

## MANAGEMENT FUNDAMENTALS

### Chapter 1

## THE HEART OF MANAGING WELL

- 1.1 Five Key Words
- 1.2 The Heart of Managing Well
- 1.3 Five Traits of a Great Boss
- 1.4 Trust is the Foundation
- 1.5 A Pathway to Trust and Collaboration

**Nearly anyone can stand adversity, but if you want to test a person's character, give them power.**

*Abraham Lincoln*

## 1.1 Five Key Words

**ABOUT THIS TOOL**—These words form the bedrock for one’s managerial practice and serve as a guide to managers in supporting employee success.

**APPLICATION**— Use these key words as a personal reference and to get feedback from your employees. Which matter most to your employees? How are these words demonstrated in practice? What word or words would your employees add? Why?

Clarity	Empathy	Courage	Attention	Persistence
Clear, understandable, simple	Understanding, appreciation, compassion, insight	“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.” <i>-Winston Churchill</i>	Concentrated direction of the mind that reflects... <ul style="list-style-type: none"> <li>• awareness</li> <li>• consideration</li> <li>• interest</li> <li>• presence</li> <li>• courtesy</li> </ul>	To continue steadfastly or firmly in purpose or course of action
<b><i>So that managers and supervisors...</i></b>				
Encourage, direct, delegate, and give feedback in a way that is clearly understood by others	Act with a full understanding of what others are experiencing	Step up to the practical and emotional challenges they must face	Demonstrate the value of employee efforts and contributions	Stay focused on what they are striving to achieve and don’t give up in the face of distractions and setbacks

Source: Developed by the author

## 1.2 The Heart of Managing Well

**ABOUT THIS TOOL**—Creating a motivating environment for employees that fosters individual and team success is the outcome of the daily routines reflected in this chart.

**APPLICATION**—In which behaviors do you shine? Which would you like to develop further? Why? Ask your employees as a group to tell you where you shine and what they would like to see more of from you.

	<b>Autonomy<sup>2</sup></b>	<b>Mastery</b>	<b>Purpose</b>
<b>Listen</b>	1. Know your employees 2. Pay positive attention 3. Put yourself in their shoes 4. Ask for feedback	5. Encourage career aspirations 6. Identify relevant learning opportunities	7. Keep current 8. Scan the horizon 9. Serve as a sounding board when difficult situations arise
<b>Set Goals</b>	10. Delegate intentionally 11. Build trust—listen, inform, follow-through, advocate when appropriate 12. Help prioritize 13. Foster teamwork	14. Give challenging assignments and the chance to learn something new 15. Support learning 16. Provide technical support, guidance, and feedback	17. Connect the work to the mission 18. Walk the talk 19. Cultivate self-awareness 20. Clarify your values and seek to understand the values of your staff 21. Admit your mistakes
<b>Cultivate Accountability</b>	22. Clarify responsibilities, authority, expectations 23. Encourage problem-solving. Ask: “What would you do?” 24. Paint a picture of success 25. Establish regular communication routines 26. Reward good work 27. Be candid about work that is sub-par	28. Be alert to coachable moments 29. Encourage learning from the work 30. Give timely, specific feedback 31. Connect employees to mentors	32. Ask: What best serves the organization’s mission, vision, and values? 33. Identify and discuss the ethical dimensions of our work.

Source: Developed by the author

<sup>2</sup>Daniel H. Pink, *Drive: The Surprising Truth About What Motivates Us*, (NY: Riverhead, 2009), Introduction

## 1.3 Five Traits of a Great Boss

**ABOUT THIS TOOL**—This article summarizes the results of a client survey conducted by consultant, executive coach, and author Halley Bock ([www.halleybock.com](http://www.halleybock.com)). It's five findings provide a timeless guide for every manager's day-to-day practice.

**APPLICATION**—Underline words and phrases that resonate with you. Why are they important and how do they show up in your management practice?

