

MEMORANDUM

To: Dog Food

From: Jared Faris

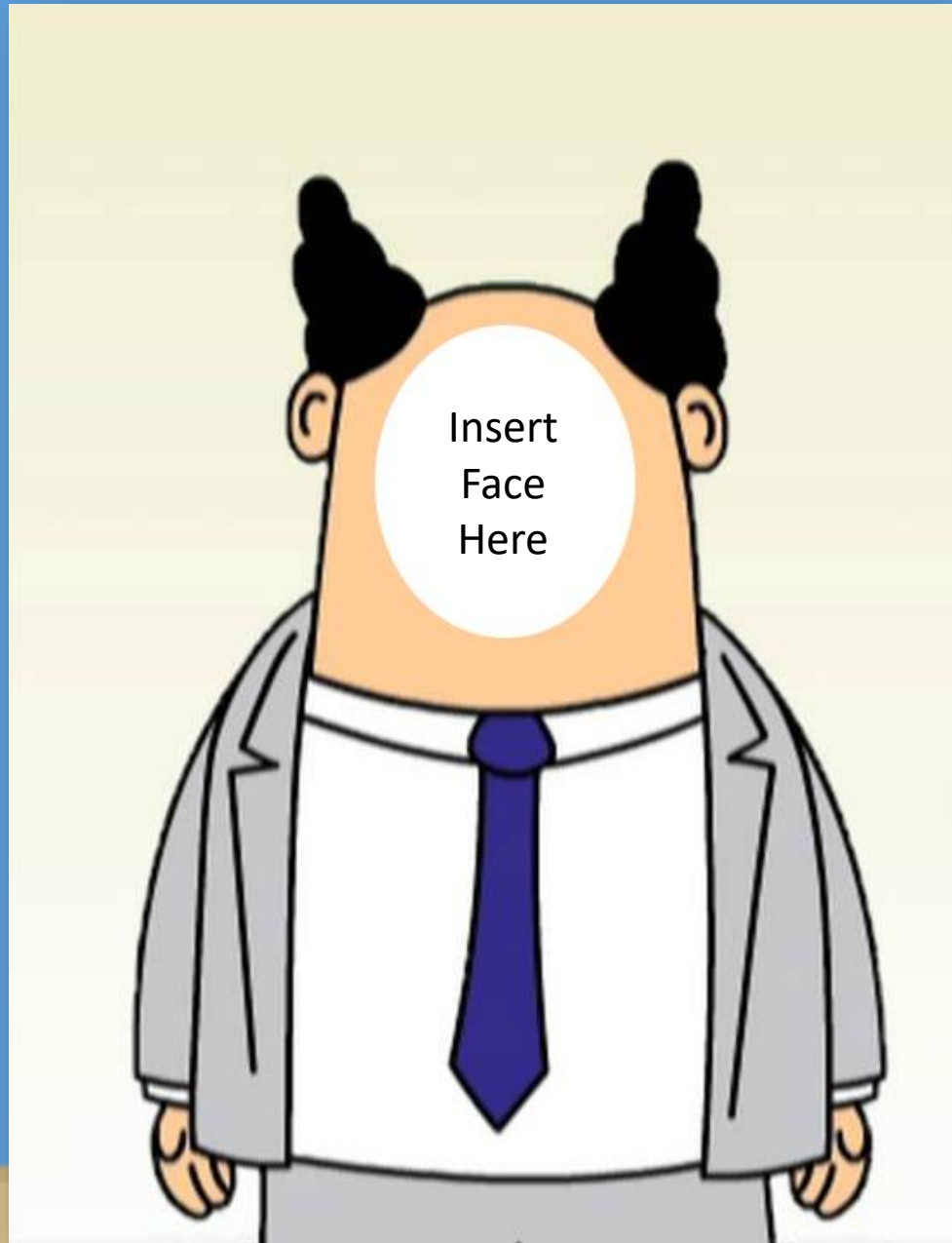
Date: 10/5/2017

Subject:

URGENT

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

<http://jaredthenerd.com>
[@jaredthenerd](#)



Uh, So I'm A Manager

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This Talk Is About

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

This Talk Is About

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

It's Not About

- “10 mistakes every new manager makes”
- Visionary things you can't use
- IT specific stuff

Question

How many of you get regular, helpful performance feedback from your manager?

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What Is Management?

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Management Is

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Management Is

- About effectiveness

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Management Is

- About effectiveness
- Not necessarily visionary

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Management Is

- About effectiveness
- Not necessarily visionary
- Not about happiness

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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?

Day

1

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How Do I Get Started?

- Understand your role

Day

1

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How Do I Get Started?

- Understand your role
- Move slowly

Day

1

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How Do I Get Started?

- Understand your role
- Move slowly
- Start building relationships

Day

1

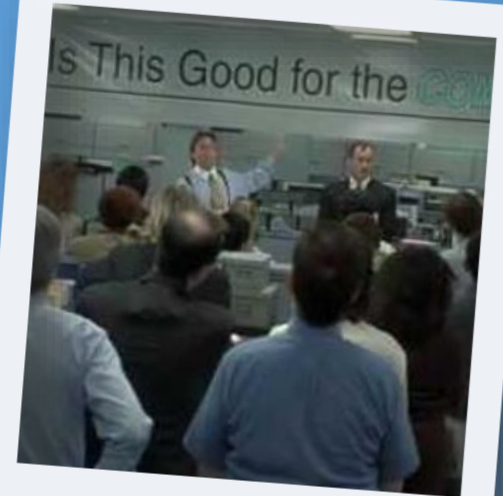
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How Do You Encourage Effectiveness?



