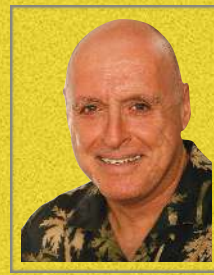


THE EXTRA POINT

BY JERRY ROBERTS



237 Can Managers Change? – Pt. 1

Question...can managers change how they do their job? Answer...they're going to have to. I'm Jerry Roberts and the reasons for saying this are coming next, on The Extra Point.

I read a recent article in the Harvard Business Review that got my attention, mostly because it falls in line with what I've been teaching for the past several years; and specifically, how it discusses the role of technology in the coming changes for managers.

The article states that for almost 100 years, management has been associated with the five basic functions outlined by Henri Fayol, a French mining engineer and executive, who developed a general theory of business administration in the early 1900s. Those five functions are planning, organizing, staffing, directing, and controlling. Think about it, in the case of most managers, what they do pretty much falls within those five areas. These have become the default dimensions of a manager.

The big question is how much of that will be essential work for the manager as we rush deeper into the information age?

The article asks what will become of managers whose job is mostly to supervise basic tasks, when robots driven by artificial intelligence (AI) will be able to guide workers to complete those jobs — if not take the place of workers entirely? In addition, do it competently, and not be in a grumpy mood. If you're not familiar with the term "artificial intelligence," you'd be wise to read up on it.

They already have convenience stores with no employees, driverless vehicles, kiosks that dispense fast food and beverages. It's coming to every industry. A lot of jobs done by people are going to be done by robots of one kind or another in the near future, and you'll be sadly mistaken if you think that Guam will somehow

escape this. It's coming, and managers won't be needed to direct those robots.

Jack Ma, co-founder of the giant Alibaba Group in China, recently said, "Everything we teach should be different from machines." Ma's point is that learning, not knowledge, will power organizations into the future — and the smart manager will be at the center of it.

Even if your job isn't threatened by AI today, why wait for it to show up on your doorstep before acting? Then it'll be too late. Learn how to grow talent and coach people up, building the skills needed to make next-level progress.

Don't waste time micromanaging. Delegate work and teach people to think for themselves. It may be painful at first, but will get easier as they develop. Share leadership roles and encourage more people to contribute ideas. This is how you generate breakthroughs, and it's also a key to retaining workers.

Those original five functions described by Henri Fayol aren't going away immediately. We'll still need planning, organizing, staffing, directing, and controlling. However, the successful manager will need to be more.

I've often said that problem solving is a highly desirable skill today. That will always pay dividends, but I strongly believe the ability to innovate and teach will win your tomorrows.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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