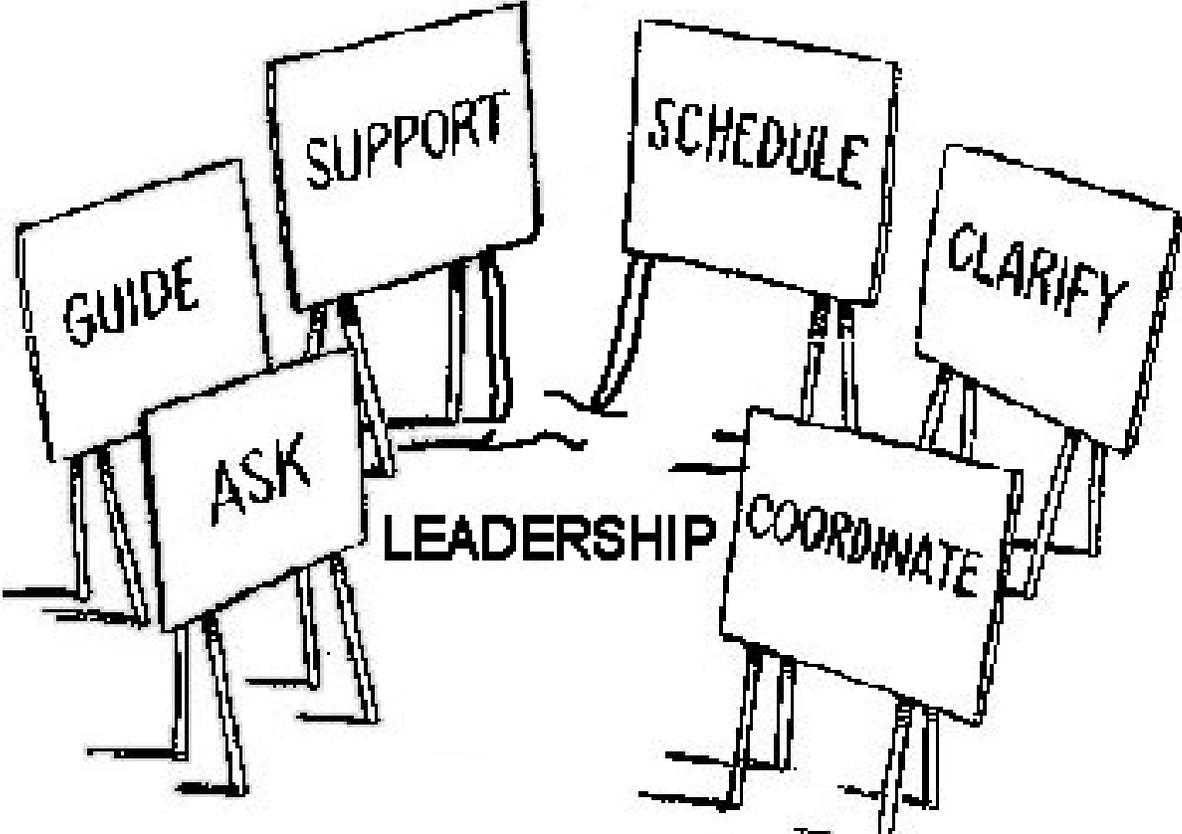


# HOW TO BE A GOOD MANAGER



WORKING TOGETHER



# HOW TO BE A GOOD MANAGER

## **PART 1 OF 5      Motivation**

Motivate people. Why are the students there? What keeps them with your organization

Make people feel good about what they do. The successful manager is great at identifying student's strengths and applauding them every once in a while. That's because good managers know that happy people make productive people. Try to applaud your student's strengths both publicly and privately.

- In a meeting with your leader, for example, mention something one of your students did well. If your leader happens to mention to that student that you said something good about them, they're likely to feel that you appreciate them and made the effort to put in a good word. That sort of compliment doesn't go unnoticed.
- Privately laud what your students do well. Tell them when you have a moment. Go into detail. A private chat, however short, can have a big impact on morale, resulting in more self-motivation

## **PART 2 OF 5      Appreciate Your Fellow Students**

Tell your members how much you appreciate them from time to time. Just go out and say it. Ask them for a short meeting; tell them what you appreciate about them: They're a hard worker; they effectively motivate other people; they're easy to coach; they're disciplined or go the extra mile; they always cheer you up, etc. Don't mince words — just lay it out there. An member who knows just how much they are appreciated will work harder, enjoy what they do more, and pass that psychic happiness along to other members.

