

Transitioning to Management

The Ups and Downs



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Conference

Rachelle Abbott, AICP

STEP, Inc.

Susan Elks, AICP

Chester County Planning Commission

Ed LeClear, AICP

Borough of State College

Agenda

Lessons Learned Board

- Aspects of Management
 - *Rachelle*
 - *Susan*
 - *Ed*
- Small Group Discussion
 - *Challenges*
 - *Ideas*
- Full Group Discussion
 - *Bring back a challenge and potential solutions*



Transitioning to Management

- **Rachelle Abbott**

- *Chief Operations Officer at Lycoming-Clinton Counties Commission for Community Action (STEP), Inc.*
- *Oversee managers/directors of seven (7) programs a total of nine (9) staff that manages 234 within a total staff of 282.*

- **Rewards**

- *Ensuring that STEP is a great place to work and through this fulfilling our mission to engage diverse individuals, families, and communities in the pursuit of social and economic success.*

- **Challenges**

- *Continual Personnel Items (Often Multi-Faceted and Time Consuming)*
- *Balancing Daily Duties with 'Personnel Crisis'*

- **Solutions**

- *Start with hiring - personality and 'right fit' is important*
- *Constant Communication (Never Enough...)*
- *Strong Human Resources Department on the same page as Administration*
- *Always get legal option to back up tough decisions*



Transitioning to Management

- Susan Elks

- *Planning Services Director at Chester County Planning Commission*
- *Oversee a staff of 7.5 within a department of 30+*

- Rewards

- *Enabling others to do good work*

- Challenges

- *Sharing time*
- *Getting technical work done*

- Solutions

- *Block time in your calendar*
- *Close your door*
- *Listen*
- *Be fully where you are - multitasking is not your friend*



Transitioning to Management

- Ed LeClear

- *Planning & Community Development Director at Borough of State College*
- *Oversee a staff of six (6) direct reports within a department of twelve (12)*
- *Previously with Cumberland County Redevelopment Authority: managed seven (7) direct reports within a department of ten (10)*

- Rewards

- *Moving the ball forward. Transforming plans into real change on the ground*
- *Helping staff grow as professionals, and (hopefully) as people who feel fulfilled by their work*
- *Building an institutional reputation for integrity, forthright communication, creativity and flexibility*
- *Learning how to be better!*



Transitioning to Management

- Challenges

- *With a small staff, and a large portfolio, learning to balance the needs of management, while also producing at a high level*
- *Moving large, complicated projects forward systematically (that are often forgotten by decisionmakers) while fighting fires daily*
- *Obtaining and managing the technical resources to turn a wide-range of multi-disciplinary ideas into a reality*



Transitioning to Management

▪ Solutions

- *Manage first. Produce second.*
- *But, you do not need to manage as much as you think...*
 - *Protect (and limit) time for staff with greater needs*
 - *Create time to manage staff that prefer to work with minimal supervision*



▪ Solutions cont.

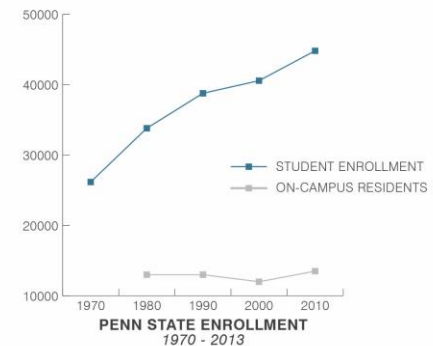
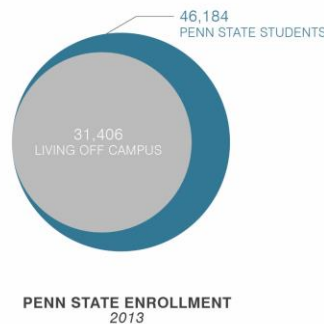
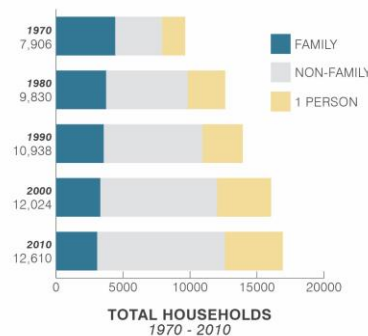
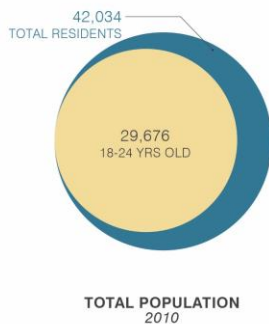
- *Sixty hours a week, every week, kills morale. Don't let it happen*
- *Consultants take as much management time as staff, but they let you produce in ways you otherwise couldn't*
- *Create the environment to produce*
 - *Learn your boss's and peer's habits and accept them. Do not plan to produce when you know they will need you*



