
2. Building Relationships and Working with Your Manager



Exercise: Clarifying Your Managerial Role

Instruction: Below is a table with three key prompts. Reflect on each and fill them in with as much detail as possible.

Aspects to Reflect On

Responsibilities & Key Goals/Objectives: Detail your primary responsibilities and the specific objectives they serve. Think about the 'what' and the 'why' of your daily activities. List your top three goals and the metrics that will be used to evaluate your performance

1. **Goal:** [Your Goal]
 - **Performance Metric:** [Related Performance Metric]
2. **Goal:** [Your Goal]
 - **Performance Metric:** [Related Performance Metric]
3. **Goal:** [Your Goal]
 - **Performance Metric:** [Related Performance Metric]

Authorities as a Manager: Consider the areas where you have the autonomy to make decisions. Reflect on the extent of your decision-making powers and how you can use them to influence outcomes.

Resources Available: Identify the resources you have at your disposal. This includes your team, budget, tools, and any other assets that can assist you in fulfilling your responsibilities.

An example:

Responsibilities & Key Goals/Objectives:

- **Team Management:** Oversee the daily activities of a team of 5 developers, ensuring alignment with project goals and deadlines.
 - **Project Delivery:** Ensure timely delivery of projects while maintaining quality standards.
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1. **Goal:** Improve Code Quality
 - **Performance Metric:** Reduce the number of bugs reported per release by 20% within the next 6 months.
 2. **Goal:** Increase Development Speed
 - **Performance Metric:** Decrease the average time taken to complete a feature by 15% over the next 3 months.
 3. **Goal:** Drive Product Innovation
 - **Performance Metric:** Successfully launch 4 new features per quarter.

Authorities as a Manager:

- **Hiring:** Authority to interview and select candidates for junior developer positions.
- **Resource Allocation:** Ability to allocate budget for team needs, such as software tools and training programs, up to \$10,000 without prior approval.
- **Process Improvement:** Implement new workflows or processes to improve team efficiency and productivity.

Resources Available:

- **Team:** A team of 5 developers, including 2 senior and 3 junior developers.
- **Budget:** \$100,000 allocated for project development and operational costs for the next quarter.
- **Tools:** Access to GitHub for version control, JIRA for project management, and Slack for team communication.

Exercise: knowing your autonomy and decision-making freedom

We're going to look at the levels of freedom your manager wants to give you in the areas we discussed before. To represent the level of freedom we are going to use a traffic light analogy:

- **Green (Go - Autonomy):** You've got the green light to make decisions and lead projects with minimal oversight. Your boss trusts you to handle things independently.
- **Yellow (Caution - Shared Decision Making):** You can make some decisions on your own, but for bigger or more strategic ones, it's best to consult with your boss.
- **Red (Stop - Close Supervision):** Your boss prefers to maintain tight control over most decisions and actions. You'll likely need to seek approval for many things.



Ask yourself:

1. Where do you think your boss's comfort level is for each area? (Green, Yellow, or Red)

Department Budget Issues	Green / Yellow / Red
Employee Management	Green / Yellow / Red
Interdepartmental Collaboration	Green / Yellow / Red
Project Management and Decision-Making	Green / Yellow / Red
Innovation and Creativity	Green / Yellow / Red
Crisis Management and Problem Solving	Green / Yellow / Red
Professional Development and Training	Green / Yellow / Red
Customer and Client Relations	Green / Yellow / Red
Financial Decision-Making	Green / Yellow / Red

2. Where do you think your boss's comfort level should be?

3. If there's a difference between your boss's current level of control and where you think it should be, consider why that might be. (Example: "My boss doesn't trust me yet.")

Networking Exercise: Identifying Key Connections

To help you identify potential key players in your organization, consider these thought-starters:

1. Who inspires you within your own department?
2. Who stands out in other departments (e.g., Sales, Marketing, Finance, HR, Engineering, Data Science, Customer Success, IT, Legal) for their success, visibility, or expertise?
3. Who plays a key role in developing, marketing, or using your product or service?
4. Who are your peers in similar roles at other organizations?

Instruction: Write down names that come to mind as you think about these questions. Think about why each person could be a valuable connection and how you might approach building a relationship with them.

Reflection Exercise: Making the Shift from Peer to Manager

It's always good to learn from your own past experiences. So, think back about a time when a co-worker became your boss. Ask yourself:

1. How did your relationship change day-to-day once they were in charge?
2. Did they handle the transition well? Did they stay approachable or become distant?
3. What did their approach teach you about being a good leader?
4. What's one thing they did that you definitely wouldn't want to do as a manager?

Taking a moment to think through these questions can give you some valuable insights into what to do (and what not to do!) to build a great team dynamic as a new manager.