Micro Manage will rapidly hurt rapport and team culture

You are not competent…

I need to watch you…

You job is to focus on the outcome more than the process .

You focus on the what strive then to focus on how, you can make this happens to follow this three steps

1. Clarify instructions and expectations up front

The assign task from beginning the less from micromanagement

Be sure to ask the questions they clearly understand the question

1. Make a deal to check in

How long you will wait before give in to desire to check in the employee progress .(60% and 70% time pass to check in)

1. Change the nature of your check-ins

“Let me see the work ..” “is it done yet?...” instead of(are you good ,are you on track, is anything I can help with it)

You want to over control situations even you know expertise is very useful to employee ,it turn out give them a little more space and antony make them competent and confident which increase the quality of they work.

**Managing**

1. Learn their communication preferences,

**Maybe they love email or phone talk**

pay a attention to know them and use them, the more communicate and

manner with their nature preference, the better they will hear and process everything you trying to say.

1. Be very clear about their expectations for you performance

Don’t assure you in the same page, have need conversation to assure you both agreement about exactly what they expected, make that dialog ongoing ,

1. Understand your boss’s goal.
2. Perform above average,
3. Be your best advocate

Generally work on you long term goal

**Generations**

Veterans()

Boomers()

X-ers()

Millennials

1. Demand dialogue
2. Create coaches at each level
3. Consider shared goals
4. Be flexible

**Burn out**

**“I have no control”**

**“my work isn’t recognized”**

**“I have so much to do ” “I am exhausted”**

**Use this tips ensure you employee remain challenge but free from burn out**

1. Start talking(ask you team feeling what they say and what they react don assure they are ok or the follow part know the answer by having generally conversation regularly
2. Consider way to slow down(what projects or goals can be put on hold)
3. Be sure to provide support and resources (help you and you team stay connected ,use quick hellos voicemail an emails to share good news and keep the people in the loop)
4. Say thank you

In the terms of resources ,Ask yourself if you can find way to make them laungh or become more effcicent

You job is to lead the team and push everyone to new hights, you have to do it and without unnessary burnout

Following the tips and give the team boast need

**Leaning**

**Say “no”**

**When the request is not an emergency.**

**When you’re focused and making progress**

**Of course I will help you but not this time**

**Poor**

1. Pattern or one-time event?
2. How important is the performance?

Talk in private

Be positive

Be clear

1. Lack of ability or lack of motivation?

Solution, clarify consequences

Lack of ability(training or Coaching)

Lack of motivation(interpersonal support)

**Delievering**

1. Give helpful feedback

Only time boss is only offer what cause standard feedback

This feedback in only tell someone that did not meet next

Step expectation

(how they can perform differently and better)

1. Give specific feedback

Specificity,avoid fake statement or newwindow or anything

Create more guilty

Don’t tell someone you are unproductive in the meeting

Or they a little distraction in the meeting(only communication

and be specific,Bob today meeting you are interrupt people

more than 10 times, I am bet you are not even aware it,let

‘s talk about it ,ok)

1. Give positive feedback

Frame things positely as opptunitys noot simple negative

evalutions ,you are not chest eyes someone, but generally

Help them.

1. Give feedback in a timely manner

**Culting**

**Hiring externally Vs Hiring internally**

1. Identify top talent

**You should focus on the leadership skill not technique skill**

**Good communication**

**Motivators**

**Make a good decisions**

**Handle conflict**

1. Collaborate and plan with future leaders

Diversification

Expanding the breadth of functional and technical tasks

Level of responsibility

Accelerate their level of authority

Prioritize retention of future leaders

**Networking**

1. Volunteer for service committees
2. Create a “brown bag” group
3. Find new lunch partners
4. Start a book club
5. Be a connector

**Politics**

Politic is not work is a game, it can be play be dirt just like other game, but it not inherited bad, in fact the reality is just opposite,organization

politics is normal logical and useful

if you try to stay out politics of you work, you career will suffer

1. Don’t avoid politics

To a specific leader The goal is not avoid politics at the offcie, the goal Is to understand how to engage the politics process basicly and

effectively

1. Ge the pulse

(chat with people in the cafeteria and hall)

1. Pick your battles

You can not win every argument, you can not have team support every last one position when making decisions, I want you know

You reputation as investment, you have smart where you spend you money, you can not put all eggs in one basket

1. Help others be successful

Find ways to Help others achieve the wins when they are chasing

(help other is just thing to do)

(support other increase the odd they will support you late)

**Retaining**

**Keep the to top talent**

**Study the case of failure**

**The pature highly valued employee to caused of tension or decease**

**In a high quality dialog**

1. Keep the communication open

**Enaging**

**1/4 of high potential employees are job searching**

**Create challenging assignments and responsibilities**

**Give recognition**

**Unstuck**

Don’t make assumptions

**Unstuck**

Not many years ago the leader role was dictated to give instruction in assent to tell people what to do ?