Optional: Share this article with your team. Ask, 1) what is going well, and 2) what needs improving.

1. **Value what employees say.** Eighty percent of respondents who identified a positive relationship with their boss said that one of the top factors in the relationship's success is that their employer values their input. When your employee comes to you with an idea, it's important to sit down, actively listen, and explore the idea even when it seems unrealistic at first. If you miss the opportunity to process their input you will not only short-change yourself, you will diminish the relationship.
2. **Solicit diverse opinions.** Forty percent of people who claimed a poor working relationship said that the relationship was failing in part because their manager never solicited their input in the decision-making process. Not all employees will volunteer their opinions, especially early in the relationship. Actively solicit diverse opinions and feedback and draw out all perspectives. This will help ensure that employees feel heard and valued, keeping them engaged and encouraging them to grow.
3. **Offer constructive feedback.** Almost 40 percent of survey participants who reported a good relationship felt that it was important for managers to offer constructive feedback. While listening is important, supervisors must also play an active part in staff development by offering perspectives on their ideas. This takes extra time and effort, but it is well worth it to ensure that employees are prepared to take on new responsibilities and roles.
4. **Be honest.** More than thirty-three percent of respondents also cite honesty as a key component of a successful relationship. Employees crave transparency and candor. Trust that your employees are capable of handling the truth, whether it's in reference to their performance or the company's overall trajectory. When reality is presented in a non-threatening manner, people can rise to the occasion while gaining the opportunity to play a more meaningful role in their individual and collective success.
5. **Keep everyone informed.** More than forty percent of those surveyed who claimed a bad working relationship with their manager felt their boss failed to keep them in the loop. Once a decision is reached, leaders often fail to communicate the decision effectively to those who are affected by it. Keep your employees informed so they clearly see the impact they have on the organization and your decision-making process. Few things can be more frustrating than being left in the dark. People crave high levels of candor, collaboration, and curiosity from their managers. While it may require leaders to slow down, building relationships that foster engaged employees and improved decision-making on both sides is more than worth it.

Source: Halley Bock, "Five Traits of a Great Boss," *Ragan's HR Communications*, October 14, 2011.

