

Step 2 - Failure to Develop Employee Skills

An effective step in creating organizational dysfunction is failing to develop people.

Failure to develop people is a topic that has been visited in many business management books. Despite how frequently the importance of people development has been discussed, managers continue to fail in effectively growing the skills of the people that work for them.

A manager is nothing more than a coach and a mentor. Many people, when asked about effective managers in history, point to the legendary Green Bay Packers coach Vince Lombardi. As a coach, he realized that he was accountable for winning and losing games. However, he never touched the ball. He coached the game from the sidelines. In pre-game preparation, he determined what challenges his player may face over the course of the game. But he couldn't face those challenges for his players. What he did was prepare his players to face the challenges. He provided them with the skills to be successful: being mentally prepared for the challenge through preparation and training, being able to face challenges with the right attitude, and being fit to face the challenge.

Too many managers forget that they should coach from the sidelines and they view themselves as the quarterback of the team, not the coach. As a result, they keep the best challenges for themselves and fail to develop their people. The consequences are bad for both the subordinates and the manager. The subordinates never become confident to solve their own problems and make their own decisions. The manager spends all of his time solving his subordinates' problems and leaves little time for managing the business of managing.

Failure to develop as an effective technique to employ in creating organizational dysfunction. Frustrations range from feeling micromanaged to feeling stifled with stunted growth. Even worse, disasters occur when the manager is away from the office or otherwise not available to be the knight in shining armor.