Under-promise, over-deliver. This idea can apply to several different areas of life, but it's a great managerial mantra. Do you want to be the kind of person who has wildly optimistic goals that they never meet, or do you want to be the kind of person who sets measured goals and ends up exceeding them by leaps and bounds? Although this is about image, image is extremely important.

- Don't be the kind of person who never shoots for the moon. Staying measured in your goals doesn't mean that you should always play it conservative, never setting high goals. A manager who never punches above his/her weight can come across as lacking ambition. Even the conservative poker player knows they need to go all-in from time to time.

Make sure each member knows what's expected. Having concrete goals empowers your members and keeps them focused on work. Explicitly outline what you expect, when the deadline is, and what you'll do with the results.

Offer goal-oriented feedback. Providing your members with quick feedback that's focused on their work can help foster improvement. Meet in small teams or one-on-one, and go over your comments in detail.

- Set up a schedule for feedback. Offer it regularly so that your members know when to expect it and can make space for it in their workflows.

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Hold yourself to the highest standards. We all know the kind of manager who constantly busts his member's chops but gives himself a pass when he fails. Don't be this kind of manager. Ideally, be harder on yourself than you are on your members. This can have a trickle-down effect: Members see the types of goals and standards you set for yourself and want to emulate you because they look up to you.

## **PART 3 OF 5 Delegating Responsibility**

Delegate. You're a manager because you're good at what you do, but that **doesn't mean you're supposed to do everything yourself**. Your job as a manager is to teach other people how to do a good job.

- Start small. Give people tasks that, if performed incorrectly, can be fixed. Take the opportunity to teach and empower your members. Then gradually give them tasks with greater responsibility as you come to understand their strengths and weaknesses.
- Learn how to anticipate any problems they might have so you can coach them properly before they begin.

Assign tasks that will stretch your members. As your members begin to take on more responsibility and demonstrate that they're capable, give them tasks that will expand their skill sets and help them take more ownership of their work. Not only are you finding out how much your members can handle, you're making them more valuable to the club.

Assume responsibility for your member's mistakes. When one of your members makes a mistake, don't hold it over them; assume the mistake as your own, even if it isn't technically yours. What you're doing is creating a culture where your members feel comfortable making mistakes. This is a very important concept:

- Doing this allows your members to innovate and, ultimately, to learn or grow. Workers who learn from their mistakes will grow to become better workers; those who fail to make mistakes in the first place usually play it too safe, never venturing out into deep water.

Don't take credit for your member's achievements. Let them take credit for their own achievements. This motivates them to continue to chase after success. The successful manager is like a conductor. This orchestrates the music so that each element sounds as good as possible and resonates with the group as a whole. A great conductor will lead by example, blending into the background.

- What happens if you're the type of manager who "steals" someone else's idea and plays it off as your own? You send the message that you only care about your image and are ruthless enough to sacrifice someone else in order to get ahead. That's not a great image to have, and it certainly doesn't motivate the people below you to work harder.
- You may be thinking — take responsibility for other people's mistakes and don't take credit for what your members do; *where does that leave me?* If you do good work and you're an effective manager, you shouldn't worry about dressing up your laurels. People will recognize the work that you do. Even more important, they'll be impressed that you

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motivate your employees, know how to be humble, and stay out of the way. If you work hard, you'll get your dues.

Acknowledge your own missteps. When things don't turn out the way you expected, recognize what you could have done differently and verbalize this realization to your members. This shows them that you make mistakes too, and it also shows them how they should handle their own mistakes.

Whenever you're doing something correctly after having done it incorrectly in the past, let whoever is watching know. For example: "The reason I know to press this button is because this happened to me when I first started out, and I made the mistake of pressing the blue button, thinking 'This will shut down the system, which should resolve the issue' and I found out — the hard way — that it makes the issue even worse!"

