value of the results achieved through coaching.

-- Among the benefits to companies that provided coaching to executives were improvements in:

- Productivity (reported by 53% of executives)
- Quality (48%)
- Organizational strength (48%)
- Customer service (39%)
- Reducing customer complaints (34%)
- Retaining executives who received coaching (32%)
- Cost reductions (23%)
- Bottom-line profitability (22%)

-- Among the benefits to executives who received coaching were improved:

- Working relationships with direct reports (reported by 77% of executives)
- Working relationships with immediate supervisors (71%)
- Teamwork (67%)

- Working relationships with peers (63%)
- Job satisfaction (61%)
- Conflict reduction (52%)
- Organizational commitment (44%)
- Working relationships with clients (37%)

The customized coaching program focuses on helping executives adjust to new organizational realities and not just survive, but thrive. A tailored approach is a collaborative process that includes a pre-coaching needs assessment to set clear objectives and a complete, valid -- and reliable -- assessment protocol. Considerable emphasis is placed on both action planning and achieving measurable results linked to identified business objectives.

Report from the field

Source: News release, Jan 4, 2001 / Businesswire

Innovative Coaching Model Drives Leadership Development at Informatica

INFORMATICA

The Data Integration Company™

Recent research into leadership development shows an extremely high correlation between business impact and the use of leadership coaching as part of a talent development strategy.

The case study *Coaching as a Valuable Means of Developing Leaders: Driving Performance at Informatica* discusses how Informatica, a provider of enterprise data integration software, has replaced classroom instruction for all levels of management with one-on-one coaching.

The case study details the Pfeifer Model, developed by Linda Pfeifer, who now is global director of HR learning and performance at Informatica. The model is used to deliver courses designed to develop six core management competencies: developing and coaching direct reports, building effective teams, hiring and staffing, managing for results, and motivating others.

Coaching sessions are conducted over the phone over a period of several weeks. Each course within the program is based on one of the six core competencies. Courses begin with an assessment session, followed by three to five coaching sessions. Based on information gathered during the assessment, coaches customize course content to the individual's background and development needs. Each of the one-hour sessions focuses on a specific best practice. Informatica requires completion of the program for promotion to senior management positions.

The case study discusses all aspects of the model, including the characteristics of a best-practice coaching session, learner assessment, measurements (similar to those used in the Kirkpatrick Model), and the effectiveness of tele-coaching. You'll also learn the specific ways in which this model differs from other coaching models.

In addition to realizing significant cost savings, Informatica cites other major benefits of the coaching approach, including increased consistency and timeliness of training and greater learner engagement. Managers also prefer the coaching-based training to traditional classroom-delivered instruction.

Excerpt from internal research of a company integrating coaching in their training program...

Consider taking these actions:

1. Sample lessons from the Management-in-Minutes™ *laser* Learning Library.
2. Got something going on and need help or advice? Book a 25/25 Laser Coaching Session.
3. Buy an unlimited pass to the MIM *laser* Learning Library.
4. Get free e-coaching. Subscribe to the MIM *e-coach* ...every few weeks get a **laser lesson** via email along with a list of lessons added to the MIM Library.

To do any of these go to www.management-in-minutes.com

5. Or if you'd like to bring a full seminar from any of the MIM Topics to your organization go to www.joanncorley.com and connect via the Contact Link or call at the number provided below.

Got any immediate questions?...don't hesitate to contact me. I'll be glad to hear from you.

Contact me here: joann@management-in-minutes.com or call at 630.926.5323 (yes this is my real number).

Your partner in learning and success!

JoAnn Corley

Management Coach & Advisor, Speaker, Author