**My Managerial Guide – Akash Bhat**

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| **Components** | **How I Like to Work** | **How I Don’t Like to Work** | **How I Like Others to Work** | **Triggers / Key Pain Points You Should Know** |
| **Motivation** | *Description*  - I’m motivated by challenges and smart people  - Seeing the achievements of our team are my biggest motivator  *Suggestion*  -Try to establish the ways in which our jobs are dependent on each other, and work to strengthen what connects us  -I like to brainstorm, listen to podcasts and watch motivational videos, join me if you’re interested | *Description*  -**I do not like authoritarian leadership at work**. Treat everyone equally and help those who are seeking to improve and learn rather than putting them down.  -I do not like it when someone interrupts another person or ridicules opinions  *Suggestion*  -Establish clear communication channels and set up weekly check-ins  -Appreciate constant feedback however you like (email, f2f, anonymously) | *Description*  -I like when people come to me in search of advice  -I like bad news, if it’s fresh!  -I like when people respect other people’s time  *Suggestion*  -Be sure to have all available information for me when you approach me with an issue, and ideally possible plans to remedy it.  -There’s no punishment for mistakes. **We are all here to learn.** Come to me ASAP and be honest about it! ☺ | *Descriptions & Suggestions*  -I like to evaluate decisions from **different perspectives**  -I need to ensure that those I work with are giving me **all available information** – withholding relevant information will result in frustration and loss of time  -Group members must treat each other with **respect** and **consideration** at all times  -I like to brainstorm and believe in collaborative work. If you need help, just ask; if I need help, I will put in a request for your time  -I like to keep everything on the record – i.e. email and text |
| **Work Style** | *Description*  -I prioritize my work based on importance and deadlines  -I neither like being micromanaged nor practice it  *Suggestion*  -Sit down with me at the beginning of a project to develop a timeline  -Establish clear communication and notify me in advance if there’s a change | *Description*  -I do not like finding out when a project is supposed to be due that there was a reason that it could not be accomplished fully  *Suggestion*  -If you foresee issues with completing a task on time, bring it to my attention immediately | *Description*  -I like when people think outside the box and take risks  -I encourage everyone, irrespective of titles, to take a stab at the problem  -**Act like the leader you wish to be**. A book about you is being written every day and I’ll know more about you by asking people around you w/o even meeting you  *Suggestion*  -If you see a way in which efficiency can be improved, suggest it. I am open to hearing all ideas | *Description*  -I am happy to re-explain or clarify something, however would like to see that you first **put in the effort** to understand it independently  -I sometimes enjoy **listening to music** as I work. I do not mind if you do the same so long as it isn’t bothering others, and you are still being productive  -I take short 5-10 min breaks at regular intervals to exercise my body and mind. I do not mind if you do the same if it’s not affecting your productivity  -I do not like using cellphones during a meeting unless it’s an emergency |
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| **Management and Delegation Style** | *Description*  -I trust that if we are working towards a common goal and have shared values, that we can establish reasonable objectives that will bring us to our goal.  *Suggestion*  -Come to me with a goal in mind and we can determine how our visions line up, and an appropriate course of action. | *Description*  -If I see that people are unable to perform the task to the level expected, and are not putting in an effort to better their work, I would rather take over.  *Suggestion*  -If you need clarification, further direction, or support, come to me for it. **My door is always open.** | *Description*  -If people are responsible enough to take on big tasks, I am happy to delegate more to them in the future. Don’t be afraid to own up!  *Suggestion*  -Prove to me that you can take on major responsibilities and I will continue to give you more agency with regards to how you manage your work. | *Description*  -If I see that you can handle responsibility well, I will continue to **give you more responsibility**.  -If you abuse your increased responsibility or begin to slack off, **I will reevaluate** whether you are being delegated tasks you can handle. |
| **Communication and Feedback Style** | *Description*  -I like being kept up to date -I will try to provide you with feedback as much as I can  *Suggestion*  -Update me on any important progress  -If you feel as though I’m not giving you enough feedback regarding performance or project objectives, please come to me | *Description*  -I never want to feel like there was something I should have known that was not communicated to me  *Suggestion*  -If you are debating whether something is worth bringing up to me, bring it up ☺ | *Description*  -I like when employees share information of value with each other and are aware of the workings of other departments  *Suggestion*  -If you feel like something you have come across may be of value to another department, communicate it with them. | *Description*  -I will never be upset if you bring me **“too much” information.**  -If you are questioning whether something is valuable, **tell me and we can decide together.**  -If you feel I’ve let you down, please come to me with your feedback. I want to learn about it, discuss it and improve |
