



# Myths of Management

Will Clement

## Session Outcomes

- Appreciate what kind of nonsense there is in the field of management
- Develop a questioning nature to trainers, consultants and guru's
- Consider uniqueness of individuality

# Starting Point

- A management book – Hard Facts, Dangerous Half-Truths & Total Nonsense
- Just some really rubbish management
- A naturally suspicious mind!
- Working with (in my opinion) some of the best



## Myth 1

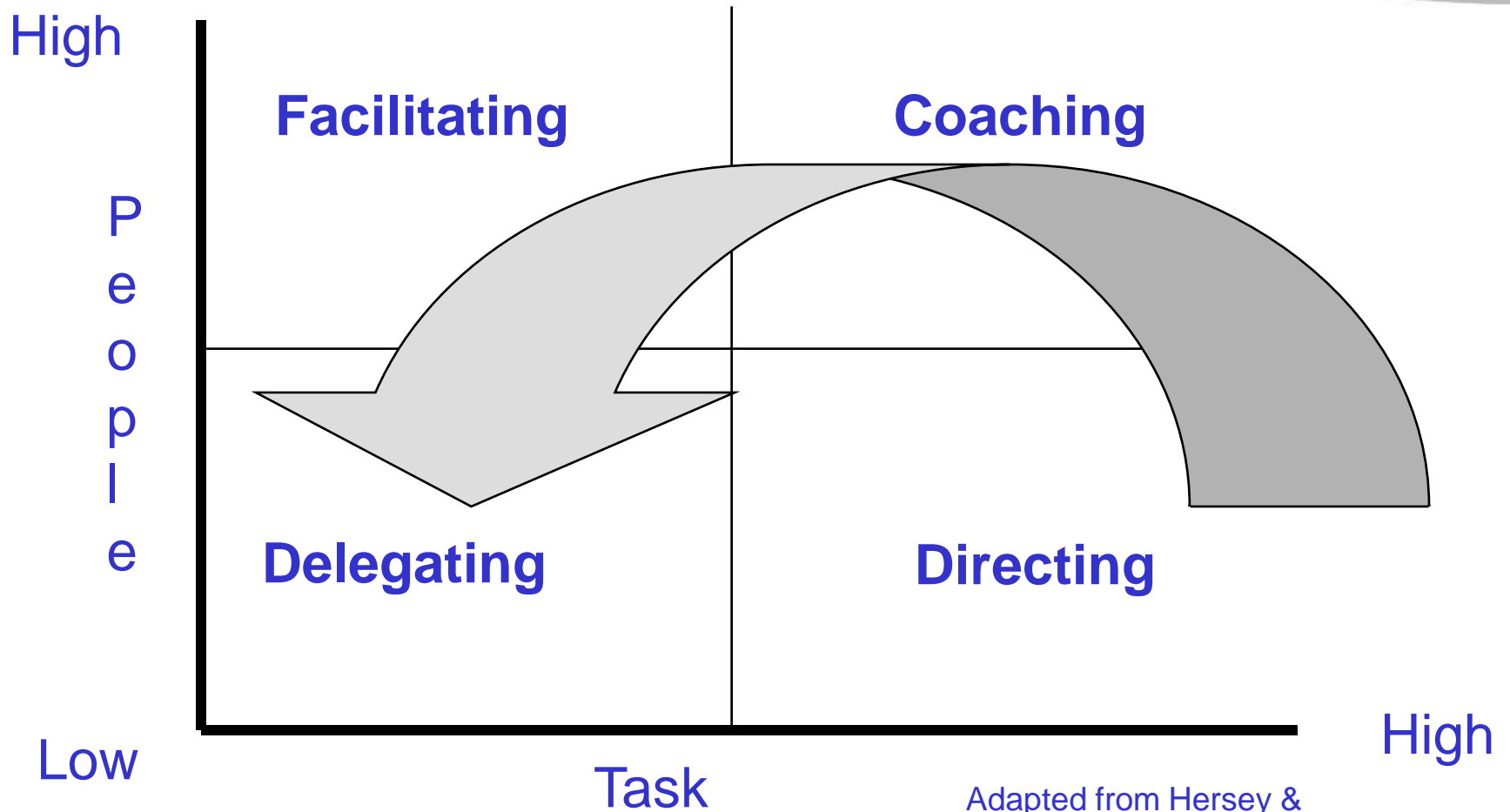
Experience Counts.....Iad!

The longer you do the job the better you  
become

## Myth 2

My door is always open!

