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Let' s worm game

If I've heard this once, I've heard it a thousand times: to overcome the stresses and stresses of a fast-growing organization, the chief executive has to delegate responsibility. I've been to seminars on the subject. I read business books that deal with it. But for some reason people talk and write about delegation not being able to deal with the most important issues. This should not come as a surprise. After all, how many of them were the hundreds of people working for them? How many of them have been sidelined as a subordinate task, what can the CEO do better? How many of them had to train dozens of new employees at the same time? Unfortunately, most of these people are unable to understand that the obstacles to delegation are successfully essentially subjective in nature. As the head of a restaurant company with annual sales of almost \$15 million and five establishments that are cared for by 500 employees, I am in this position. It's one thing to hear or read about how the role of chief executive changes as he or she delegates, but it's another thing to experience it. I found it awful to live through it. Trying to delegate, I ran into four problems. These are really my problems, not those related to my company. The first and most obvious problem was to watch someone spoil a task that I could easily accomplish half the time. I had to learn to keep my mouth shut, since the idea would frustrate my new subordinate, not to mention use the time I wanted to keep. Passing my company - my child - to others and standing up when they did things their own way tested my faith in humanity. The second problem is identity, especially mine. Delegation means moving from the role of a specialist, whether in finance, marketing, or whatever, to the role of general. This means becoming a leader, and leaders do not have precise definitions of work. I had to give up the specific skills for which I was known and the satisfaction that went with their application. I had to give up the greatest pleasures of my professional life. Third, it is a problem of competitiveness. As an entrepreneur I am very competitive and I had to look while others have reached a level of ability above my own. I no longer liked to be unsurpassed in various jobs - to cook, to care for the bar, to train new employees. Delegation means letting others become experts and therefore the best. Finally, there was the problem of learning a whole new job. Now I had to decide where the organization should go, get agreement from subordinates and keep the company on track. Learning this new job meant leaving my comfort zone for the unknown. It meant studying art. Fortunately, I had no choice in this matter because the size of the organization caught up with me. Six- and seven-day weeks, numerous helpers and brilliant organization of my life was not enough. Enough. The demands of my time with the service of more than one million people each year seemed to be endless. I was swamped. I realized that I had to go from entrepreneur to leader. I would have to find satisfaction in coaching and planning rather than doing. To facilitate this transition, I've come up with a three-way approach that I'll pass on to you. This will not eliminate the trauma inherent in delegation, but it can make the changes much less painful. It looks like this: Recruit the best people. Practice what and why management. Learn to think effectively. Recruiting the best with their limited financial resources, new companies usually can't attract top-notch people at the start. But as the enterprise grows, its management requirements often go beyond the capacity of the original staff. The additional workload goes to the CEO. He or she may just be unable to handle all the tasks at hand. Thus, the question arises who is competent to take over part of the CEO's work. In 1983, when the three restaurants, a service company and a fresh fish wholesaler that made up Restaurant Services reached \$10 million in sales, I realized that we could no longer afford to have me as a hero in every arena. I needed help. I realized that the sum of the company is really its human resources, and quality people are the basis from which the organization can expand. If the survival and growth of a company depends on a mature judgment, then having the best possible decision makers is vital. Recruitment was difficult for me. Headhunters are expensive and newspaper ads are unreliable. After all, what are the decent prospects of scanning ads for your work? High-quality people are already working, not on the street. Fortunately, I've learned other methods of recruitment. Suppliers and suppliers have established themselves as an excellent source of recruitment because they know the people in our business. That's why my key managers and I often ask them for the names of the best performers interested in moving to more complex positions. We also use industry seminars to recruit staff, choosing them according to the candidate we want: finance, human resource development, marketing. In seminars we find ambitious people interested in improving themselves. During coffee and lunch breaks, we introduce ourselves and exchange visits. The best approach is the one most commonly used by Silicon Valley recruiters. They phone potential applicants directly. It sounds hard, but it's not. First, we describe the work and its benefits, including the range of wages. The recruiter does this from newsletters to keep the conversation running smoothly. The recruiter then asks whether he is interested or knows someone who might be interested. More