

## Why Managers Get Fired

Managers traditionally require technical competence in one field or another. General organizational and people management competencies did not matter as the traditional management style has been to control what employees do, how they do it and every other aspect of their work. Managers today, however, must be able to create and sustain an organizational culture where employees take ownership of their work, problem solve, and display initiative and creativity. This requires a democratic style of management and a whole different set of competencies. It is the lack of such competencies that is the primary reason, in our experience, why managers get fired.

We are not talking about managers being fired because of a personality clash or difference of opinion with a new boss or a new board or council. This type of termination, fair or not, is an unfortunate, but ongoing part of corporate life. What we are discussing here are the main reasons that managers are legitimately, in our opinion, fired for poor performance.

The reasons listed below are, of course, highly interrelated, and where you find one, you are likely to find many of the others. All could be grouped, for example, under the heading of "Failure to create and sustain a productive organizational culture." We have

*Continued on page 2*

### INSIDE THIS ISSUE

- 1 CLGM Award Ceremony  
Notice of AGM
- 2 Why Managers Get Fired
- 3 14 Points for Management  
Make it a Habit
- 4 Continuing Education Requirements  
The Last Word

## 2018 CLGM Award Ceremony

Delta Lodge at Kananaskis, Kananaskis Village – May 17, 2018

The awarding of the professional certificates and pins to recipients of the professional designation "Certified Local Government Manager", along with the presentation of the Society's prestigious SLGM Award of Excellence by co-sponsor Brownlee LLP will be featured at the Society's Awards Banquet, Thursday, May 17<sup>th</sup> at the Municipal Administration Leadership Workshop in Kananaskis.

Representatives from the Alberta Municipal Affairs; the University of Alberta, Faculty of Extension; Dalhousie University; AAMDC along with AUMA's President will participate in Awards Ceremony.

Students who are currently completing their final course in the National Advanced Certificate in Local Authority Administration level II and are eligible to receive their designations and must contact the Society of Local Government Managers by April 30<sup>th</sup> 2018 to make application to receive the CLGM designation at this year's Award Ceremony.

Contact:

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### NOTICE TO ALL MEMBERS OF THE SOCIETY OF LOCAL GOVERNMENT MANAGERS OF ALBERTA

This is to give notice of the Annual General Meeting of the Society of Local Government Managers of Alberta pursuant to Section 12.2 of the Bylaws of the Society of Local Government Managers of Alberta.

The Annual General Meeting will be held at 7:30 A.M., Thursday, May 17, 2018, Rockies meeting room, in the Delta Lodge at Kananaskis, Kananaskis, Alberta.

Linda M. Davies, CLGM  
Executive Director and Registrar

Continued from page 1

There is one primary reason from our experience that stands out over all others and that is the failure to resolve staff performance issues. Ignoring poor performance, lack of "fit" or position redundancy does nothing to help the individual concerned or the organization and is by far the number one problem that we encounter as consultants. We are continually amazed at how many managers do not deal with performance issues. The reluctance is understandable as no one enjoys dealing with such issues, but the responsibility is a fundamental aspect of any manager's or leader's position. To be a manager requires that this responsibility be fully met at all times.

Creating and sustaining a productive organizational culture requires ongoing performance management. It requires constant care and attention to ensure that all employees fit the desired culture. It necessitates time and commitment in communicating organizational goals and requirements, discussing performance expectations, providing relevant feedback, training, and coaching and in every manner possible facilitating the optimum performance of all staff. It may also require discipline and termination. Managers who abdicate this responsibility fully deserve to be fired.

Failure to create a fully participative and productive workplace is another key reason for poor management performance. There are many aspects to this:

- delegating responsibility and accountability to the lowest possible level where the work is actually done.
- creating a fully participative and responsible management "team".
- creating an organizational structure that supports the concept of a management team and eliminates all unnecessary hierarchical positions that are purely fulfilling an outmoded control function.
- eliminating unnecessary policies, regulations, controls and overall bureaucracy which stand in the way of employee initiative, responsibility and accountability.
- continuously looking for means to improve organizational performance. The first point in W. Edwards Deming's famous 14 Points for Management is to "Create a constancy of purpose toward improvement of product and service..."