| **Values** | *Description*  -Do not steal credit for someone’s work. **You take responsibility for your success, and I’ll take responsibility for your failure.**  -I want everyone to show respect for others both in and out of the organization.  *Suggestion*  -Follow the “golden rule” – **treat others the way you would like to be treated**. Apply this to everyone you encounter. | *Description*  -I do not believe that we should prioritize short-term profits over the life-time value of a customer.  *Suggestion*  -Recognize both the monetary value of each individual customer as well as the intrinsic value of your intangible relationship. | *Description*  -I like to see others forming meaningful relationships with customers and each other.  *Suggestion*  -Always try to find the origin of a customer’s complaint, and eliminate it.  -Recognize the time the customer has taken out of their day to contact you. Understand that this is correlated to the weight of the issue for them.  -Support fellow employees when they are in need of a mental health break, a laugh, or a professional opinion. | *Description*  -Remember that the customers we speak with are people who likely **share similar values** to us. Find common ground and establish a relationship with them.  -I will always support you putting the customer first. **It is okay to admit our faults** and further reassure the customer that it will be resolved.  -Remember that in every interaction, you are **representing the company.** |
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| **Personal Style and Other** | *Description*  -Sometimes when I have a deadline fast approaching, I find it easiest to throw my head in the books, so to say. I am not trying to be unapproachable, and apologize if it comes off this way.  -If I do not answer my phone, please leave me an email. I will respond asap.  *Suggestion*  -Ideally try to find a time to talk to me as soon as I come in, during lunch or just after work.    -If it is urgent, always come to me as soon as you need to. | *Description*  -I do not want gossip to get in the way of work. You should not be discussing other employees while at work.  -I despise lying and disloyalty. Be honest about anything and we will find a solution. Be loyal to your colleagues, team and company. It’s your family!  *Suggestion*  -If you have a personal conflict with another employee, discuss it with them. If the issue is *related to work* and cannot be resolved b/w you, you may come to me to try to establish a PoA | *Description*  -I like others to be productive, but I also value the importance of enjoying your work.  -I enjoy friendly banters at work.  -Try and learn more about co-workers without making them feel uncomfortable.  *Suggestion*  -If you feel like you need a break; get outside and take a walk! Have a snack, chat with a colleague. As long as you are being productive with your day overall, I will try not to micromanage and trust that you are managing your time effectively. | *Description*  -I believe meaningful relationships can be formed at work**! Socialize, enjoy your time.**  -I don’t like the idea that you have to separate your **personal and professional life**. You are all free to determine how much of each part of your life you would like to introduce to the other.  -If you are having personal issues that are affecting your work productivity, please **come to me** so we can try to establish an alternative course of action to ensure we can both succeed. |
| **Learning and Decision-Making Style** | *Description*  -I need everything laid out for me in order to make a decision  -I like to ask lots of questions, not because I doubt your judgement or ability, but as a way of eliminating any potential biases and discovering any potential weak-points  *Suggestion*  -When you come to me with an idea, please try to have as much possible relevant information so we can come to a well-rounded decision | *Description*  -I don’t like feeling as though information is purposefully being left out in order to lead me towards making a certain decision  -Do not get attached to a project/assignment/client  *Suggestion*  -Come to me with reasons why your idea would benefit the company as a whole, as well as ways in which it has the potential to *not* achieve success. Failure is often a reality and I would rather be made aware of the potential consequences when making decisions. | *Description*  -I want others to feel empowered to make decisions that are pursuant of company goals, with our shared values always at the forefront  *Suggestion*  -If you have an idea for how you and your team could be more productive, feel free to implement small-scale actions in order to achieve those goals. For something on a larger scale, come up with a plan with your team and bring it to me. If it is reasonable and conducive to company efficiency, I will be happy to approve it. | *Description*  -Please **do not allude** to others that your plan is approved if I have not, in actuality, expressed my consent  -Always make decisions based on the social benefit and common good rather than company profits. While profits are important, it is more important that we provide consumers with a **fair and beneficial** product or service. |