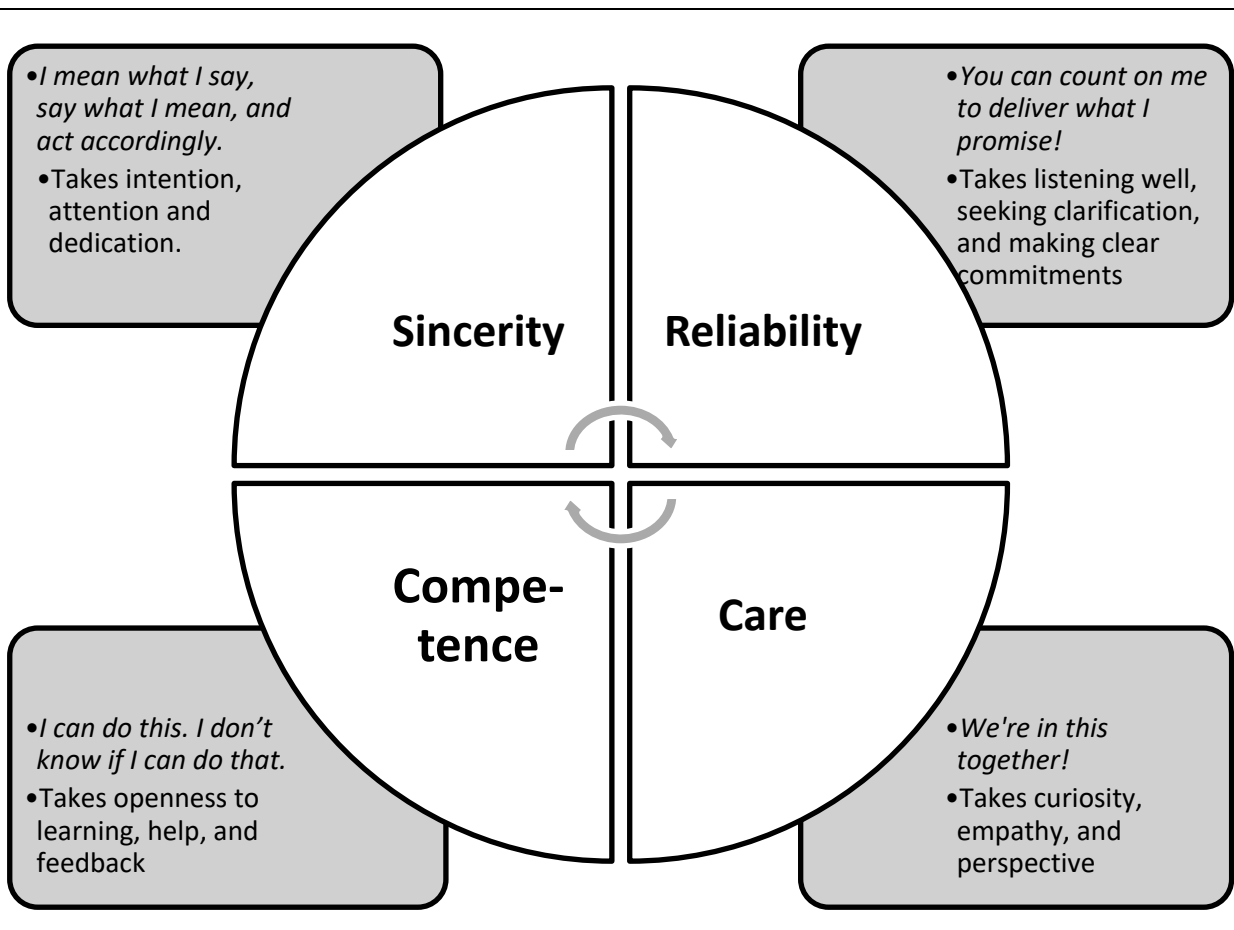
## 1.4 Trust is the Foundation

**ABOUT THIS TOOL**—Trust between managers and employees is the primary defining characteristic of the very best workplaces. In the same vein, Patrick Lencioni writes that trust is the foundation on which teamwork is built: “Trust lies at the heart of a functioning, cohesive team. Without it, teamwork is all but impossible.”<sup>3</sup>

Yet building trust isn’t simple or quick, and it can be lost in an instant. Brene Brown observes, “...Trust is earned in the smallest moments. It is earned not through heroic deeds, or even highly visible actions, but through paying attention, listening, and gestures of genuine care and connection.”<sup>4</sup>

**APPLICATION**—Use these qualities in assessing your trustworthiness. How can you be worthy of your employees’ trust? How can you build a culture of trust?

Optional: Share and discuss this tool with your team to develop a shared understanding of trust.



Source: Adapted from Charles Feltman, *The Thin Book of Trust* (Bend, OR: Thin Book Publishing, 2009)