than 80% of respondents want to talk to us or invite other candidates. The interview is the next one Step. I learned that the best way to handle this task myself. For key people, I don't do a diridrive interview in the usual sense, but I have open discussions for two or three months. Five or more meetings are not too many to allow both sides to study each other and set expectations. I must stress that in talking to these candidates I emphasize our concerns as well as our strengths, because I have found that people appreciate frankness. In addition, a good candidate welcomes the prospect of a challenge. Management, after all, is pretty much the solution to problems. It is useful to have at least one lunch or dinner with your spouse and candidate. Changing jobs is an important event, and the participation of a marriage partner is important. If the spouse supports this decision, the applicant is more likely to accept a job offer. I worked hard to attract high-quality people. I've done everything I can to manage in the way of temptations and more. I made available portions of my stock, paid people out of my own pocket to keep the famous paychecks in balance, created expensive, unfeachable temporary posts, and ruined more budgets than I care to remember. There is one important caveat to sign up here. Large companies can promote from within, while small companies, as I said, often lack talent. Unfortunately, some people in your organization may think they have the right stuff despite their limitations. For example, when I hired a product developer, two managers quit. I did the right thing, but at the cost. What and why Management In startup companies, visions are usually entrepreneurs - they have a clear idea of the product or service they plan to offer. What's more, they often have to be in all places at any time, taking care of every detail. Unfortunately, this 100% practical management does not allow the entrepreneur's employees to mature. Why think if the boss has all the answers? Inadvertently, an entrepreneur usurps employee responsibilities. Worse, people often work well because they know the owner is right there. What happens when the owner is on the sidelines? My practical approach got to the point of haircuts with the opening of our third restaurant. I needed a simple and immediately remembered but effective control system. (Honestly, who can remember the hierarchy of oil needs, let alone use it, during a meeting?) To that end I developed an approach that I call what and why management and made it a style of leadership of the organization. The basic notion is that employees cannot do what is expected without training and without a deep understanding of their work. The instruction is behavior-oriented: we show they practice, and we Back. This procedure is repeated until the staff have reached the level of qualifications we are looking for. The key to success in these efforts is 100% focus. Full Full when learning what is so important that we set aside time on the schedules of managers solely for training and observation. As an aid in teaching that, we have developed assessments of work requirements. These are two-page forms that list key patterns of employee behavior. Managers use them as a benchmark when observing and scoring employees. We reward good performance with gift certificates for our restaurants and cope with poor performance by returning to teaching that and giving a thorough explanation of why. Restaurant managers are periodically evaluated at coaching sessions of managers and employees of home offices. These assessments are an important part of evaluating the performance of our managers. Managers move forward mainly on the basis of their abilities and willingness to teach. One young cocktail server who was particularly experienced in teaching others our philosophy worked through the ranks to become a restaurant manager in 36 months. Why part of the approach is vital because it promotes value. Employees are more likely to be motivated when they understand why they should behave in a certain way than when they are simply given rules. We all want to believe in what we do and we want to know the importance of our work. Knowing why fulfills these needs and helps develop a successful organization. At the end of the explanation why we ask, Does this make sense? Do you agree? If the answer to these questions is no, we give employees the opportunity to explain their reasoning. Thus, we discover what is often a mutually beneficial dialogue. In one case, our product developer and chef of our newest restaurant worked hard to adapt a wonderful Mexican dish, Veracruzana shrimp, for the restaurant. I opposed the inclusion of it on the menu because it did not correspond to our image of American cuisine and reminded them that a clear theme is important for the success of the restaurant. The chef and some others noted that the proposed offer was colorful, cost effective and delicious. Besides, why change a guest short because of the name? That's a good point. We came up with an American name, Shrimp Spicy, put it on the menu, and the item is now a bestseller. Another time, I developed a new bar concept to combat labeling sales of alcoholic beverages that have suffered from tougher drinking laws and changes in alcohol consumption. I have struggled to fashion a new concept for our bars that are stressed soft drinks with food. I would call it NewBar because, in my opinion, it has captured the changing public perception of what the bar should be. I was well together in graphic design when my partner told me that the name was confusing. Years ago objection would