

**MEMORANDUM**

**To:** Code PaLOUsa

**From:** Jared Faris

**Date:** 3/30/2018

**Subject:**

**URGENT**

**Uh, So I'm A  
Manager...  
Now What?**

<http://jaredthenerd.com>  
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Organizations  
so  
Management Is Important

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# This Talk Is About

- Specific, tactical things
  - Your job as as a manager
  - Building relationships
  - Giving feedback
  - Delegating work

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# It's Not About

- "10 mistakes of every new manager"
- Visionary things you can't use
- IT specific stuff
- Leading... necessarily

# Question

How many of you would prefer more performance feedback from your boss?

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# What Is Management?

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# Management Is

- About effectiveness
- Not necessarily visionary
- Not about happiness
- Concerned with outcomes

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# How Do I Get Started?

- Understand your role
- Move slowly
- Start building relationships

Day

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# How Do You Encourage Effectiveness?

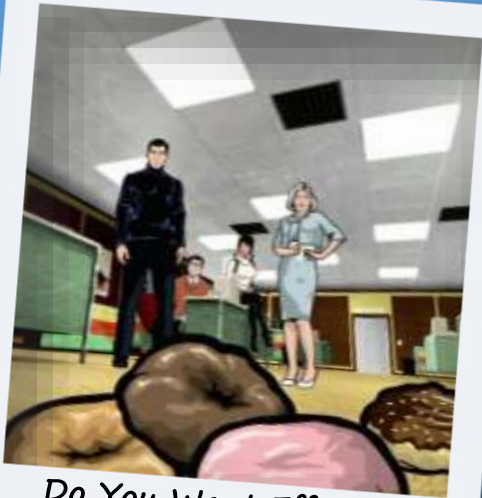


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# Build Strong Professional Relationships!



*Do You Want Effective Workers? This is how you get effective workers!*

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# Can You Answer:

- What are they struggling with now?
- Where do they generally struggle?
- What skills do they most want to build?
- Where do they think they need more support?
- Are they clear on your expectations?

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# What About:

- What are the names of their family members?
- What are they really excited about outside of work?
- What things do they have going on that are going to (no matter what you want) distract them from work?

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*Your Team Is Not  
A Bunch Of Clones*



*You Can't Manage  
Them That Way*

Relationships Are Individual

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# One-On-Ones

- 30 Minutes
- Weekly
- Not Monday or Friday
- Start with whatever they want to talk about
- If time is left, talk about your topics
  - *(Hint: You're going to anyway, one way or another!)*
  - Your topics should include feedback and coaching

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# One-On-Ones

- Take notes on paper
- Build up content throughout the week
- Follow up on commitments
- Phone calls are fine
- **BONUS** – Year end evals made easy

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# Why Does This Help?

- Being an effective leader requires effective communication
- Communicating effectively requires aligning your words with the listener
- Aligning your communication effectively requires understanding your listener

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So



Many

# But Does This Scale?



Teams



ZOMG!

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# How Do I Get Started?

- Understand your role
- Move slowly
- Start building relationships



The most annoying  
animation I could  
come up with!!!

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# How Do I Communicate Effectively?

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# DISC Types

## Dominance

Focused on results  
Competitive, and likes challenges  
Straight to the point, but can be blunt or tactless

## Influence

Loves collaborating  
Optimistic and (possibly overly) positive  
Excited about possibilities, but gets easily ... LOOK A SQUIRREL

