

# Resilient Management

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Meet your team

Grow your team mates

# 4 ways to grow teammates

- **Mentoring:** using your experience to guide others
  - giving advice, helping based on our experience, pairing
  - Make sure the advice you give is good for the individual and the situation
  - Great for newbies and juniors, when you have more experience than them
  - Downside is its giving solutions, not teaching them how to solve on their own
- **Coaching:** guiding them to solve the problem for themselves
  - Asking open questions (mostly what, but also who,, when, where) (avoid why because it sounds judgemental and how because it goes straight to problem solving mode). "What" questions prompt them to think about what they know rather than diving straight to solutions (e.g. what's holding you back)
  - Be genuinely curious, be careful not to sound judgemental
  - Takes time to master doing coaching well
  - Reflecting: summarizing their own thoughts back to them. Encourages introspection, which can lead to breakthroughs. Prompt them to think more deeply
  - Great for if you're not the expert or don't know the answers
  - Helps others grow their thinking skills, leadership and independence

# 4 ways to grow teammates

- **Sponsoring:** putting them forward for growth opportunities
  - Used when they're not around, to put their name forward for a role, project, etc
  - Puts your reputation on the line, but very effective to get people to the next level
  - Help them grow, and also help them generate evidence for promotions
  - Make their work visible through public recognition; assign tasks that stretch their current skills; put their name forward for opportunities
- **Feedback:** give them a clear picture of how they're doing
  - Actionable, focused feedback on specific ways they can grow
  - Routinely deliver positive & negative feedback
  - Be careful when delivering not to make others feel threatened
  - Formula for feedback: observation, impact, ask for input or make a request
    - E.g. here's the facts I observed, here's how I feel, how do you see it?
    - Dig deep when it comes to the impact, go beyond your personal feelings into concrete impacts. Keep asking, what's the impact of *that*. If you don't find a concrete impact, it's probably not good feedback
    - Ask for input to make sure you're seeing both sides before making a request to change it, maybe they have good reasons
- Use all 4 techniques in balance. The right combination changes for different people at different times
- It can be helpful to share these 4 techniques with teammates and get feedback on if your balance is right

# Coaching others to give feedback

- Teammates will try to get you to deliver feedback for them
- Feedback is most effective when it's first-hand, it's hard to deliver feedback on behalf of someone else
- Giving feedback is an important skill for everyone to develop
  - Coach them: what would it look like to share the feedback, what do they want out of the conversations, what might the outcomes be?
  - Then mentor them, teach them the feedback equation
  - Build feedback into routines like retros, and encourage them to see giving feedback as a skill they need for career growth

# Bias & growing teammates

- Realize what works for you might not work for others, e.g. advice that would make a man look like a strong leader could lead to a woman being judged as bossy
- Statistically, under-represented groups receive more mentorship, but less sponsorship.
- If you're from an underrepresented group, in-group bias can still apply. Are you

# If they don't want to grow

- Some people don't want to grow, and that's fine unless there's a cost to the business or the team. But if they're doing a good job where they are and don't want to move upward, let them be.
- If it is a problem
  - Consider if they'd do better on another team -- but don't just pass them on and make it someone else's problem
  - Talk with other leaders to see if there's another way you could approach the problem
  - Sometimes, it's time to let them go. It's never easy for anyone involved, so lean on your support network to get through it



# 1:1s

4 goals of 1:1s:

- Building trust: I care about you and am invested in your success
- Building shared context: the manager shares what they know about things happening outside of the team, e.g. business strategy, org changes. This is useful info, and also helps teammates feel included and in the loop and satisfy their curiosity
- Career planning: identifying goals and making plans to achieve them, sponsoring and feedback
- Solving problems: blockers, challenges, advice and mentorship

Set clear expectations

# Setting clear expectations

- Documentation should be central, searchable place [Confluence]
- Make it collaborative, to increase buy-in
- Periodically review (e.g. 2x per year) to see if it's up to date -- and if it can be improved
- Clear, mutually agreed standards support feelings of fairness, belonging, predictability and choice
- Helps with onboarding new team mates
- Helps teams get through the norming stage

# Roles & Responsibilities

- RACI matrix has 4 roles:
  - Responsible (does the work) [e.g. dev]
  - accountable (single person who's on the hook for it) [e.g. team lead]
  - consulted (opinions are sought, but they don't make the decisions or do the work) [e.. Other engineers, product stakeholders]
  - Informed (kept up to date with progress, but has no input) [e.g. commercial teams]
- RACI is helpful when there's too many cooks, to make it clear who doesn't get a vote
- Venn diagram of responsibilities is more helpful if people are unsure what they should do day to day
  - Start by writing a list of everything that needs to get done. Draw a circle in the Venn for each role, and put each thing in the diagram somewhere. Makes it clear who shares responsibility for what
- Both RACI and Venn can be created one on one or as a group

# Vision & Priorities

- 4 level of goals
  - Vision: long-term aspiration dream
  - Mission: more grounded description of how this team will get to the vision
  - Strategy: how we achieve the mission day-to-day
  - Objectives: measurable goals for mission and strategy to benchmark our progress
- Having these clear helps you check you're doing the right projects, prioritize things, and also share what you're doing with stakeholders
- Sometimes your team will have some of these but not others

# Expectations about team practices

- Meetings: document what, why, who, how often, how (ground rules)
  - To start, go through your calendar and make notes about each meetings
  - Documenting it helps people decide what meetings to attend and what to skip
  - Documenting helps spot if a meetings purpose has evolved, if it's not fulfilling the need it should, and if meetings have overlap and should be merged
  - Periodically review to see if the frequency, attendees, ground rules are right
- Communications: what channels to use for what
  - What email addresses and slack channels do we have, and what are they for
  - What documentation or resources do we have, and where are they?
- Collaboration:
  - How do we approach problems together, e.g. pairing, dividing work
  - How do we communicate, e.g. updating Jira tickets, notifying stakeholders, raising EMIs, announcing a launch
  - How do we hold each other accountable?