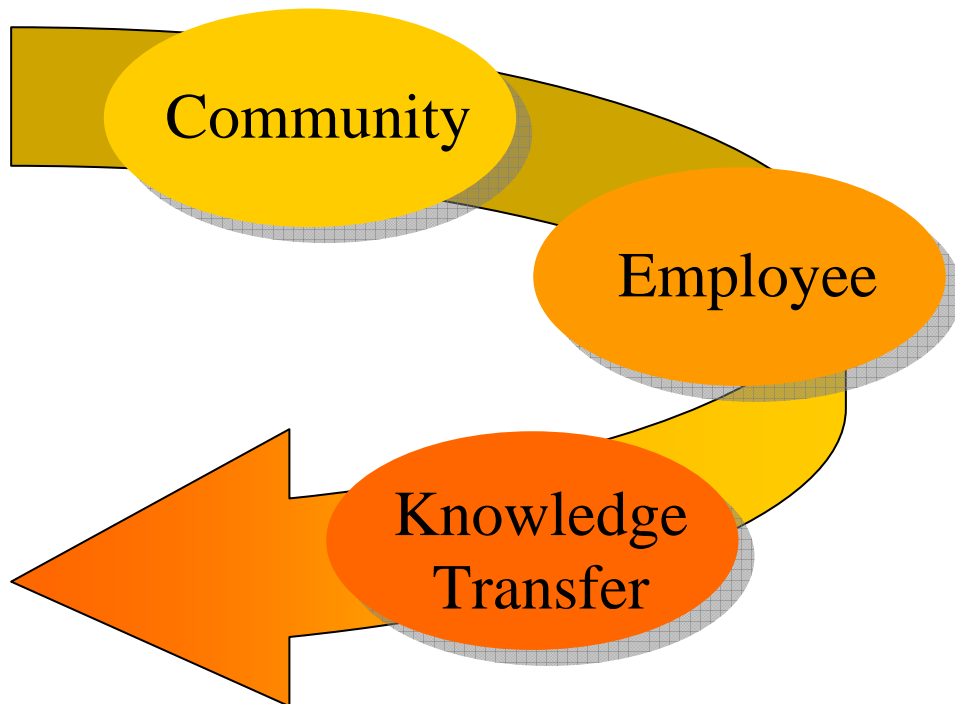




**and The William Oncken Corporation
present:**

**Mission Control:
Are You Controlling Events or
Are Events Controlling You?**



Legal Notice

COPYRIGHT

Mr. Oncken's Video presentation and the accompanying material
The William Oncken Corporation (WOC)
All rights reserved.

All rights to the CTN logo are reserved to CTN

VIDEO VIEWER AGREEMENT

All users of this Video presentation agree that access to and use of this Video and the accompanying materials ("Video") are subject to the terms and conditions stated in this legal notice, as well as all other applicable laws. In viewing this Video, viewers agree to the terms and conditions of this legal notice.

This Video presentation is licensed by WOC for viewing/CTN Distribution only from **July 12, 2007** to **July 12, 2010**.

This Video presentation (the "Work") is a derivative excerpt of a previously existing copyrighted work entitled and trademarked as Managing Management TimeTM. All rights are reserved/retained by WOC, to include but are not limited to (1) Mr. Oncken's image and (2) the oral, written text and graphics included in Mr. Oncken's Video presentation and the accompanying materials.

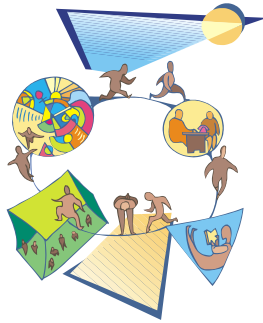
The Work may be used only for internal, informational, noncommercial purposes of the employees of the member companies of the CTN. This permission does not extend to independent contractors such as management/leadership consultants and executive coaches.

No portion of this Work may be reproduced, transmitted, distributed, modified or altered in any way, form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system known or yet to be developed (with the exception of CTN's web-based delivery system), without the express written permission from WOC, except in the case of brief quotations embodied in critical reviews and noncommercial uses to the extent expressly permitted by copyright law.

Inquiries should be directed to:

The William Oncken Corporation
Phone: 972-613-2084
E-Mail: Onckencorp@aol.com
Website: www.onckencorp.com

Introduction



Mr. Oncken stated in his video presentation that your mission, as a manager/leader to control events that impact on your areas of responsibility. He pointed out that this requires that you be in a position to do three things simultaneously:

1. Anticipate future events and their impact on your areas of responsibility.
2. Adapt to changing circumstances in the present, and
3. Reflect on and learn from your past experiences and the experiences of others.

