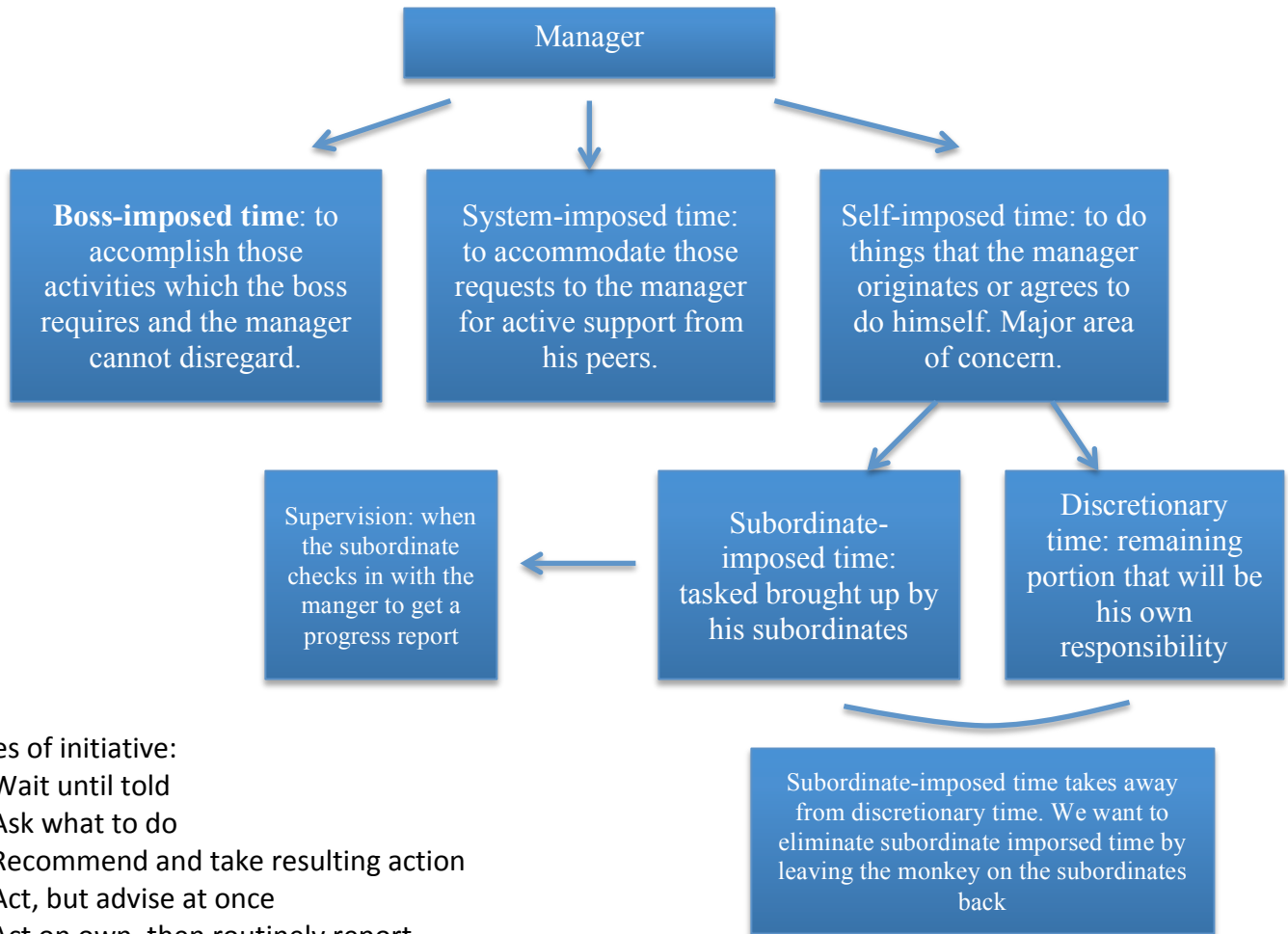


Summary, outline, or diagram of key concepts:**5 degrees of initiative:**

1. Wait until told
2. Ask what to do
3. Recommend and take resulting action
4. Act, but advise at once
5. Act on own, then routinely report

Care and Feeding of Monkeys

1. Monkeys should be fed or shot
2. The monkey population should be kept below the maximum number the manager has time to feed. It shouldn't take more than 5 to 15 minutes to feed.
3. Monkeys should be fed by appointment only
4. Monkeys should be fed face to face or by telephone
5. Every monkey should have an assigned next feeding time and degree of initiative.

So . . .

As a manager, you should not allow your employees to take your time and fill it with their problems. You need to teach your employees to have an appropriate level on initiative. Also, as a manager it is your responsibility to "leave the monkey" in the subordinates hands. You should give them direction as to how to solve the problem and leave them with the assignment. It is important to learn how to delegate these assignments in order to find time for other responsibilities. Not only will this free up your time as a manager for other duties, but it will give your employees responsibility which can lead to a sense of accomplishment.

I'm still not sure about:

What things can you trust with your employees and what things are absolutely necessary for a manager to do?
How do you establish this level of trust with an employee?