## Steadiness

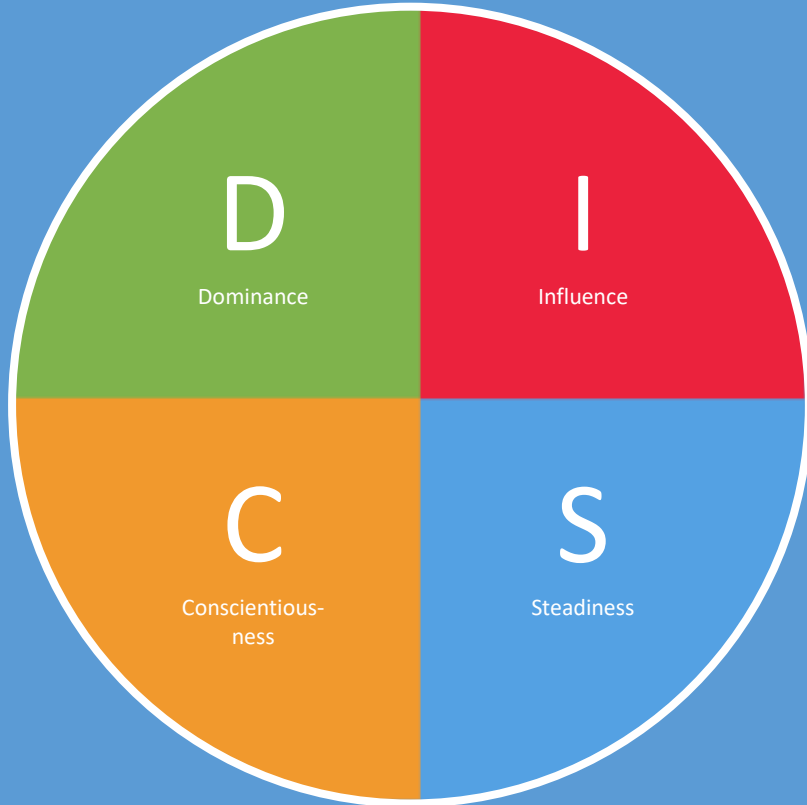
Calm and collected  
Supports team members  
Doesn't like change or uncertainty

## Conscientiousness

High attention to detail  
Enjoys independence and the ability to deliver  
Can struggle with collaborating... "Can't I just send an email?"

