

# Leading from the Shadows: Challenges of Managing Professionals

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## **In today's session.....**

- We'll look at some challenges faced by audit managers whose subordinates are in remote locations,
- We'll discuss some ways to address these challenges, and
- We'll try to answer any questions you may have about specific issues you are facing.

## **Separate System and Process Issues from Management Issues**

- Audits are done on site at the particular governmental location, not in your office
- Budgetary constraints have led to fewer possibilities for face-to-face meetings
- Recruitment and Selection are often not under your direct control, nor are you an expert in them
- Others?

## **Managerial Challenges**

1. Feeling that you've lost control
2. Giving responsibility without the ability to enforce accountability
3. Lack of empathy and understanding
4. "Death Spiral" of communication
5. Deterioration of trust and trustworthiness

## **What is Your Real Job?**

- Engaging your remote employees in conversations that help you get to know them better
- Clarifying expectations and roles
- Clearing away obstacles and barriers to agreed upon results
- Providing a learning-centered review

## **Results-Based Management**

- Change your management approach from “behaviors” to “outcomes”
- Establish a list of concrete objectives to accomplish (include the “WHY?”)
- For new employees, make a generic task list for each type of audit
- Use “After Action Reviews” whenever possible, but at least after major audits that involve new employees

## **After Action Review**

- It does not judge success or failure.
- It attempts to discover why things happened.
- It focuses directly on the tasks and results that were to be accomplished.
- It encourages employees to surface important lessons in the discussion.
- More employees participate so that more of the project or activity can be recalled and more lessons can be learned and shared.

## **Face-to-Face Meetings**

- Today's technology tools make working as a remote employee much easier
- But, face-to-face meetings reaffirm relationships and let employees know that they're important to you.