*Your Team Is Not
A Bunch Of Clones*

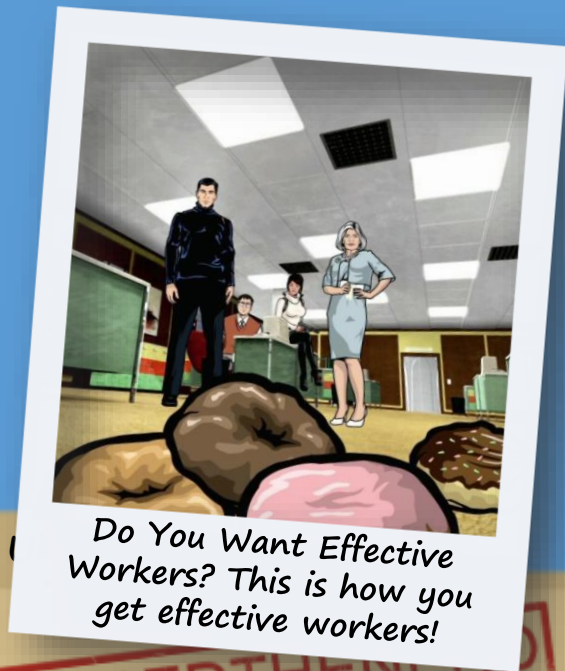


*Does It Drive Towards
Critical Goals?*

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Build Strong Professional Relationships!



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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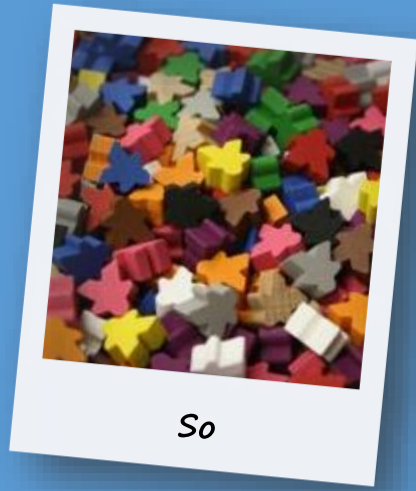
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Why Does This Help?

- Being an effective leader requires effective communication
- Communicating effectively requires aligning your speech/text/semaphore 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!!!

Day

1

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But My Team Is BIG
or
D i s t r i b u t e d
or
I have another objection!

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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