To accomplish this you must have discretionary time during to work day to:

1. Make the judgments you are paid to make, and
2. Exert the necessary constructive influence within the organization to get your judgments “bought and backed” by other key players inside and outside the organization.

Who are these key players”? At a minimum, they include your boss, your peers inside the organization that provide support to you, and your staff/subordinates. They are the key resources you need to get your job done. This is reflected in Oncken’s First Law: “What you know will not get off the ground without the active support of who you know.”

The “who you know” (boss, peers, staff) can chew up your discretionary time in any number of ways. Mr. Oncken pointed out that, because of the above realities, your first priority — ahead of any and all other organizational priorities — is to get control of those organizational relationships that can, and often do, rob you of the discretionary time you must have to be effective.

In the Video presentation, Mr. Oncken tackled some of the key aspects in your relationship with your staff. Specifically, how your staff can inadvertently work against you by saddling you with what he calls “subordinate-imposed time.” This is the time you spend working on tasks or problems that your staff should have worked on but instead opted to “upwardly delegate” them to you for resolution.

This Video workbook reviews the concepts Mr. Oncken presented and provides exercises that might help you maximize your available discretionary time by minimizing the “upward leaping monkeys” that comprise “subordinate-imposed time.”

Monkey Problems



The real “Pro’s” in management know that the key to effective leadership is making sure that the “monkeys” are on the “proper backs.” Mr. Oncken’s presentation focused on this critical aspect of every manager’s life.

Upward-Leaping Monkeys

Monkeys from your subordinates, like monkeys from your boss, represent next moves for you. But there is one important difference: subordinates are not supposed to assign you work. Upward-leaping monkeys are potentially bad for everyone. They turn part of your discretionary time into subordinate-imposed time, and they force your subordinates to wait for you to make decisions rather than taking the responsibility themselves. If monkeys are constantly leaping upward all over an organization, they wind up on a few backs at the top of the organization chart where they tend to get procrastinated.

Picking Up and Giving Monkeys

It is easy to pick up subordinate-imposed monkeys without realizing it, and it happens at all levels in the organization. Monkeys leap when you meet your subordinates in person, talk to them on the phone, or when you receive e-mail from them. Do not feel bad if you have picked up a lot of monkeys from your subordinates in the past. Just realize that it causes an additional drain on your time and must be changed. The same is true of monkeys you give to your boss. When you have a problem, it is easy to take it to your boss. When an upward-leaping monkey is passed, it is often not clear whether the subordinate gave it or the boss picked it up. Usually it is both.

Why Monkeys Leap

It is not always easy to avoid getting or giving upward-leaping monkeys. They leap for many reasons. A subordinate may be reluctant to take responsibility for a problem, and passes it up to you, or your boss might take your monkeys and you do not know what to do about it. Sometimes it is hard to make the distinction between helping subordinates and doing their work for them. You should help your subordinates, they can benefit from your experience. But you have your own monkeys to work on from your boss. If you start working on theirs too, you will not be able to devote enough time to the job you were hired to do.

However, not all monkeys are bad, and not every monkey you get should be kicked down. Every job has certain monkeys that belong with it, and it is up to you to recognize yours and keep them. It is also up to you to recognize the monkeys that do not belong to your job. Monkeys tend to leap upward onto backs where they do not belong; so upward-leaping monkeys are the ones to watch out for.

Action Item #1: Identifying Upward Leaping Monkeys

List at least five situations in which you allowed your staff to “upwardly delegate” their monkeys to you.

1.
2.
3.
4.
5.

Action Item #2: Why Do You Pick Them Up?

Do any of the following reasons explain why you picked up those monkeys?

- You were unsure about the subordinate's abilities.
- You were unable to distinguish between helping subordinates and doing their work for them.
- Your subordinates would not take responsibility for the monkey.
- You thought it would take longer to get results from someone else than to do it yourself.
- You were unable to say "no".
- Your subordinates were unable to do it themselves, because of workload or vacation.
- List any other reasons why you pick up monkeys.

