

## GETTING THINGS DONE

Achieves agreed objectives, using resources and deploying staff flexibly



### Influencing Stakeholders: Right people, doing the right things at the right time – Avoiding being the ‘hero’

A ‘hero’ manager is one who is always stepping in to ‘save the day’. This behaviour can have a variety of negative unintended consequences. It may affect staff’s morale and confidence. You may end up with a number of reluctant delegates, or with team members who don’t feel empowered to act or think independently. This immediately affects the flexibility of your team to respond to situations as they arise. It also means that important aspects of your own job get ignored. In particular, strategic tasks don’t get done, you get pulled in to the day to day ‘getting things done’ instead of keep your head above the fray – scanning the horizon, alert to what is ahead and planning for the next challenge.

A manager’s job is to design the landscape which allows others to get things done.

#### ACTIVITY



How often do you rush in to ‘save the day’?

What were the consequences?

What could you do differently next time?



Complete the Reflection sheet