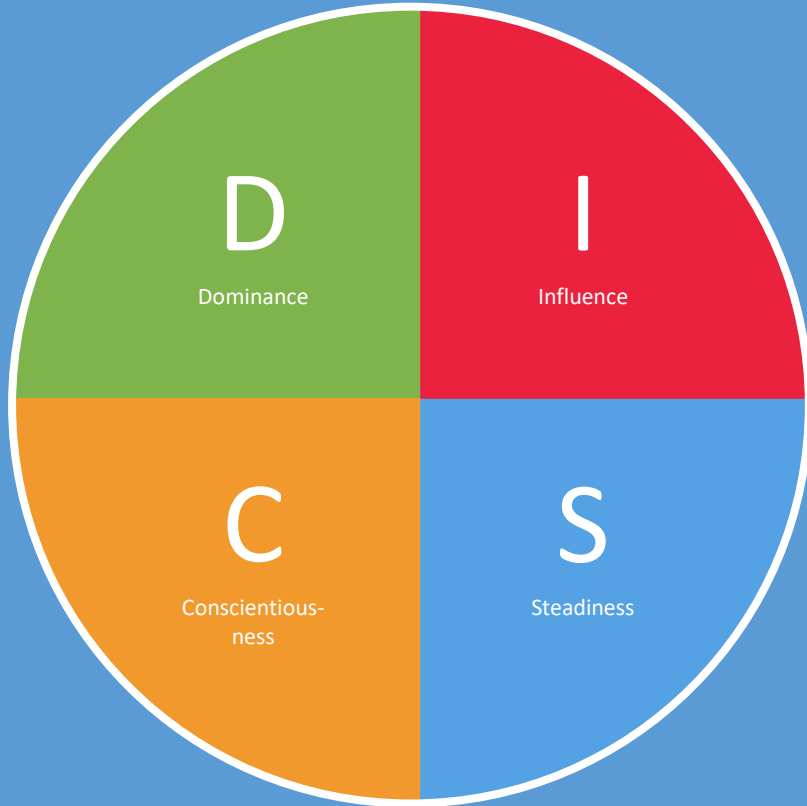
Steadiness

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

Conscientiousness

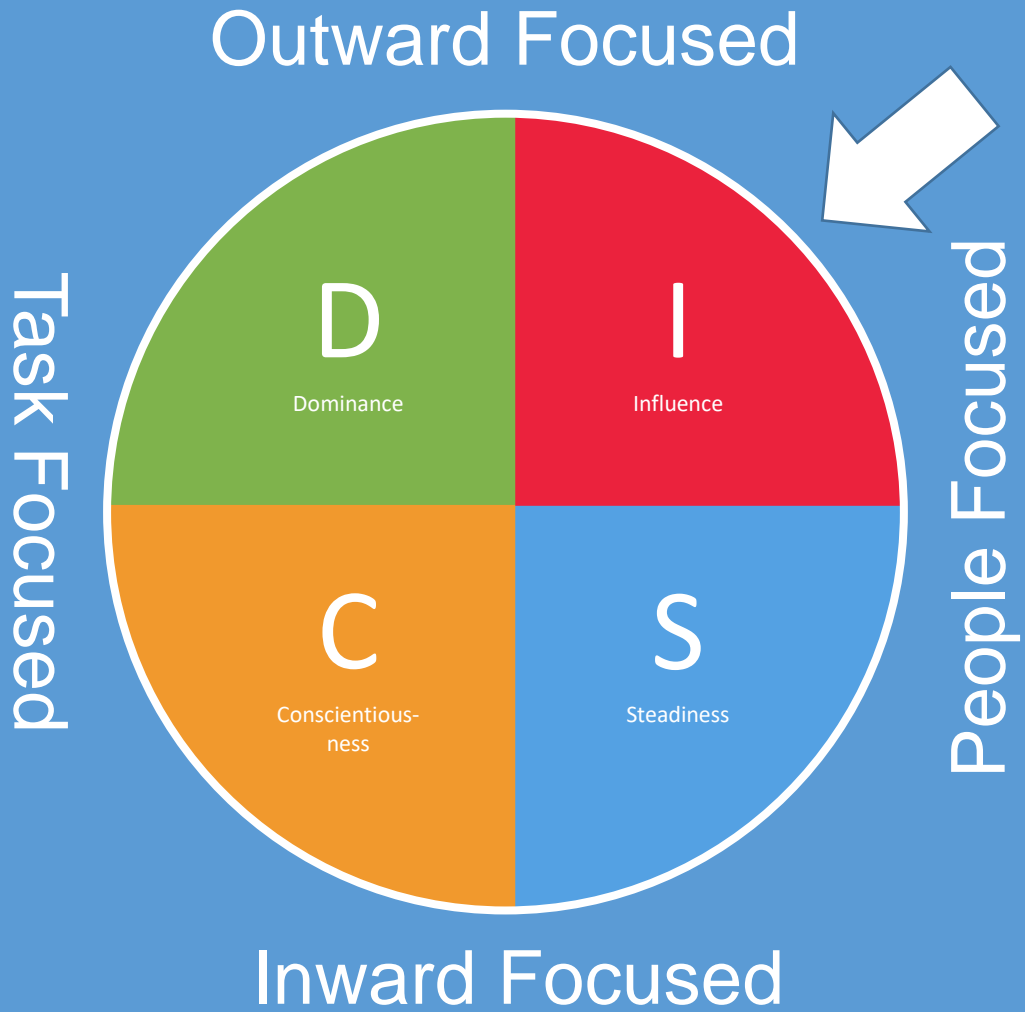
High attention to detail
Enjoys independence and the ability to deliver
Can struggle with collaborating... "Can't I just send an email?"

