

## 10 | What the Heck Is “Management” Anyway?

We all know what a manager *is*, right? They’re “the boss,” the person who makes sure things get done. But here’s the real question nobody asks:

### Why do managers exist at all?

Some companies don’t even use the word anymore. They say “key holder” or “in charge” to dodge the raise request that comes the moment someone hears “manager.”

But titles aside, here’s the truth: **Management is not a title—it’s a profession.** A practiced skill. A mix of art, science, systems, and psychology.

If you’ve handed out a title without handing out real expectations, training, and structure... you haven’t built a management team. You’ve handed someone a blindfold and said, “Good luck.”

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## What Is Management REALLY About?

Let’s cut the fluff:

**Management is the art of achieving results through people and systems.**

Not doing all the work yourself. Not hovering like a helicopter. And definitely not just bossing people around.

Good managers:

- Organize resources
- Align tasks with company goals
- Develop people
- Build and refine systems
- Motivate with purpose—not fear

They have a **zoomed-out view**, knowing how their department feeds into the big picture.

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## The “Four Bricklayers” Story (and Why It Matters)

At a job site, four guys are laying bricks. Someone asks each what they’re doing:

1. “Laying bricks.” (worker)

2. “Building a wall.” (team leader)
3. “Building a church.” (manager)
4. “Creating a monument to God that will last 1,000 years.” (entrepreneur)

**Managers think at level 3.** They’re not buried in the daily grind—they’re translating tasks into vision.

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### **Where Do Managers Come From?**

Most small businesses promote their best worker and hope for the best.

That’s a problem.

It’s called the **Peter Principle**: People get promoted to their level of incompetence. Why? Because being great at a job ≠ being great at managing people doing that job.

Example: Promoting your best salesperson to sales manager usually means you lose your top seller **and** get a mediocre manager. Ouch.

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### **What Are Managers Responsible For?**

- Achieving specific, **measurable results**
- Staying **on budget**
- Keeping **morale and motivation high**
- Preserving **company culture and ethics**
- Building and optimizing **systems**

A manager without metrics is just another firefighter—constantly reacting instead of proactively leading.

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### **“You Can’t Manage People”**

Wait, what?

Yup, read it again.

**You don't "manage" people. You manage results.** You coach, guide, and collaborate with people.

Today's employees are savvy, independent, and way less tolerant of "because I said so." They want purpose, autonomy, and trust. Your managers must be more like conductors—pulling the best from talented players, not marching people to a drumbeat of fear.

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### **The Role of YOU, the Owner**

You're the visionary. You saw the opportunity. Now you need a team to carry the torch.

Ask yourself:

- Have I trained my managers?
- Have I communicated our vision clearly?
- Are my managers aligned with the company's goals?
- Do I take management seriously—or just expect it to magically work?

**You can't grow a business on hope and busywork.** If every day feels the same, you need a management upgrade—starting with your own leadership.

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### **Reflection Question**

**Are you treating management like a profession—or a glorified title?**

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### **Quiz: Is Your Management Team Aligned?**

1. Are manager goals tied directly to company-wide KPIs?
  - A) Absolutely
  - B) Not really
2. Have your managers received formal training or coaching?
  - A) Yes
  - B) No
3. Do your managers develop systems—or just do the work themselves?

- A) They build systems
  - B) They're in the trenches
4. Are employee ideas and feedback regularly discussed?
- A) Often
  - B) Rarely

👉 Mostly B's? That's your next opportunity zone.

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### **Business Coach Wrap-Up**

Management isn't about being the boss.

It's about building a team that delivers consistent results, upholds your vision, and evolves with your business.

If you're still "doing it all" or micromanaging every fire... it's time to step up, delegate, and empower your team.

**Leadership is the transference of certainty.** Train your team. Communicate the goal. Trust the process.

Need help defining clear management goals? Email [Bob@coachfirm.com](mailto:Bob@coachfirm.com)

Helpful Resource:

Download the worksheet associated with this lesson: Defining the Manager Role