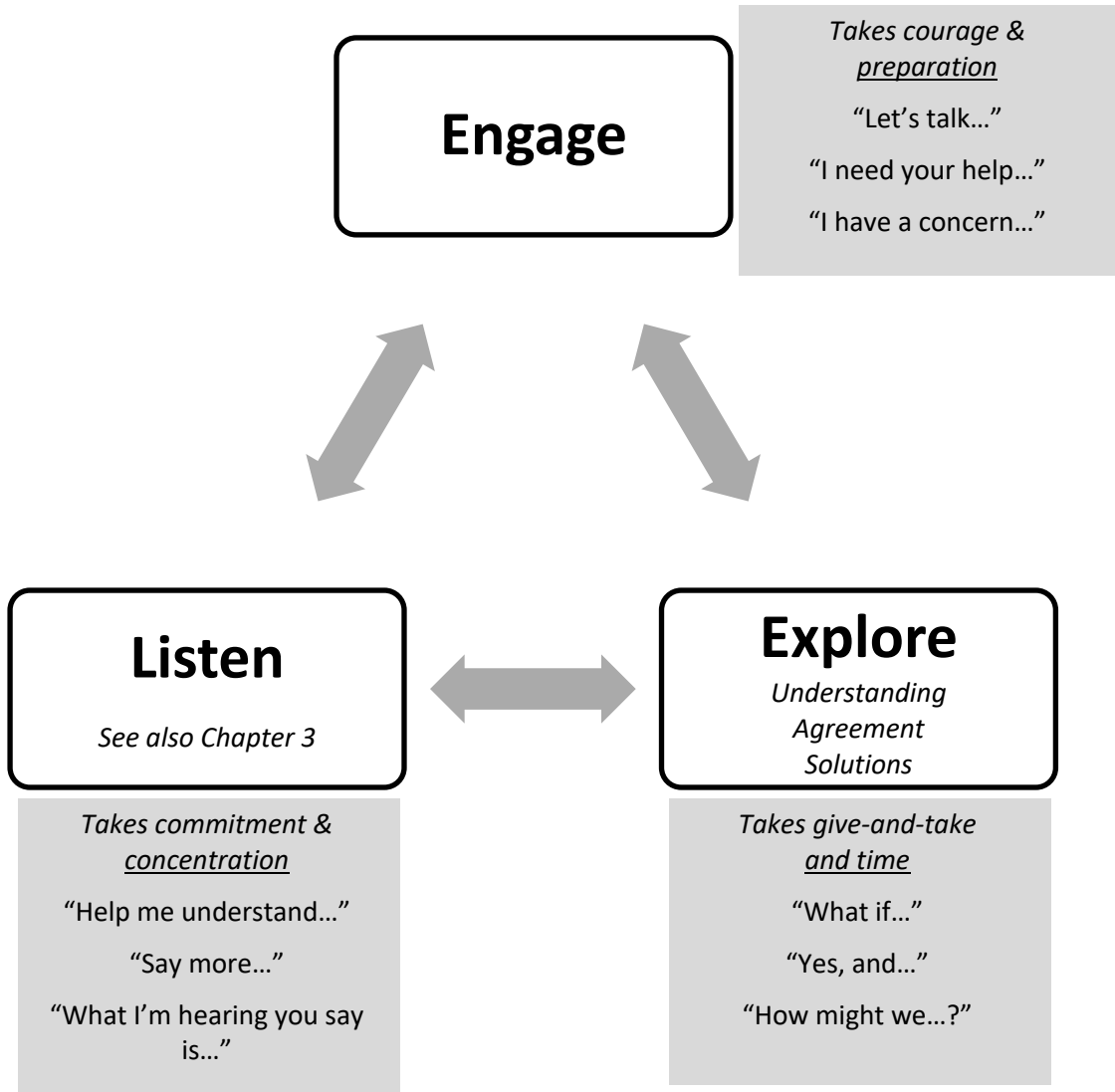
<sup>3</sup> Patrick Lencioni, *The Five Dysfunctions of a Team: A Leadership Fable*, (SF: Jossey-Bass, 2002), 195

<sup>4</sup> Brene Brown, *Dare to Lead: Daring Greatly and Rising Strong at Work*, (NY: Random House, 2018), 32

## 1.5 A Pathway to Trust and Collaboration

**ABOUT THIS TOOL**—Successful collaboration is built on trust. This tool describes the essential elements and conversational cues that build trust through dialogue, curiosity, and checking for understanding and agreement.

**APPLICATION**—Use this framework to prepare for meetings with employees and colleagues where collaboration, creativity, and trust-building are key, especially where there may be tensions or differences.



Source: Developed by the author