It is interesting to note that most of these practices are key components of all TQM programs and the concept of "Lean" enterprises. Such programs may use different language, but the overall concepts and the desired results are the same.

Many managers will state that they don't have the time to do all of this; that they are too busy with their own work. This misses the point; it is their own work. It is management's primary responsibility to create a

productive workplace culture so that the organization can strive for optimum performance. If they are too busy with technical duties such as accounting or engineering or sales or whatever their personal field of expertise is, the answer is to hire technical expertise in the required area. Managers who fail to understand what their true role is will inevitably fail in their performance and will get fired.

**Creating and sustaining a productive organizational culture requires ongoing performance management. It requires constant care and attention to ensure that all employees fit the desired culture.**

We are frequently challenged in our work to explain why a manager should be fired. Why can't they be properly trained or coached? Why can't they be simply told that they must change their management style? In most cases, unfortunately, the manager still believes and has been taught that their role is to control, to resolve all problems, and to be "in charge". This mind set makes it very difficult for a manager to quickly adapt to an entirely different set of required competencies that are increasingly being demanded by today's participative and democratic workplaces. This takes time and, unfortunately for so many traditional managers, the time is not there nor the will or the ability in many cases.

The best for all concerned is for the manager to move on to a position for which he or she is far better qualified and where they do not adversely affect other employees, the organization as a whole, as well as their own career.

We desperately need competent managers in all sectors; managers who have the necessary competencies to provide the leadership required to create and sustain a participative and productive workplace where quality and service are of paramount importance. It is so unfortunate and unfair that these competencies are still not the prime focus of our educational programs

We still all too often educate and hire managers primarily for technical competency with the result that they get fired for a lack of competency in leading people and the organization. *Productive Workplaces*

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## The Electronic Market Place

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The Society provides an overnight advertising service to its members, subscribers and all rural and urban municipalities within Alberta. Advertisements are also posted on the Society's website. This service is available to any company or organization wanting to communicate with municipalities quickly and cost effectively. The Society charges a flat fee for this service. Visit <http://www.clgm.net/classifieds>

## Deming's 14 Points for Management

"W. Edwards Deming is the internationally renowned consultant whose work led Japanese industry into new principles of management and revolutionized their quality and productivity." Dr. Deming is commonly regarded as the originator of Quality Management. The following is excerpted from his book, "Out of the Crisis"

1. Create constancy of purpose toward improvement of product and service.
2. Adopt the new philosophy... Western management must... learn their responsibilities, and take on leadership for change.
3. Cease dependence on inspection to achieve quality... by building quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag. Instead minimize total cost.
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6. Institute training on the job.
7. Institute leadership. The job of a supervisor is not to tell people what to do or to punish them, but to lead. Leading consists of helping people do a better job...
8. Drive out fear. Many employees are afraid to ask questions or take a position... The economic loss from fear is appalling. It is necessary for better quality and productivity that people feel secure.
9. Break down barriers between departments. Often staff areas... are competing with each other or have goals that conflict. They do not work as a team so they can solve or foresee problems.
10. Eliminate slogans, exhortations, and targets for the workforce... the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the workforce.
11. Eliminate numerical quotas. Quotas take account only of numbers, not quality or methods. Substitute leadership.
12. Remove barriers to pride of workmanship. Abolish the annual or merit rating.
13. Institute a vigorous program of education and self-improvement. Both management and the workforce will have to be educated in the new methods, including teamwork and statistical techniques.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job. ☐

## Make it a habit

Make it a habit to treat each day as a gift. After all, each day only happens once and lasts only 24 hours.

Make it a habit to treat people with respect. You will be amazed how fast respect is returned with love.

Make it a habit to tell people how you feel about them. If you don't they simply will never know.

Make it a habit to deliver more than you promise. It's okay to risk being counted on.

Make it a habit to serve others. The act of service has no prerequisites.

Make it a habit to follow your conscience. Your inner voice speaks quietly...be prepared to stop talking long enough to listen.

Make it a habit to learn something new every day. Recognize that when the student is ready, the teacher will appear.