Outward Focused

Task Focused

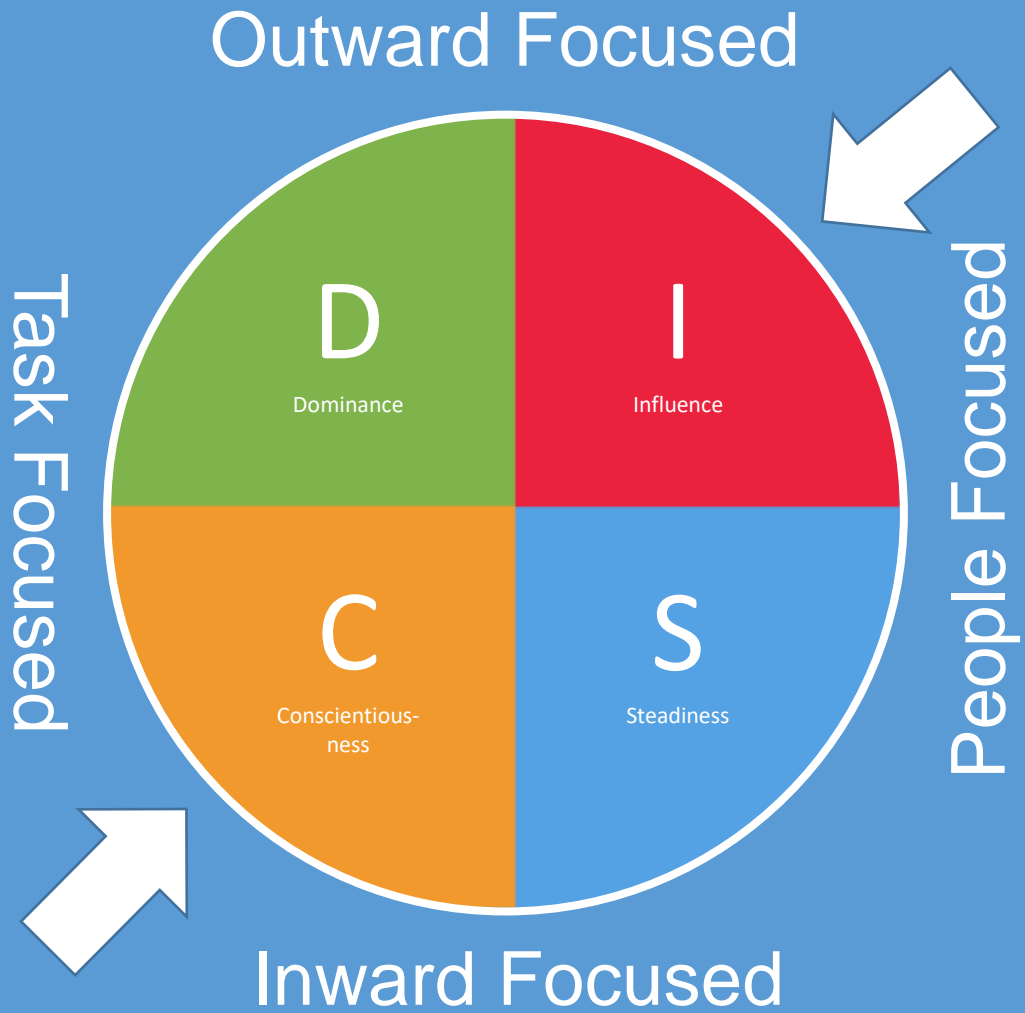


People Focused

Inward Focused

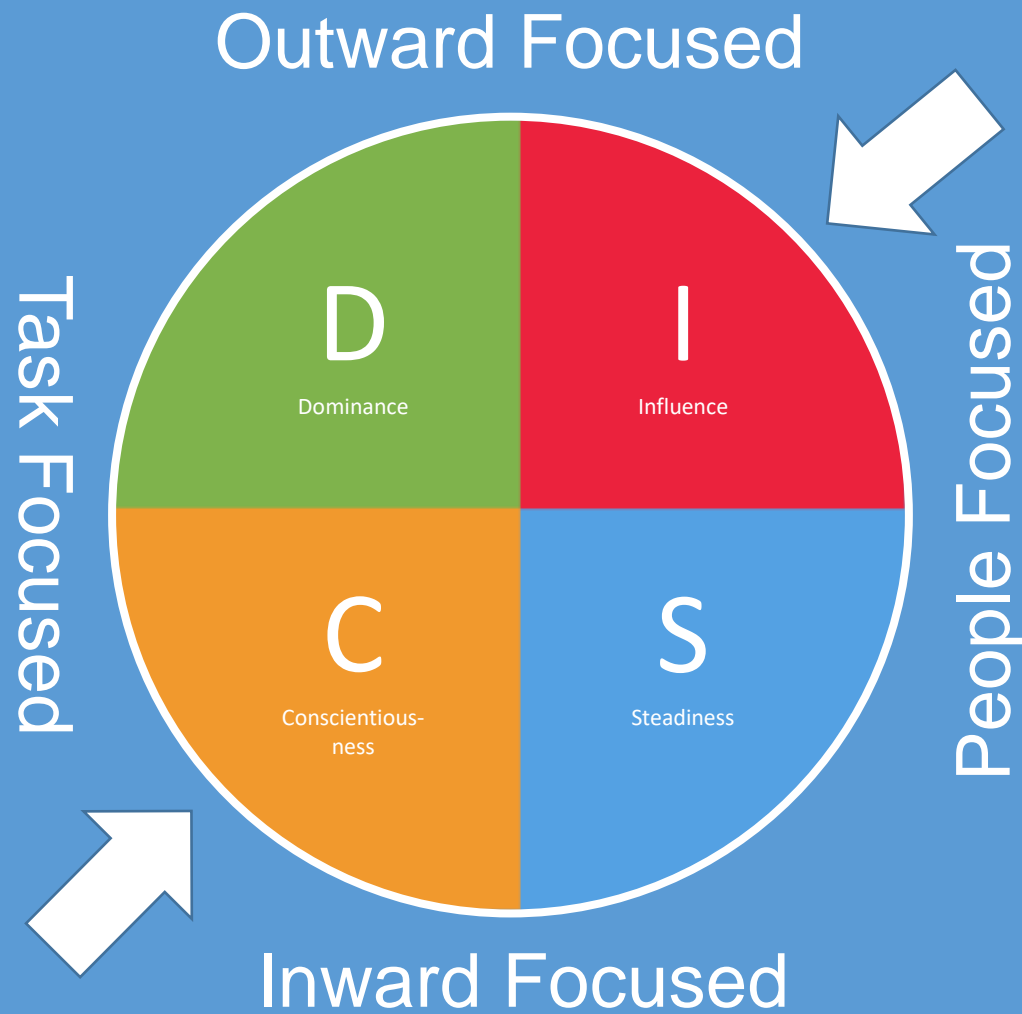
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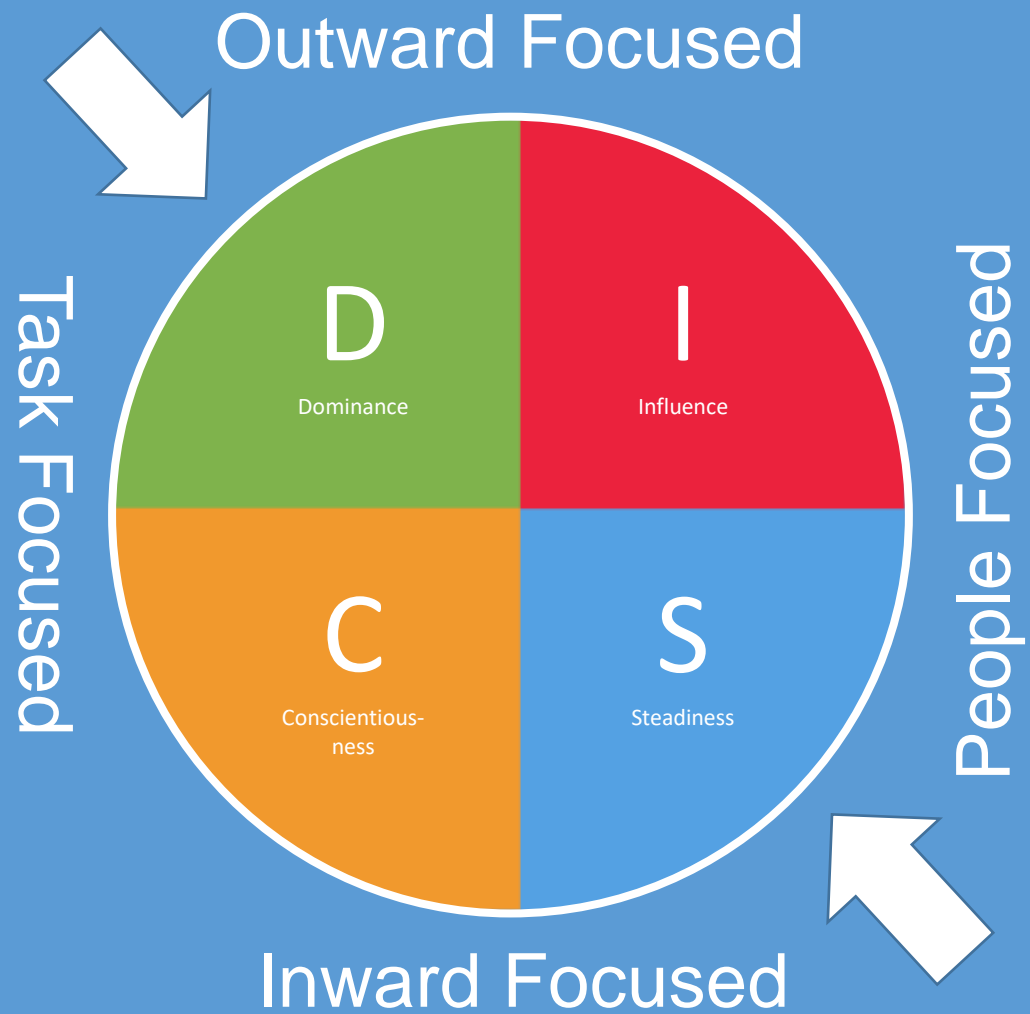
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- Clearly explain expectations of
  - Work
  - Quality standards
  - Communication needs
  - Etc.
- Clearly explain the timeline
- Explain why constraints exist