## **Part 4 of 5: Communicating Effectively**

Keep the door open. Always remind members that if they have any questions or concerns, you're ready and willing to listen. Maintaining an open channel of communication will make you aware of problems quickly, so that you can fix them as soon as possible.

- Don't be one of those managers who inadvertently makes an employee feel like they're bothering you when they bring up a question or concern. Instead of seeing it as another crisis to manage, look at it as an opportunity to show your employee how much you want this organization to be a fulfilling place to work.
- Never minimize or dismiss the concerns of your employees, and always make sure that you've answered their questions completely.

Take an interest in your members. Don't make every interaction with your workers strictly business. Ask after their well-being, chat with them about yourself, and establish a personal connection.

- Being in-tune with your member's lives outside the office can potentially alert you to times when that person needs extra consideration from you, for instance if he or she requires time for family or other commitments. If you can be accommodating about upheavals in the personal lives of your workers, they'll feel good about rewarding you with loyalty.
- Know your boundaries. Don't overstep and ask your members about anything too personal, such as religion, politics, or personal relationships. You can keep up a friendly rapport without being invasive.

Don't mix positive and negative feedback. Say you're giving your member feedback in a performance review. You start off by mentioning how swell the employee is to work with, and note one or two additional things they've excelled at. Then you launch into an extended itemization of their deficits — "production was down," "revenue slipped," etc. What do you think the member hears most resoundingly, the positive or the negative?

- When you mix positive and negative feedback, both areas suffer. The positive becomes overshadowed by the negative, and the negative doesn't carry the full force of its

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potential impact. Of course, there may be situations where you'd want to communicate this, but on the whole it makes communication less effective.

- When you silo positive and negative feedback, the positive stands out even more and the negative becomes more urgent.

Listen. Listen to what your members and others have to say. You don't always need to be the driver of meetings, boxing others out by dominating the podium. Always make a sincere effort to listen, but be on the lookout most during the following situations:

- When employees are actively sharing ideas. Don't butt in and talk just to make sure your voice is part of the mix. This can put the idea-sharing into a stranglehold.
- When emotions are turbulent. Let people voice their emotions in a safe, controlled environment. Stifled emotions can turn into resentment, eroding your working relationship. Similarly, emotions that are not adequately dealt with can interfere with rational discussion, which should be the mainstay of your environment.
- When teams are building relationships or having discussions. Offer your members a receptive ear when they're building relationships and getting creative.

Clarify what you're hearing. A good manager not only strives to make herself clearer, but also strives to understand what those around her are saying. You can do this by repeating what the other person has said as a part of your conversation. Use this technique when you're not exactly sure what the other person is saying.

- Instead of asking your co-worker "I'm sorry, can you repeat what you just said? I'm not sure I understood." say something like "So you're saying that we could drive up productivity by offering more meaningful incentives. What might that look like in the flesh?"

Ask questions. Intelligent questions show that you can follow the flow of the conversation and clarify when necessary. Don't be afraid to ask questions because you're worried about appearing "stupid." Effective managers care about understanding what's important; they don't care about how they get there. Know, too, that others will probably have questions and may not ask. If you ask their question for them, you can act as a facilitator and build your team's engagement level. That's the true mark of a manager.

## **Part 5 of 5: Embracing Egalitarianism**

Treat everyone equally. Most of us aren't as egalitarian as we'd like to be. Many times, favoritism happens on a subconscious level. The tendency is to give more positive recognition to the people who remind us of ourselves somehow and who actually like us, rather than to the people who make the biggest contributions to the organization. In the long run, it's people in the latter group who will make the most progress in achieving the organization's goals, so monitor your own behavior carefully and make sure you're not accidentally short-changing them, even if they give you the impression that your positive regard doesn't affect them. Some people shy away from positive feedback but appreciate it nonetheless.

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Treat your members well. If you're good to your people and they're happy with their jobs, they'll pass that kindness on to customers and invaluable bolster the image of your company. Or, they'll do the same for *their* fellow students and maintain a positive club culture.