Action Item #3: What have been the effects of upward-leaping monkeys on you and your staff?

a. Are you currently procrastinating on any monkeys given to you by your subordinates? If so, why?

b. Describe problem situations in which an employee has become frustrated with you having their monkey(s) or gorilla(s).

c. Describe situations in which you felt a high degree of guilt for having picked up your staff's monkeys, and how you tried to resolve those situations.

Monkey Solutions



Using the Oncken Freedom/Insurance Scale

The greatest obstacle to maximizing your discretionary time and simultaneously building self-reliance in a subordinate is your "fear" of what the subordinate might do when "carrying the ball".

Your anxieties can be addressed by using The Oncken Freedom Scale as a Risk Management Tool.

The Oncken Freedom/Insurance Scale

5. Act on your own (with routine reporting only).
4. Act, but advise "at once".
3. Recommend, then take the resulting action.
2. Ask what to do.
1. Wait until told.

First, you keep the monkey on your subordinate's back by outlawing the subordinate's use of Freedoms 1 and 2.

Second, you allow no more freedom-of-ACTION (at Freedom Levels 3, 4 or 5) than your anxieties will permit, and that will vary with the subordinate, the issues and the circumstances. With some subordinates, you will keep them on a very short leash, indeed (at Freedom Level 3), until they have a demonstrated track record of proven ability in which you can have confidence.

Keep in mind that you do not insure monkeys to avoid risk, but to define it. When you buy collision insurance on your car, you can choose a certain deductible. You still risk a collision when you drive, but you have defined and limited its potential effect on you. You can decrease the amount of money you risk by making a higher investment now in the price of the policy. You balance the certainty of payment now against the risk of payment later.

It is the same in management. When you depend upon other people to do something, you always run the risk of problems. You cannot predict what a subordinate will do in a specific situation. You can define the risk and limit the potential effects of future mistakes by investing more of your time, but the cost of your investment is decreased leverage.

Since it is not good for either of you for a subordinate to be at Freedom Levels 1 or 2 on the Oncken Freedom Scale, the lowest Insurance Level you should usually assign is 3. As your subordinate becomes more self-reliant, and your anxiety goes down, the Freedom/Insurance Level will go up.

When you assign a Freedom/Insurance Level of 3 (recommend, then act), you run very little risk that your subordinate will take an action that is inconsistent with what you want; you will have a chance to accept, reject, or modify the recommendation before he acts. But you pay for that protection with the time it takes you to go over the recommendation. If your subordinate is working at Level 1, he can act without checking with you. You will be able to invest your time somewhere else.

Action Item #4: Getting Your Monkey Population Under Control

Your subordinates, because they carry the ball, can put your day out of control. If you are not careful, they can put their monkeys on your back. To counteract their subtle maneuvers, try the following.

1. On a separate sheet of paper or sheets of paper single out the projects that you are responsible for that directly involve your subordinates.
2. For each project note its current status by answering the following questions.
 - Is your subordinate waiting for you to take action? If so, why?
 - Can your subordinate act on this project instead? If so, why?
 - Does your subordinate possess the initiative to act? If so, why?
3. Then, sort the monkeys onto the “proper backs” by listing the initiatives outstanding and then applying the following steps:
 - Eliminate all monkeys that have outlived their relevance.
 - Place one of your subordinates' initials beside each monkey that should be returned to that person.
 - Place your initials beside each monkey that is rightfully yours.
 - If any of the monkeys that are rightfully yours can be assigned to subordinates, place their initials beside them.
 - Assign a Freedom Level to each monkey you are going to give back to a subordinate. This is also your “insurance.”
 - Assign an estimated completion date for each monkey, to be discussed with your subordinate. Make sure your subordinates do not have more monkeys than you have time to feed.
 - Establish an interim monkey feeding appointment or appointments in at which time they will give a status update by answering your question: “How’s it coming?”

What's Next?

OUR SEMINARS & WORKSHOPS:

- Managing Management Time™ (MMT) (Seminar)
- Managing Management Time™ (MMT) (Application Workshops)
- How To Be An Effective Staff Member™ (Seminar)
- Communications In Management™ (Seminar/Workshop)
- Managing Managerial Initiative™ (Seminar/Workshop)

For more information on our courses, consulting or keynote speeches, please contact us at:

The William Oncken Corporation
3522 Gus Thomasson, Suite 112
Mesquite, Texas 75150-6243

Phone: 972-613-2084
Fax: 972-613-3182
Email: Onckencorp@aol.com

Website: www.onckencorp.com

