**TOP TEN TIPS: Changing your Management Style to Create Rapid Change**

* ***Remember, you are the supervisor*.** That means that you don’t do things, you manage the people who do. Get into the habit of making assignments and following up; much more can be done than if you feel you must do it yourself. Other people might do things better, or they just might do things differently, but supervising five people who supervise five people will let you get 30 x more things done.
* ***Get others involved in your work*.** The more people involved, the more powerful and productive your organization will be. Think about what you could accomplish if you had twelve more terrific people involved. How about 100? Or 1,000? Your job is to recruit them.
* ***Accept imperfection****.* Too many people delay things endlessly, waiting for it to be perfect. Learn to release and let go. Or, as we say in grant writing, it doesn’t matter if it’s perfect, it’s due Tuesday.
* ***Give volunteers tasks that will build their resumes*.** The days of the volunteer who will staff your phones from 9:00-12:00 are over. For example, an organization called Computer C.O.R.E. in Northern Virginia has an agreement with five volunteers. They will train the volunteers in grant writing if the volunteers agree to volunteer for six months and write one grant a month. The volunteers get a new skill on their resume, and get to show employers proven results from their writing, and the organization gets 30 grants written and submitted!
* ***Cross-train your employees.*** It refreshes people to learn new tasks, and you have more coverage during vacations or in case of an emergency. The first place to train everyone is press relations. Every staff member, and your board, should be able to talk to the press. If you empower them to make the calls, you’ll find a few hidden stars on your staff, and you’ll get at least four times the press coverage than if you’re the only contact.
* ***A day off, or a vacation, refreshes you****.* You need to get away from your work in order to do it better. On these days, don’t carry a cell phone or make even a single call. It’s not a free day if you have to work a little.
* ***Embrace change.*** Learn to say “yes”. If you can’t say yes immediately, see if you can figure out a way to make an idea work. An excellent book to help you with change is, “Who Moved My Cheese?”
* ***Stop attending every committee meeting*.** If you do, you’ll only have one strong committee at a time. Also, if you’re there, people will say, “Why don’t YOU do this…?” If you’re not there, they’ll say, “Why don’t WE do this?”
* ***Tape record yourself talking about your organization, and listen to how you describe it*.** Do you use words like “my” instead of “we”? Do you refer to the place as “my baby”? If you see it as your “baby” you need to cut the cord. A “baby” can’t walk without you, which is why you need to change your imagery. To get help with this, pull together some people who know you and will listen and critique you. Ask them very specific questions, as if they’re a focus group for you. Ask them to react to the stories you tell about the place, about how you describe it, about the description you use if you have 30 seconds, and the one you use if you have five minutes. What they say will surprise you.
* ***Focus on the things only you can do***. You might really enjoy writing the personnel manual, you might even be excellent at it, but if someone else can do it, hand it over. You need to focus on the things at which you’re unique. You’re uniqueness is probably going to be supervising the top staff, enlisting other people in your work, and meeting with major donors. Everything else, and even parts of those tasks, can be done by others. Look for opportunities to hand these tasks off. It will empower others, and free your time for the things that are most important.