Task Focused



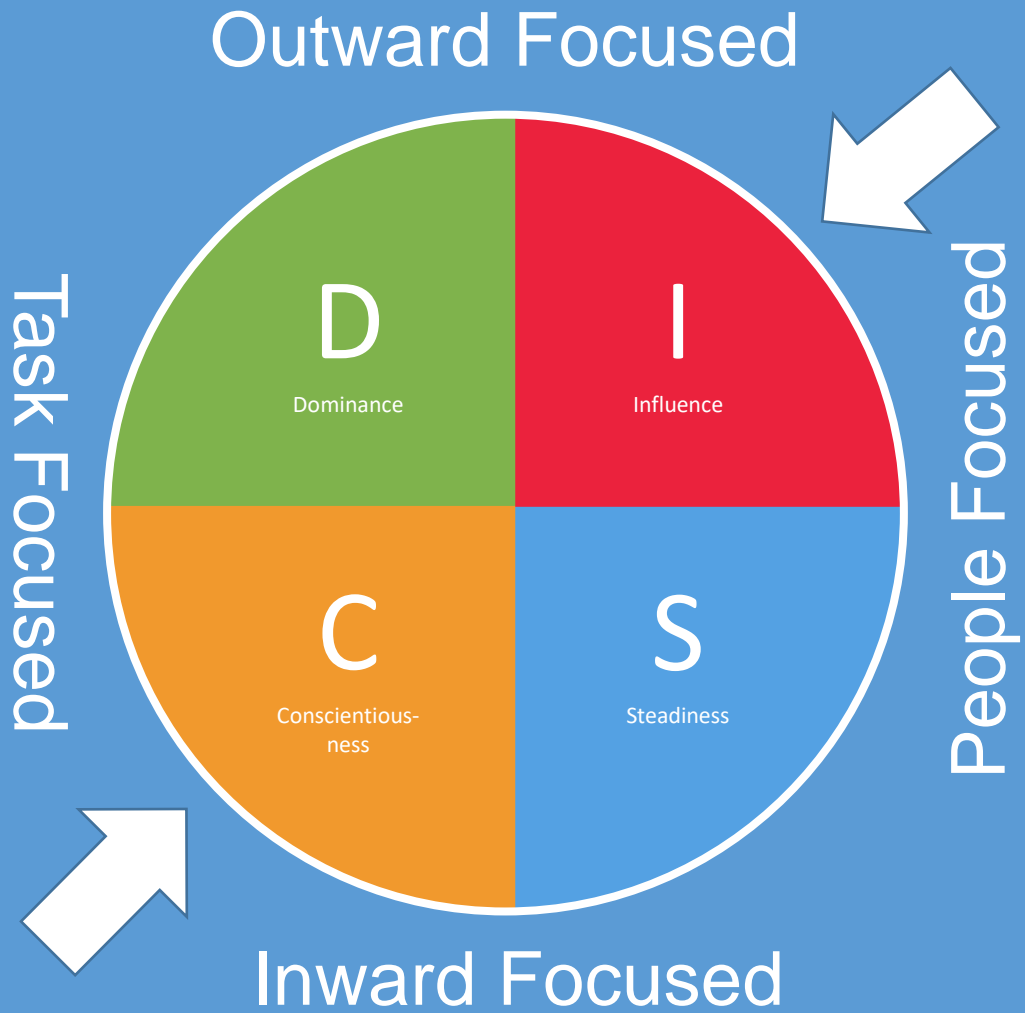
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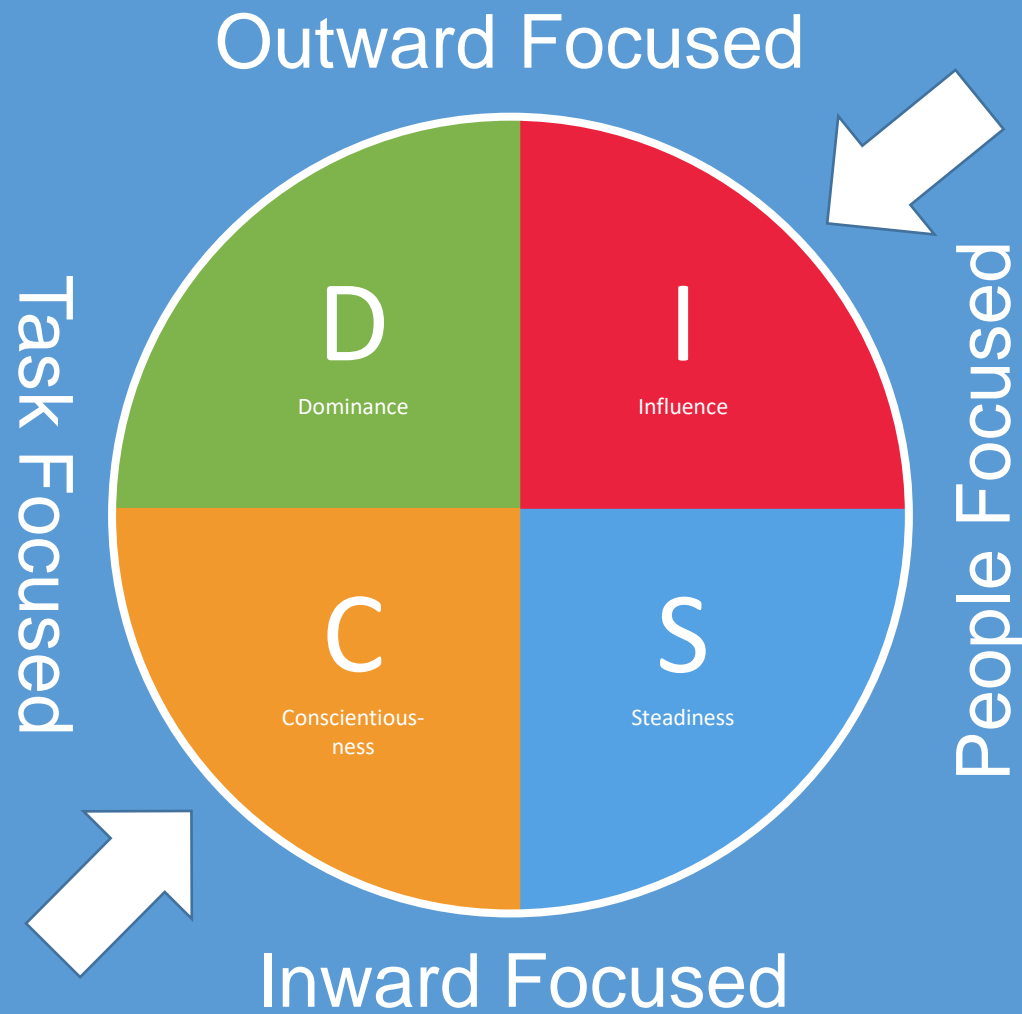
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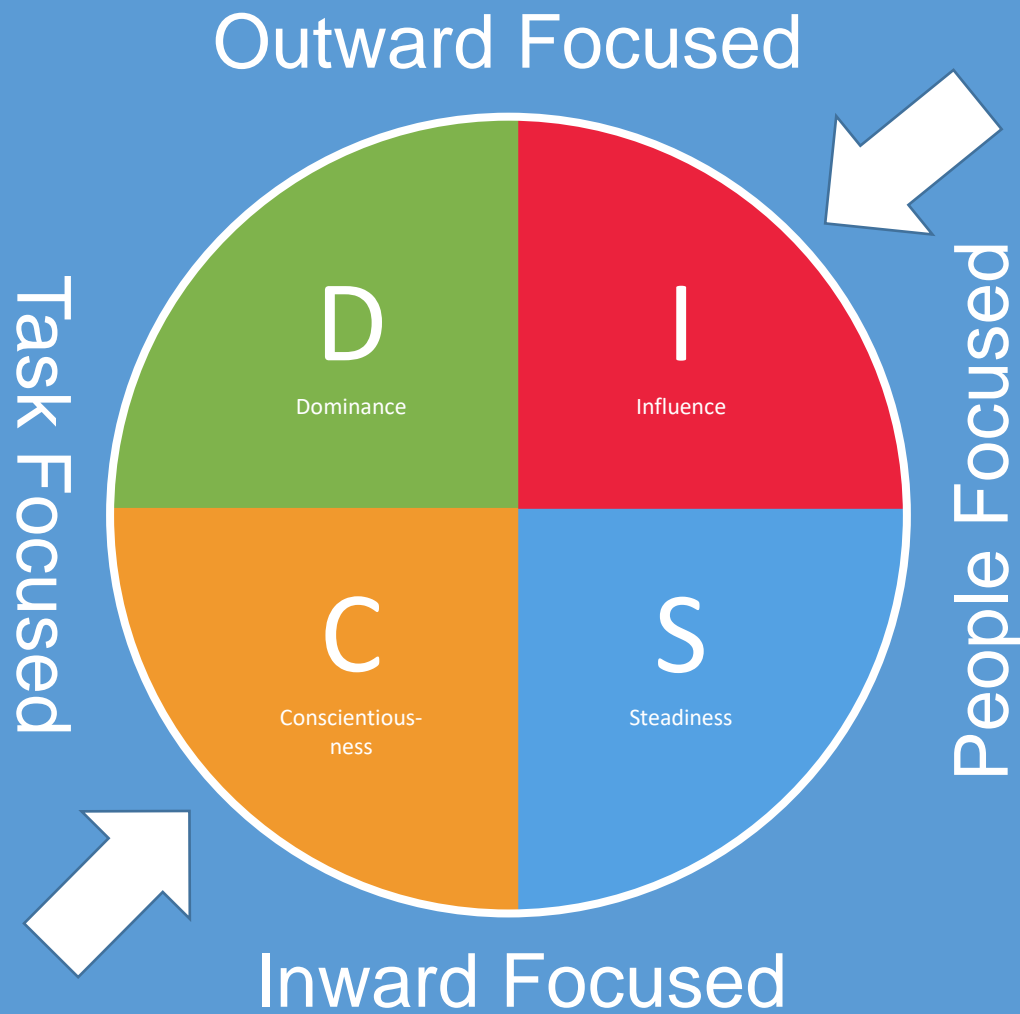


