

### H.I.M.M. Guiding Principles

Being a MM is exciting.  
 Middle management is a craft.  
 Great managers do what others don't.  
 Beliefs determine behavior  
 Relationships influence results  
 Strengths and weaknesses are KNOWN.  
 Middle management can be learned, but one must "get it."  
 MMs exist to make things happen

# The H.I.M.M. Scorecard

### H.I.M.M. Definition of Success

MMs are expected to be accountable and take ownership.  
 MMs are expected to make a positive contribution to the business.  
 MMs should be outstanding role models.  
 MMs need to execute and get results.  
 Developing and maintaining productive business relationships is important.  
 Flexible and nimble teams are more successful.  
 Being a MM is a great and important job.  
 Success means making the greatest possible difference, delivering results, and managing people for optimal productivity and satisfaction.  
 Looking good means being regarded open and coachable.

**Remember the 80/20 Rule**  
**Do the 20% that gets you the 80%**

Use Socratic Questions!

### Organization Alignment

Clarify the vision, purpose, and goals for the department  
 Use blank tablet creativity  
 Compare the needs of the department, the ideal plan, and current roles and processes  
 Generate organization optimization alternatives  
 Realign structure, processes, and procedures  
 Measure and monitor processes and workflow

### Power Partnership Techniques

Make it a priority and expectation to be a great partner.  
 Resist the need to control.  
 Spend time with peers.  
 Resolve any past partnership failures.  
 Communicate well with and on behalf of peers.  
 If you cannot say anything nice, do not say anything at all.  
 Take ownership of problems and challenges.  
 Be coachable and easy to work with  
 Graciously share credit.  
 Know the needs and concerns of peers, managers, customers, and employees.

### Navigating through Mucky Muck

Lighten up and roll with it.  
 Do the right homework.  
 Pick the battles to fight and those to let go.  
 Focus energy where it will count.  
 Over communicate, be inclusive, follow-up.  
 Analyze and fix it.  
 Ask probing questions.  
 Repair relationships.  
 Believe in people's capacity for change and learning.  
 See and enjoy accomplishments.  
 Get organized.  
*Don't be a Mucky Muck Generator!*

### To Optimize Performance

Ensure that everyone knows what he or she is expected to achieve.  
 Have regular conversations about how each employee is doing.  
 Do #1 and #2 in ways that maximize intrinsic motivation.  
 Take decisive and proactive action to deal with poor performers.  
 Be very picky when hiring. Do not settle.

### What to Measure

Most important contribution.  
 Customer Expectations.  
 Primary products and services.  
 Throughput  
 Team Goals  
 Major Initiatives/Projects

### Ad Hoc Coaching

Be available and accessible.  
 Listen.  
 Use Socratic questions.  
 Have fun with coaching.  
 Facilitate action plans.  
 Encourage others.

### Attracting a Breakthrough

Let peers, managers, and employees know the topics or challenges of greatest interest and importance.  
 Brainstorm ideas and suggestions.  
 Seek nontraditional avenues of information.  
 Don't be shy.  
 Focus on defining the ideal desired outcome and asking questions.  
 Take, and be fully engaged in, a class on the subject.  
 Make unreasonable requests.  
 Adopt a "this shall be" mind-set.  
 Ask an outside facilitator to lead a work session.  
 Benchmark others.

Be highly Coachable!

### Good Reputation

Can be trusted.  
 Does what he or she promises.  
 Produces good results.  
 Is pleasurable or easy to work with.  
 Is knowledgeable and creative in their chosen field.  
 Is an asset to the company.

### Throughput Problems

Bottlenecks.  
 Constraints.  
 Slow process connections.  
 Lengthy critical paths.  
 Skills deficiencies.  
 Mucky muck.

Use the H.I.M.M. Playbook to improve work planning and execution!

### Mastering Time

Perform periodic time audits.  
 Set the pace.  
 Apply the 80/20 rule to choices about time.  
 Use tiny pockets of time to get big results.  
 Plan, plan, plan.

## ROR Cheat Sheet

Results Oriented Responses (RORs). Results vary based on choices made about what to do and how to spend time. RORs are listed on the left side of the model and Low Results Responses (LRRs) on the right side. Responses on the left side produce better results. Managers dissatisfied with their results can look through the model to discover how to improve their responses.

RORs	LRRs
Being an Owner: Assumes responsibility for the outcome. Takes initiative to make things better. Does whatever it takes to get ideal results. Heart is committed and mind is engaged.	Being a Custodian: Does only what is required. Waits for others to act. Hopes someone else will take ownership. Avoids that which is unpleasant. Behavior is compliant. Heart and mind not fully engaged.
Being Active: Takes the initiative to get things done. Is not easily deterred by setbacks. Proactive. When barriers are present, immediately identifies them and implements an alternative action plan.	Being Passive: Won't take action unless told to do so. Acts only when necessary. Reactive in stance and style. Barriers and setbacks result in inaction.
Generating: Able to generate new and better alternative approaches and carry them out. Creates from unlimited possibilities. Does not get stuck on how things are already being done.	Being Automatic: Sticks with the way things have always been done, preserves the status quo. Prefers to act by habit and won't move out of his/her comfort zone. Does not create new approaches or solutions.
Keeping Promises: Does what is promised. Fulfills commitments. Keeps his or her word.	Broken promises or commitments: Does not follow through with what he/she has promised or committed to. Lets to-do items build up beyond the date expected. Does not follow through on real or implied agreements.
Influencing through Enrollment: Influences others by having them see, understand, and take ownership of the goal for themselves. Demonstrates the strategy and plan in such a way that others see and take on the vision for themselves. Others are committed and passionate about the vision and plan.	Influencing through Subtle Coercion: Communicates the vision and plan in a way that resembles a direction or a suggestion. Influences others by making them feel they need to accept and conform. This type of influencing others rarely results in committed and passionate performance.
Being Service Oriented: Sees his or her role as one that provides service to others. Facilitates cooperation, commitment, and learning. Manages from the mind-set, "what can I do to help others excel today?"	Expecting to be Served: Sees his or her role as one in which people should serve him or her. This stance limits the capacity to have impact on others. Manages from the mind-set, "What have you done for me today?"
Being Coachable: Accepts and uses feedback, input, criticism, and ideas from others and is curiously observant. Is not defensive when given feedback. Recognizes that others have something to offer.	Being Uncoachable: Blocks the environment from being influential, puts up barriers. Focuses more on being right, looking good, and appearing in charge.
Practicing Quality Dialogue: Communicates with the intent of making a difference or moving a topic forward. Engages in active conversation focused on the topic at hand.	Using Dialogue without Purpose: Communicates in a way that does not move the topic forward. Spends time discussing rumors, gossip, complaints, diversions, whining, and opinions not helpful toward enabling the desired result.