

## **Managing**

As you are well aware, acquiring and training new people is very costly. It is therefore in your financial best interest to hire the right people, with the right talents, and then keep them happy over the long term.

### ***Key Ideas:***

The best managers reject conventional wisdom.

The best managers understand each employees individual strengths and how they contribute to the whole

The best managers focus on strengths and talent - they do not try to fix weaknesses

Hire talent and not experience. Forget the long resume of positions and projects. If the employee doesn't have the talent for the job, past experience doesn't really matter.

Deal with conflict head-on and early.

*The best managers are those that build a work environment where the employees answer positively to these 12 Questions:*

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best everyday?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor or someone at work seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do my opinions seem to count?
- Does the mission/purpose of my company make me feel my job is important?
- Are my co-workers committed to doing quality work?
- Do I have a best friend at work?
- In the last six months, has someone at work talked to me about my progress?
- This last year, have I had the opportunity at work to learn and grow?

## Managing Up and Across

- Communication
  - Effective communication skills are critical
  - Know how your boss/colleague likes to communicate and use his/her style (email, in person, phone, etc...)
- No Surprises
  - Keep you boss/colleague in the loop with regular updates
  - Be sure you are on the same page
- Provide solutions – not problems
  - There will always be problems
  - Go to your boss/colleague with a propose solution
  - Brainstorm together on best approach to solve
- Be honest and trustworthy
  - Bad news does not get better with age...
  - Honor commitments, schedules, constraints, budget, etc...
- Be loyal and committed
  - This is a mutual need
  - You can start by doing your part
- Understand your boss's/colleague's preferences
  - Try to conform
  - Don't think you know what your boss/colleague wants – ask for clarification
- Understand your own preferences
  - Take responsibility for its effect on others
  - Recognize your own strengths and weaknesses
  - Understand how you react to 'being managed'
- Use the strengths of others
  - What strengths of others can you count on?
  - What strengths can you offer to others?
- Recognize the boss/colleague's weaknesses
  - Compensate for them – provide support in these areas
  - Make life easier for your boss
- Know what the hot button issues and pet peeves are
  - Don't go there unless absolutely necessary and you are prepared
  - Be aware of them so you can manage them appropriately
- Request feedback – (and learn to accept it)
  - For personal and professional growth
  - Create a positive environment for discussing it
- Do not go over the boss's head or behind his/her back
  - If there is an issue, try talking it through
  - If it gets very serious, you may need to do so, but not before a direct conversation

*"Your attitude toward a person creates that person. Interact with someone with a chip on your shoulder and the person will usually respond defensively. Approach someone with friendliness and cooperation and the person is likely to respond in kind. We play a part in creating the way someone treats us." – Adam Khan*