I Managing C

- Clearly explain expectations of
 - Work
 - Quality standards
 - Communication needs
 - Etc

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I Managing C

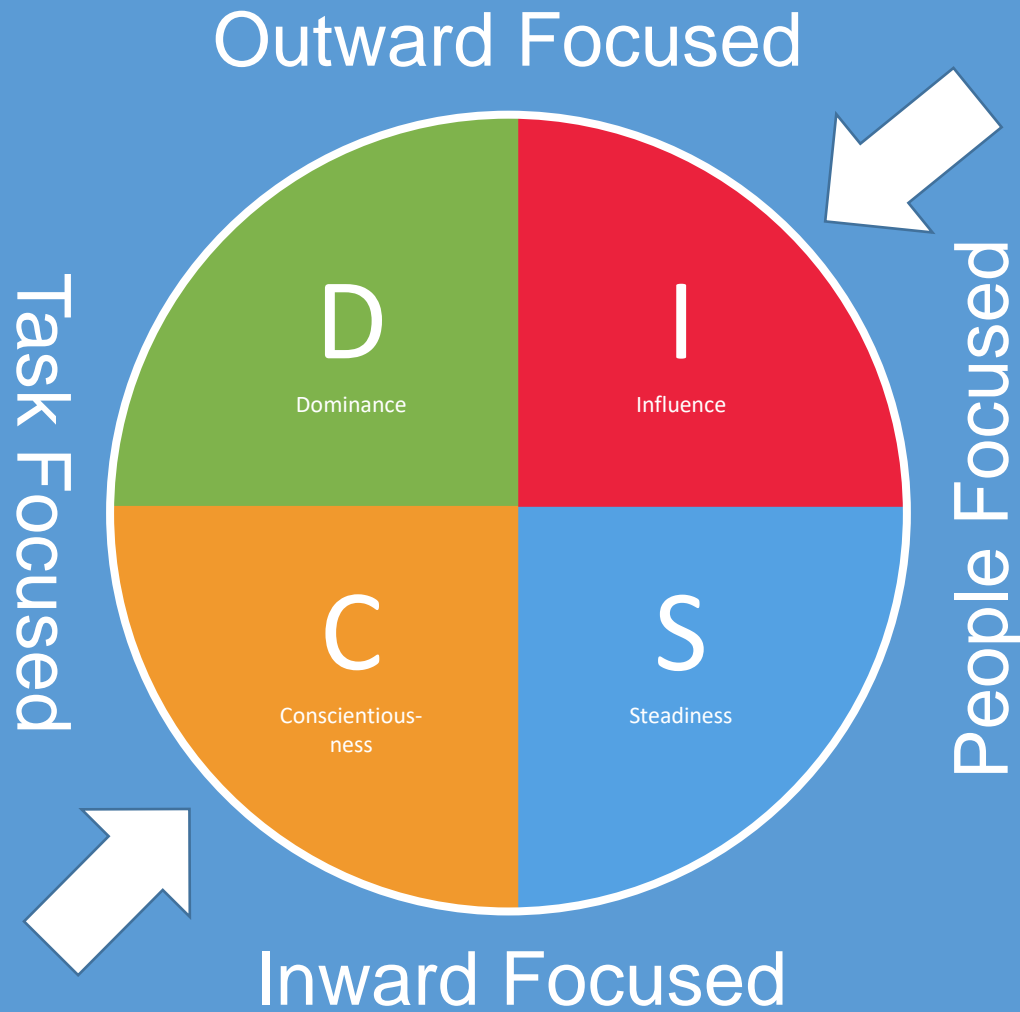
- Clearly explain expectations of
 - Work
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 - Etc
- Clearly explain the timeline

