

The 9 Steps of a Manager's Job

1. Understand the intended results.
2. Predict the expected external influences that might affect the intended results and the expected magnitude of their effect.
3. Determine the actions that will be necessary for the team to deliver the intended results in light of the expected external influences.
4. Communicate to the team the intended results and the intended actions.
5. Train the team members how to implement the intended actions.
6. Observe the environment and identify any and all gaps that emerge between...
 - a. Intended actions and actual actions,
 - b. Expected external influences and actual external influences,
 - c. Intended results and actual results.
7. Diagnose the reason for and the impact of any gaps that are identified.
8. Determine the management actions that must be taken to close the gaps that are identified. Those actions might be...
 - a. Provide feedback, coaching, or redirection to the team,
 - b. Revise the intended actions for the team, or
 - c. Create new or additional actions for the team.
9. Return to Step 6.