Make it a habit to reflect and renew. The fact that season's change is one of nature's many lessons.

Make it a habit to follow your dreams. If you don't chase your dreams, no one else will do it for you.

Make it a habit to see the best in others. Would you not want others to see the best in you?

Make it a habit to be thankful for your blessings. There are thankful people who have far less than you or I.

Make it a habit to put people before things. "Things" will not miss you when you are gone.

And lastly, make it a habit to make it a great day.

For if you practice this habit long enough...you will make it a great life!! ☐

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**Reach Your Peak** – Plan on attending the Municipal Administration Leadership Workshop in Beautiful Kananaskis Country May 15 – 18, 2018

An informative, educational opportunity awaits you in a beautiful mountain setting. This event draws senior and junior level CAO's from urban and rural, large and small jurisdictions who value the opportunity to learn from each other as well as from experts in the field.

This workshop is directed at meeting the needs of CAOs, assistants, department managers, and government employees looking for a professional education experience that provides practical skills for dealing with contemporary issues.

Visit our website [www.clgm.net](http://www.clgm.net)

# CONTINUING EDUCATION REQUIREMENTS

The *Professional and Occupational Associations Registration Act* requires regular members of the Society to undertake and complete continuing education, annually. This record of continuing education must be filed annually with the Society's registrar.

The Professional Development Reporting Form is being circulated to all members for completion. The Professional Development Area on the form has been changed to reflect the eight core practices of the profession.

Here is the Society's definition of continuing education along with the types of continuing education the Society will be looking for.

**Continuing education:** Those activities, which maintain or enhance ones capabilities in the field of Local Government Management/Administration or in the performance of a manager.

A member will report the type, sponsor, specific area, date and number of hours of professional development activity.

The types of continuing education refer to the method by which a professional development activity was taken and are listed here:

**Seminar-Programs** of one - half to five day's duration where a full time moderator was present.

**Correspondence** - Programs requiring formal submissions of assignments with self-study.

**Technical Writing** - Writing technical articles.

**Lecture Courses** - Programs, which require your regular weekly attendance in a class, room setting.

**Conference** - Participation in technical sessions. Teaching-Lecturing and/or making a formal program, or developing a Local Government Manager Module, or exam.

**Technical Committee Activity** - Service as a member of a technical committee.

**Technical Reading** - Reading technical articles.

**Self-study Programmed Learning** - Programs requiring no submission of assignment or assistance from other parties, which use a combination of delivery modes i.e. Workbooks, audiocassettes, videotapes, etc.

**Sponsor** refers to the organization, which developed and/or delivered the professional development activity and is listed here:

**University/Colleges/Technical School** - Self explanatory

**In-house** - Programs provided by your employer.

**Other Professional Organizations** - Programs provided by those organizations whose study requirements lead to a professional designation.

**Government** - Programs provided by all levels of government, government agencies or associations

**Management Services Organizations** - Organizations which provide programs to management i.e. consulting firms

**Other** - Programs provided by associations affiliated with a particular industry i.e. Canadian Chamber of Commerce, banks, trust companies, etc.

Members report on continuing education and professional development activities for the previous year. Many members have filed their reports for 2015. If you have not filed, please have your completed forms returned by July 15, 2018. ☐

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## **Certified Local Government Manager**

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*Society of Local Government Managers of Alberta*

Registered under the Professional and Occupational Associations Registration Act the Society is a legislative regulated body that issues the professional designation "Certified Local Government Manager" (CLGM).

For more information go to: [www.clgm.net](http://www.clgm.net)

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### **Annual General Meeting**

Rockies, Delta Lodge at Kananaskis, Kananaskis, Alberta  
Thursday, May 17, 2018 7:30 A.M.

#### Tentative Agenda

1. Call to Order and Announcements:
2. Adoption of Agenda:
3. Adoption of Minutes:
4. Financial Statement:
5. Chair's Report:
6. Elections:
7. Business:
8. Adjournment

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### **The Last Word .....**

#### **Congratulations:**

Regular Member Jeffery Edwards CLGM  
Associate Member Phyllis Forsyth,  
Student Members Nicole Germaine and Lynda Vander Woerd

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