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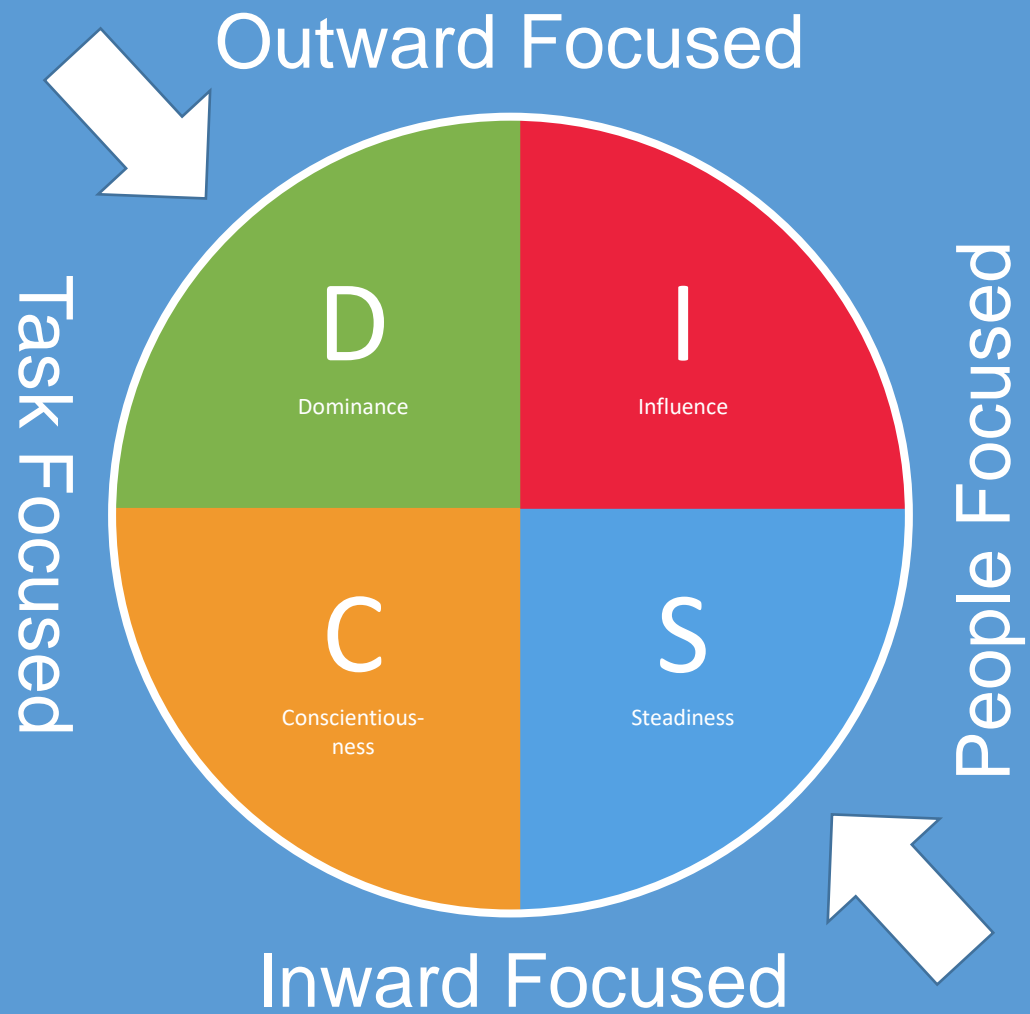
I Managing C

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



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File Message Insert Options Format Text Review Tell me

Send To... Team member

Cc...

Bcc...

Subject Report I need

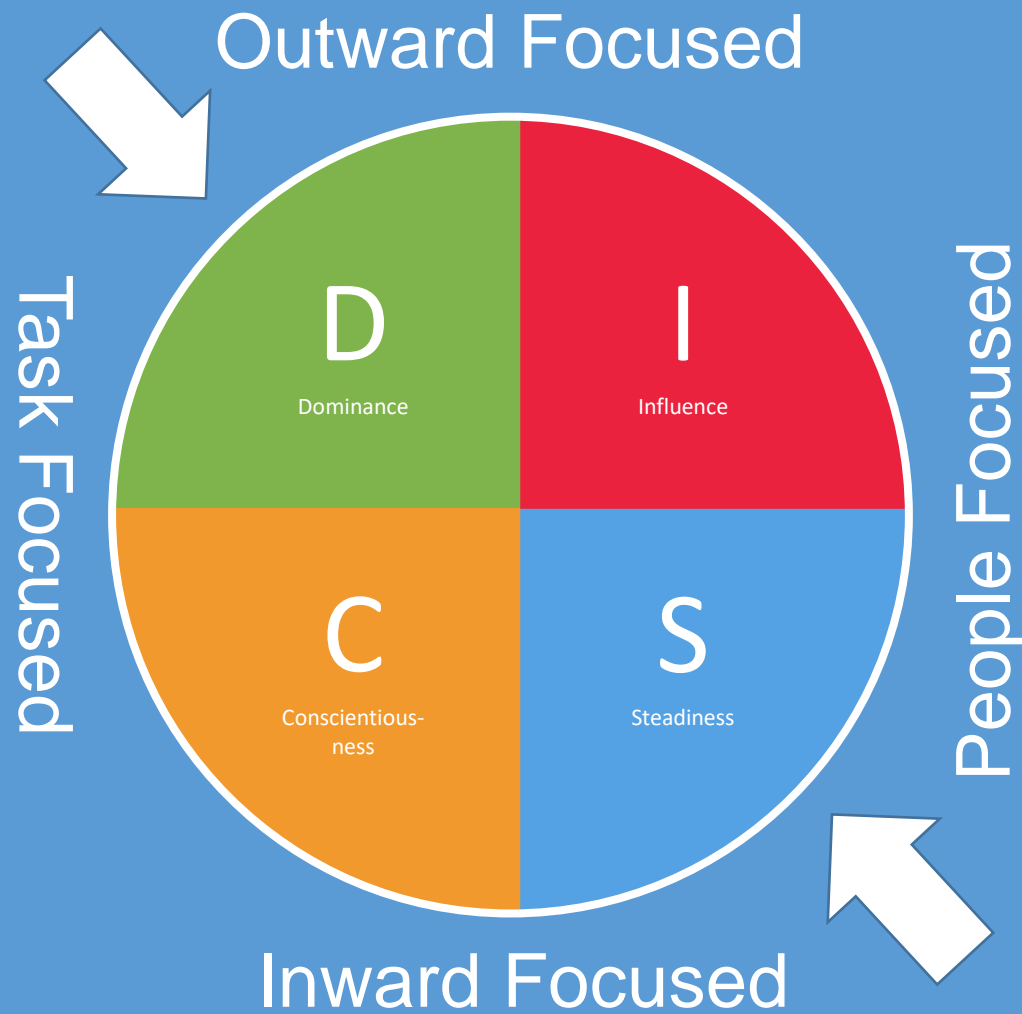
Send me the report you put together for your customer by lunch