Transitioning to Management

▪ Solutions

- *Spend the time to layout the long-range schedule. It will make it easier to course correct quickly when under deadlines, and reduces stress*
- *Create graphically rich work so decision makers can clearly see what is on the plate*
- *The Hardest Lesson: Let staff do the work that you thought it was your job (and only your job) to do*
 - *Give direction up front*
 - *Create time for meaningful revision*



Agenda

- Introductions of Participants
 - *Name and where do you work?*
 - *Do you currently manage projects, people, both, or none?*
- Small Group Discussion (30 mins)
 - *Identify a participant who is going to report back for the group*
 - *Challenges - each person identify at least one (4 mins/person, ideally)*
 - *Ideas for Solutions - discuss options for each challenge identified*
- Full Group Discussion (30 mins)
 - *Bring back one or two difficult challenges and potential solutions to the full group for discussion*

***Lessons
Learned
Board***



Rachelle Abbott, AICP, STEP, Inc. –
raabbott@stepcorp.org

Susan Elks, AICP, Chester County Planning Commission –
selks@chesco.org

Ed LeClear, AICP, Borough of State College -
eleclear@statecollegepa.us



Results from Conference Session

- The following slides were products of the interactive aspects of the conference session.
- The first slide is a collection of responses to the question “Give one example of a positive management technique you experienced, and/or use today.”
- The second slide is a collection of responses to the question “Give one example of a poor management technique that you experienced and do NOT want to emulate.”
- The remaining slides are a collection of responses from participants' discussing challenging management situations and possible solutions.



A manager that was always available for questions.

LET GOOD WORKERS RUN WITH THE BALL - DON'T MICROMANAGE

GOOD
BOOM HAVING TIME (MOSTLY) TO CONSULT W/ STAFF

GOOD

- Make clear expectations and work plans
- Encourage initiative by employees

Face time for professional + personal growth

Being aware of morale - little incentives - food / gatherings etc.

Being thanked & acknowledged for well-deserved good work

TRUSTING STAFF TO EXECUTE AND BEING OK WITH IMPERFECTIONS

Manager above runs all interference between staff and board of supervisors

Good Manager

To create opportunity/ies to prevent boredom

i.e. project creation
skill enhancement
committee participation
professional training

Asking employees how the organization can help them do their job better.

- Delegating meaningful tasks
+ younger staff and enabling them to succeed.

good

OK to make mistakes & own it. Feel protected.

like

going to bat for employees

- work/life balance
- prof development
- pay

Good

Personally invested into my career pathing. Directly creating and making opportunities available for personal growth.

⊕

not micromanaging me

Disc Assessments & Leadership Development opportunities
Sort of like Meyers-Briggs



#manager that does not treat everyone equally or unduly.

TOO MANY MEETINGS!
NO TIME LEFT TO
DO ANY WORK

BAD

PUBLICLY DISCIPLINING
AN EMPLOYEE

NOT GOOD
Not filling employees in on information / forwarding
info / not involving employees other than regular assignments.

Micro-management + paranoia

~~Offering to schedule~~
Offering to schedule
employee review/feedback
& never getting to it.

BEING DISENGAGED FROM
STAFF'S WORK

Manager that micromanaged work
constantly.

Bad Manager

It is my way or
the highway!

constant ~~com~~
blame on other
employees who cannot
defend work.

- Not communicating in person,
only through email and phone
messages

bad

When my boss
doesn't listen to
me & makes my job
harder.

Frustrated by
meetings run over
time + off agenda

Not connecting or listening
to employees to consider
solutions

Bro

⊖

asking me to approve
a permit that did not
go through the proper
Conditional use process.

Group scoldings & come to Jesus
meetings rather than facing the
person/problem head-on



□ getting team
buy-in on
timeline/deadlines

□ replace
under-performers

□ remind people
of deadlines

□ break work
into smaller
pieces

□ review workload

□ align and present
reports that follow
political directions
when it disagrees
w/ personal/professional
analysis

□ communicate
(not at public
hearing) ~~caution~~
professional opinion
*follow ethical
requirements-ATCP

□ can I find a
reason to defend
the political decision

□ managing workload
w/ available resources

□ be ok w/
an 80% project

□ can you
de-complicate,
is it simpler
than you think?

- Understanding your vs. others roles
mngt vs delegation face vs mngnt.

- Making sure leadership supports an initiative

- Dealing with Legacy Issues when arriving
into mngt. role

~~Atg~~ Managing coworkers that you used to
be equal with prior taking manager role



- TRADE OFF BETWEEN MANAGING
PRODUCT AND TEAM
 - DON'T CORRECT THEIR MISTAKES
- MANAGING UP AND DOWN AT SAME
TIME
- HOW TO EVOLVE A HEAVILY ADMIN.
PROGRAM | ORGANIZATIONAL CHANGE

• COMMUNICATION

- LOUSY STAFF
- TIME DRAIN | SUCK



LESSONS LEARNED

DONT BE AFRAID
TO SEND BAD
WORK BACK

Treat people as
individuals...
to the extent
HR permits

LEARN TO
CLOSE YOUR
DOOR. IT IS
OKAY!

Say
"No"

Listen