# Situational Leadership



Adapted from Hersey & Blanchard

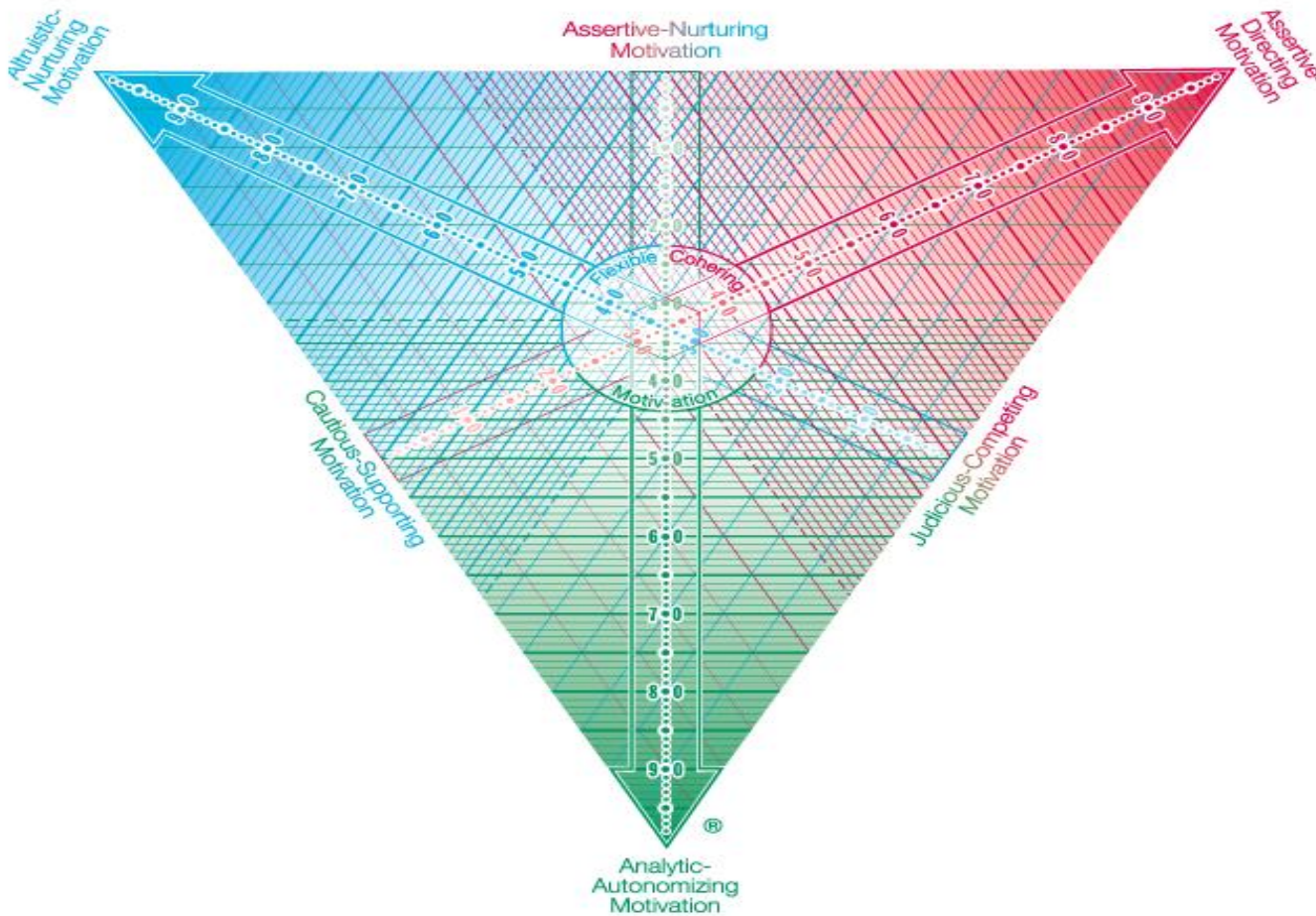
## Myth 3

### Treat everyone the same

We must become a team

There is no “I” in team

I expect everyone to have the same input



Strength  
Deployment  
Inventory


# The RIDO Scale

- **Relationships** → Introvert  
Extrovert
- **Information** → Practical  
Creative
- **Decisions** → Analytical  
Belief
- **Organisation** → Structured  
Flexible



## Myth 4

Lets work on your weaknesses



People don't change that much.  
Don't waste time trying to put in what was left out  
Try to draw out what was left in  
That is hard enough

Coffman, C. & Buckingham, M. 2001 *First, Break All The Rules*. Simon & Schuster, London

## What talents/skills does this person already have?

- Raising their skills by 5% may make them excellent
- Work on weaknesses may increase ability to average
- Recruitment is absolutely key
- Inherited team? Why did they choose the role in the first place?

# Recruitment

- I like to recruit like minded people – a question of control?
- Brilliant people / badly designed role / badly designed system

## Myth 5

Strategy is for people who implement and write strategy!

- Need to know basis only
- I've got your back, leave the senior management to me
- You don't need to worry about this

# A Case Study

- If I can see the point of doing something, I am more likely to understand it
- If the 'line of sight' is clear, I can have informed input
- PDR/PDP, the annual round of insincerity
- I don't like it, but at least I get it! My choice can now be made

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