Jared Faris
Vice President of Technology & Solutions
www.hmbnet.com | 614.221.6831

HMB

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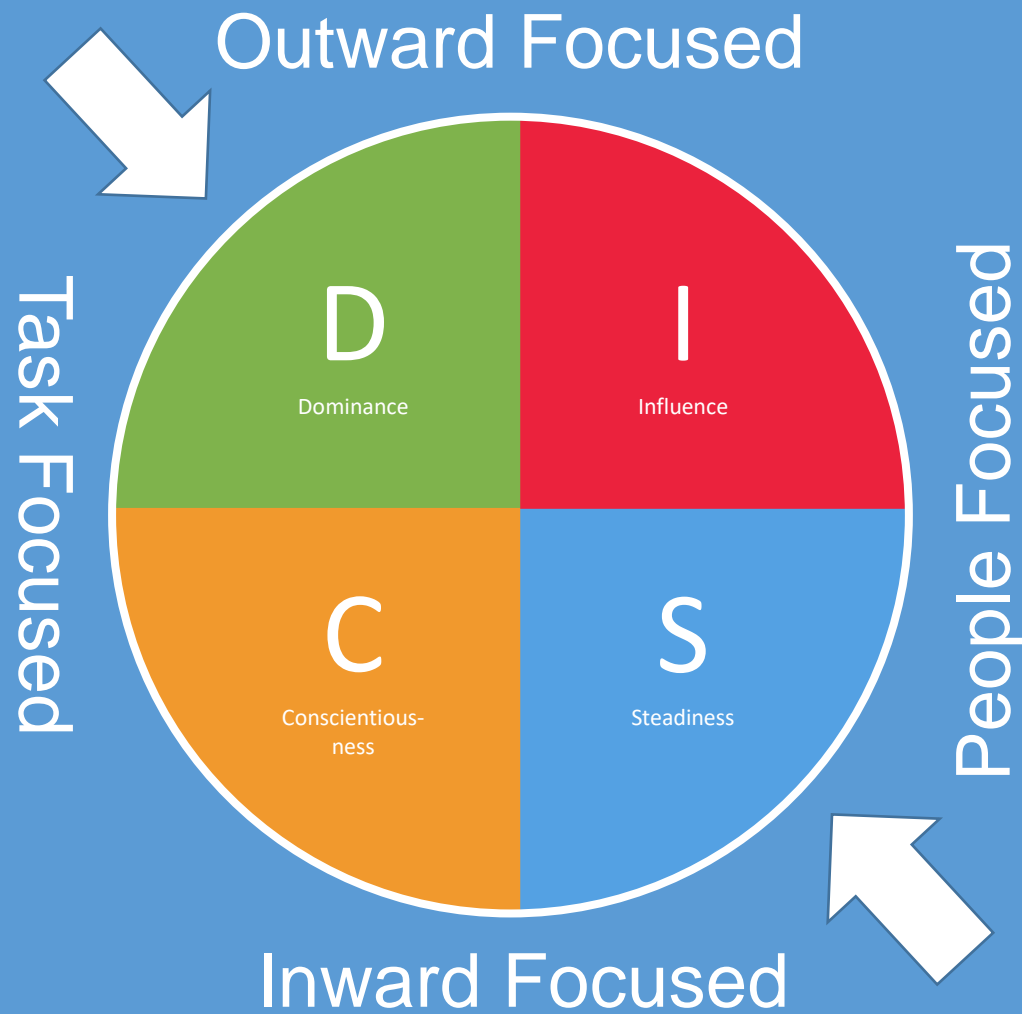


D Managing S

- Be polite

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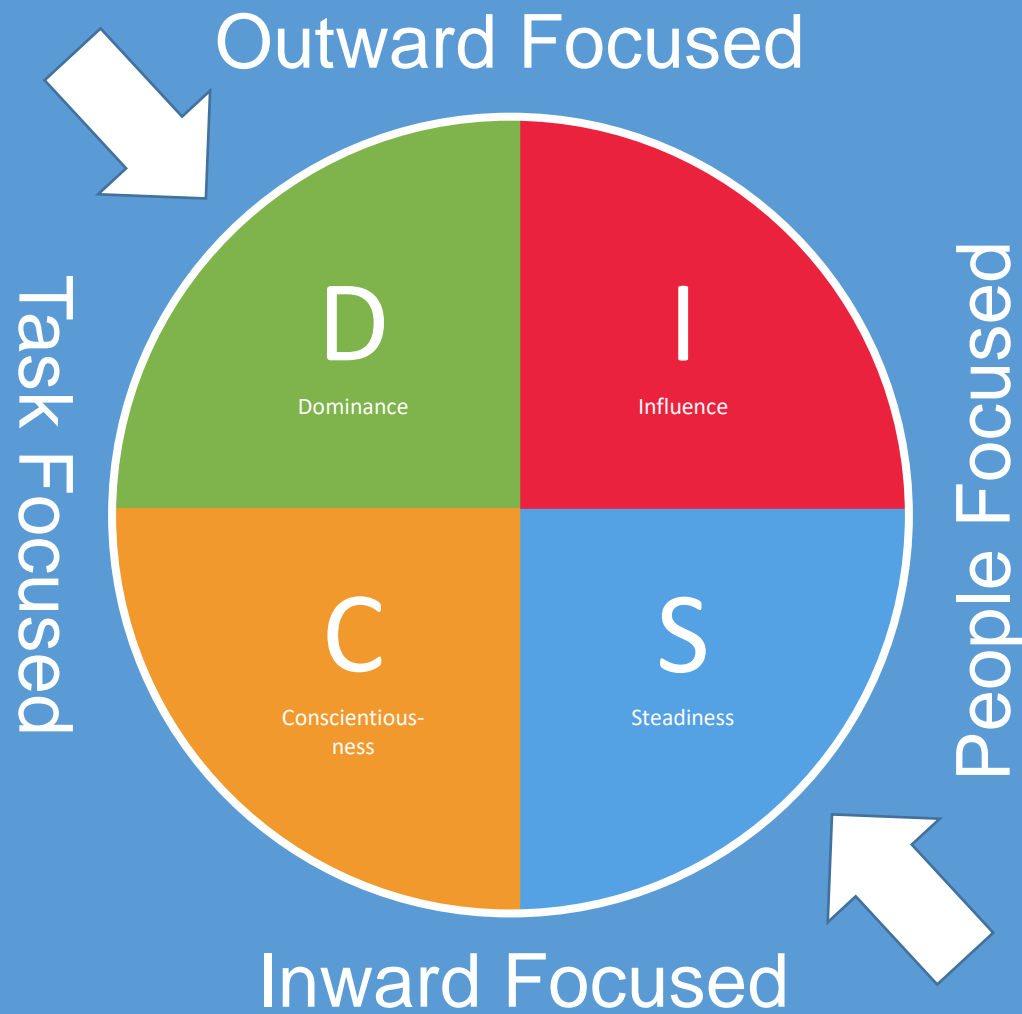