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Report I...

File Message Insert Options Format Text Review Tell me

To... Team member

CC...

Bcc...

Subject Report I need

Send

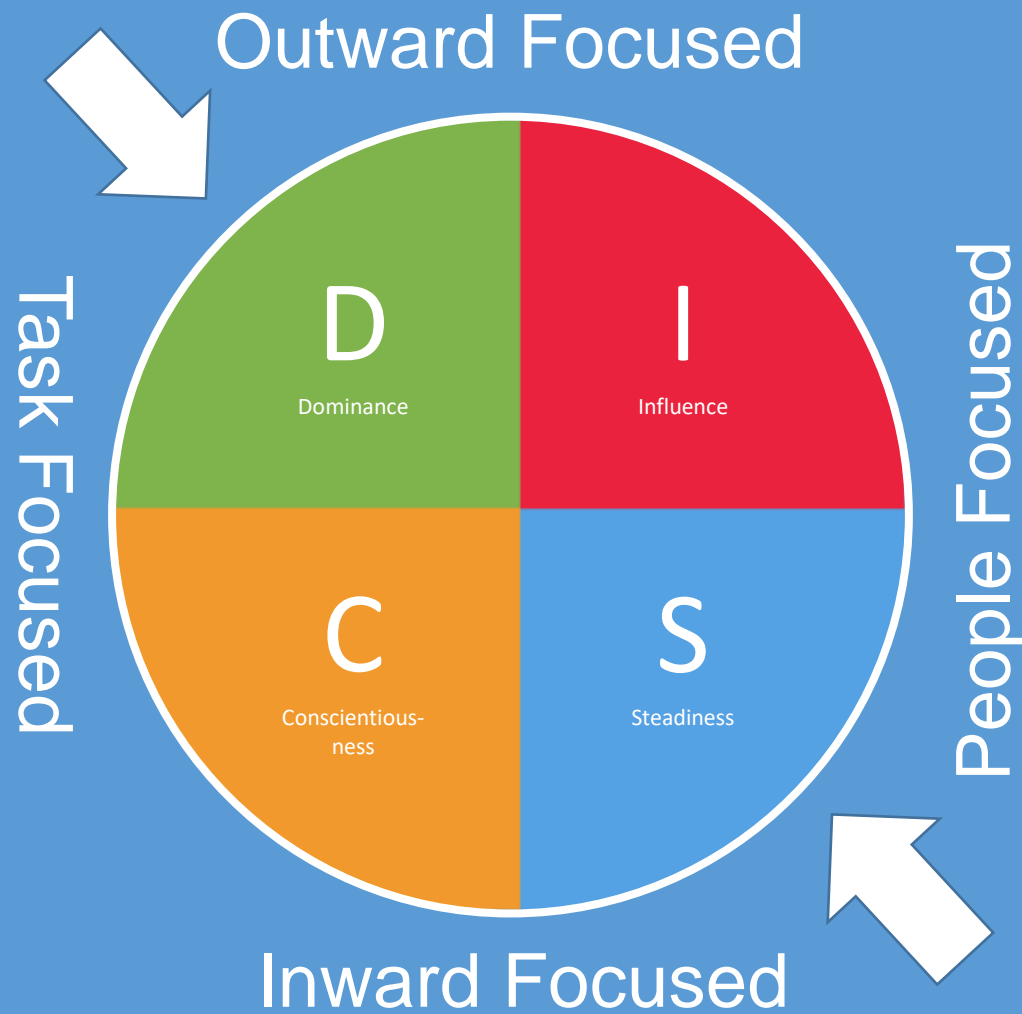
Send me the report you put together for your customer by lunch

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**HMB**

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## D Managing S

- Be polite
- Remember personal details
- End on another polite note
- Tie requests to other people

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# It's Not About You



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# It's Not About Fairness



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# Relationships Drive Feedback & Delegation

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# Question

Do you give regular and effective feedback?

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# Keys To Effective Feedback

1. ✓ Know strengths/weaknesses, goals, communication styles, etc.
2. Provide direct, behavior based, actionable guidance

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# Direct

- Team feedback doesn't work
- It's important for the intended recipient to know it's about them
- It's not praise
- Be careful about "praise publicly"



*You All Did Great Work*



# Behavior Based

- Generic feedback isn't useful
- Behaviors can't be argued with



# Actionable

- The goal is to change future behavior
- Always include a request or direction
- This can be a question
- Get commitment



*Maybe Don't Do That Next  
Time, OK?*

# How Do I Get Started?

- Understand your role
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- Give positive feedback

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# Delegation

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# Delegation Priorities

- Don't delegate core work functions
- Don't delegate risky things
- Delegate based on growth potential
- Delegate based on fun
- Delegate smaller tasks
- Delegate regularly but not aggressively

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# How To Delegate

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# How To Delegate

- Ask for help
- Explain why you picked them
- Assign small goals
- Don't dictate how
- Ask about workload
- Consider the floor

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# How Do I Get Started?

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- Give positive feedback
- Delegate your work

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# Review

- Understand your role
- Build relationships
- Think about individuals
- Give feedback
- Focus on effectiveness
- Delegate your work

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## Remember the Types of Power

- Relationship
- Expertise
- Authority/Role

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# Key Resources

- Manager Tools One-On-Ones
  - <http://bit.ly/MTOOO>
- The Effective Executive
  - <http://bit.ly/TheEffectiveExecutive>
- How to Win Friends & Influence People
  - <http://bit.ly/CarnegieWinFriends>
- Interview with Mike Abrashoff – It's Your Ship
  - <http://bit.ly/ItsYourShip>

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MEMORANDUM

**Thank You!**

**Now I'll Take  
Questions**  
(You Can Leave If You Want)

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