

BEFORE YOU THROW OUT THE MANAGER

TRY RE-TRAINING

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In the 80's I worked as a trouble-shooter for a US corporation. I would go to locations and investigate the reason or reasons for poor performance and then fix the problems. One beautiful fall morning the corporate office called me and said they were sending me to Gap, Pennsylvania. The location had been doing poorly for 5 years and they wanted to fire the general manager and close it.

They sent me in to ensure that all company assets were secure before firing the general manager. They also wanted me to fire one of the assistant managers.

I arrived under guise of a trainee so that no one would be aware of what was to happen. After working with the staff and managers for two weeks I found that the assistant manager had a lot of potential, but no one had adequately trained him to be successful. I also found that the location could be saved instead of closing it.

We fired the G.M. who did nothing all day. She would sit in her office and do nothing. She gave no direction to her staff. She had worked for another corporation where she only had to look at numbers and write reports from what she saw. She did not know how to be an active manager and she did not want to learn, but the assistant wanted to learn.

I immediately started a training program for the assistant and he improved dramatically. We also started re-training the staff and implementing new policies.

By the end of the second month the location was turning around. Business was improving and response from the customers was great. They all said, something had changed and they liked it.

That location, which the corporation wanted to close, increased sales by 12% year after year. The assistant manager became a general manager and not only a general manager, but one of the top performers in the area.

Before you fire your manager, make sure that there is no other possibility. Often we jump to conclusions before we investigate fully. Make sure the manager was trained correctly. Make sure that there is a willingness to do the job.

If there is no willingness, ok fire him, but if there is a strong willingness, you might want to try to re-train. It could provide you with a very good and loyal manager in the future.

Good luck and keep improving your businesses.