cause a scandal. Now I ask why ... And listen. He noted that the bars will not look new to the guests, because we are not going to remake them. Why remodel the bars that was written by Leroy Nieman, immortalized in the Guinness Book of Records, and featured in Time and the New York Times? He convinced me that the name NewBar would have to go. So we developed various plans that called for a two by three foot menu featuring 25 categories with over 350 choices. While we were talking, it became clear that we were forming an extension of our current concept, not the deployment of a new bar. We settled on the title: BestBar. Management and staff applauded the name, so that's what we call the concept. This redirection would never have happened if I still had my old hands-on approach to management. It took attention inherent in what and why management came up with the best solution. Directives on filming from the hips of the past have been replaced by more thoughtful processes. I readily admit, however, that what and why management does not always work. Sometimes no dialogue can overcome my vision of things or lead me to the point of view of the other side. That's when I take advantage of the captain's prerogative. I remind my people that sometimes a captain has to send a ship into uncharted waters. I tell them that I take full responsibility for the course I set and then ask for their support. I tell them that trust should be part of the journey, and that it is their responsibility to help me sail the ship into the unknown. Thinking Effectively Over the past 30 months, I've hired a lot of competent people, allowing me to give up overseeing restaurants, designing recipes, writing menus, and a host of other cherished activities. Now I have time to think. The leader must constantly ask and answer the question, What's next? without a clear picture of where it is going. Once the CEO foresees the future of the organization, he or she can share this image with others. It is this common vision that creates the impetus for growth. What is thinking? Maybe the place to start is learning what thinking isn't. Thinking is not reading, meeting, routine reporting, listening, observing, or working. Rather, it is more like silence, fragmentation, reflexivity and concentration. Real thinking simply allows the mind to trigger ideas not previously considered. When allowed, he does so with a wonderful aplomb. In a sense, thinking is a dream about the future of the organization. This is an opportunity to see tomorrow and build the perfect state of the company. It's the ability to get excited about the possibilities of the future. The process isn't a mystical, silly thing, and it's not a fat dad suggested by some pop psychologists: imagine it and it will. Rather, it is a brain-straining work, demanding work to build the ideal state of the organization and to clarify the steps necessary to achieve it. Like many others I used to see work as a dynamic activity - moving, doing, talking. The idea of sitting quietly and thinking seemed alien, especially when a full free day loomed ahead. However, it is important to discipline yourself to use your time to build a vision of the organization. Faced with 10 to 15 meetings a week, I enjoy my thinking time and guard it jealously. I set aside time to develop answers to the question What's next? What is the next generation of products? What will the future management structure of the organization look like? What remaining cherished roles can I convey? How is society changing and how does it affect the company? How will the future vision of the company be financed? The questions go on and on. That's what we're thinking. If you don't think about where the company is going, who will? Here are four rules that helped me think better: 1. Viewing thinking as a strategy. Thinking is the best way to solve difficulties. Keep faith in your ability to think about your way out of problems. Recognize the difference between anxiety and thinking. The first is repeated, unnecessary problem analysis, while the second is a generation of solutions. Sometimes I can't sleep because of business problems, so I convert worrying thinking by getting up and listing troubling problems and possible solutions. After a few minutes of recording, I invariably go back to bed and sleep peacefully. 2. Schedule of large blocks of continuous time. Because thinking takes time, it has to be planned. Cut large blocks of continuous time in periods when you are at your best. I found that the start of the week is my prime time, so I schedule Monday as my thinking day. If I have something to think about, I even schedule all week just for that purpose. Focus on topical topics. Pummel your mind until it produces the quality of thinking you are looking for. There are ideas; You ferret them. 4. Record, sort, and save your thoughts. Ideas are a product of your work; they must be recorded, sorted and stored. Try writing them on 3 x 5 cards, one idea on the card so that they stay mobile. Use a portable voice recorder to capture thoughts while driving. Maintain thematic files as repositories for observations. Ideas about the future of your organization are your most important source of information. I've learned to delegate effectively to a large extent, accepting the fact that it's an emotionally torturous process. But I've made it easier by recruiting superb performers, using what and why management, and increasing my available time thinking. The rules are simple and they contribute to the growth of the company. They're doing it for our company. Company.

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