D Managing S

- Be polite
- Remember personal details

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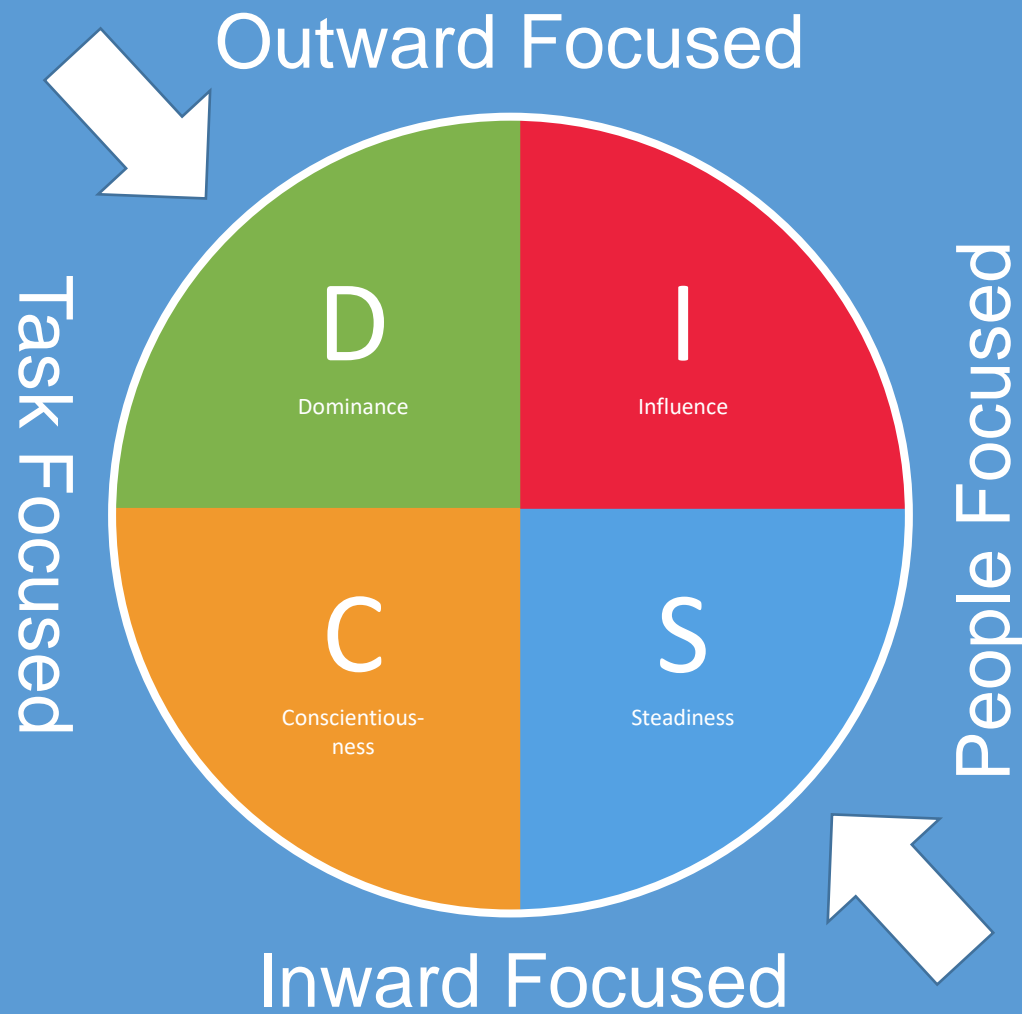


D Managing S

- Be polite
- Remember personal details
- End on another polite note

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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

How many of you who are leaders today give regular and constructive 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



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



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

How Do I Get Started?

- Understand your role
- Move slowly
- Start building relationships
- Give positive feedback

Day

1

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Delegation

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Delegation Priorities

- Don't delegate core work functions

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Delegation Priorities

- Don't delegate core work functions
- Don't delegate risky things

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Delegation Priorities

- Don't delegate core work functions
- Don't delegate risky things
- Delegate based on growth potential

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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

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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

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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

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How To Delegate

- Ask for help
- Explain why you picked them

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How To Delegate

- Ask for help
- Explain why you picked them
- Assign small goals

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How To Delegate

- Ask for help
- Explain why you picked them
- Assign small goals
- Don't dictate how

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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

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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?

- Understand your role
- Move slowly
- Start building relationships
- Give positive feedback
- Delegate your work

Day

1

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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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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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