Things change fast success leader is all about colloaboration and parterner,today leader is more a coach than a addticator

1. Be great example
2. Asking probing questions

(employee comes to you with customer problem do not know how to solve it, you could dictated and answer it or you can say you can solve with rest of team if see any of this done with issue before)maybe you see what you options, you want to help employee

With answer they need while striving them at same time

1. Facilitate team improvement

Each performance period identify one or two team you wish to target

You only identify one or two quarter,maybe this quarter you focus reduce efficiency and meetings next quartet you pick interpersonal skills,saying give great feedback

1. Choose the right moments

**Apology**

**If y**ou don feel compile to offer some one apology at least once year, you are not push hard enough

Great performance requires difficult conversations

Give a sincere apology

Be specific and own the blame

**Fixin**

**Nobody is perfect,we are make mistake.**

**The things sperate the average employee or superstar is not who make mistake,who does ,the differents is who figure out how to fix thing fastest**

**Make mistake is normal**

1. Admit you mistake

Blame

Barely legitimate almost meaningless excuse.

You build team by fixing problem

1. Find the cause of the problem

**Frist(means when you meet someone new)**

1. Be on time and prepared
2. Maintain eye contact
3. Offer a firm handshake
4. Do not multitask

Body

Half of communication is from body language

Deviation from personal baseline(对于一个人的偏差)

Deviation from contextual norm

Chang agent not willing to say “what if?”

**Finding**

**Main Targets for innovation**

* Products
* Services
* Processes
* Technologies

**Raise(Ask a raise)**

**If you’re a strong performer you usually do not have to ask for raise**

Create an ongoing dialogoue about future raise

Bring up the topic,but do not ask for raise.

Define skills or milestones

**Working fun**

Let be honest we spend mass of our time in life at- work,do not you

Think we should try a litte fun,of course

As your leader the primary key is facilitate you team get you work done.

Positive emotions at work make you

* More motivated
* More productive
* More creative

Making fun of yourself

You job Is make yousellf a litte bit human and approachable that leads

better conversation and better decision making(one way to do this

is the self deprication, once while you should use pass mistake and learning moment to make yourself object sills and humorous cute,

it show up others you can lie up and lauague yourself and it is funny)

finding thing worth celebrating

Find things worth celebrating

* Completed milestones
* Promotions
* New clients
* Birthdays
* Marriages
* Birth of children

Each celebration only last seven minutes

Engage fun for the sake of fun

Life is short, we spend time at the office, when you become leader you never thing about creating fun experience was part of the job. Techniqually is not , but most of the effetivelly leader are short

Using of the time to helping the team to connect, not just the work

to be done, but as hunman using positive motion by having a litte fun

**helping people feel purpose in your work**

Many people nearly feel tolerate in their job, they know they have to work ,they feel the boss are basicly fari even know they are not love

What they do, they complains about they job.

You have singnificate power to help them to experience purpose

**Purpose**

A purpose means a positive sense of doing something that matters,

Add value ,and makes you feel good when done. Right team any job

can be filled with purpose.

Provide purpose by

* Thinking more flexibly about how to fit people into roles
* Maintain a dialogue with you employees
* (As needs change, people grow. you can sport occasionally opportunities to tweaks people role or some time to completely change their role, the better they skills they interesting match the work you give them ,the more they will naturally feel purpose in their work)
* Connecting people to outcomes they support

(Most of the job is about adding value at one point in long chain of

Jobs, eventually leads customer or clients )

The best communicator listen more than speak, why is so hard

for everyone to figure out

when you good listener you get more

* You understand other better
* You save time
* You build stronger relationships because people like heal when

they hurt

all the good communicator follow this roles

* Don’t multitask
* Use appropriate body language
* Take notes

When the people feel positive relationship they feel better

Performace,they show their loyati and commitment

High performance relationship embrace candor

Candor

* Open and frank dialogue
* Strong honest
* Being forthright(直率的)

Do the orngnization change too litte or too much, the answer is too

Much

Reason we take on change

Keeping up with competition, Adopting best practices

**Conversation**  
(change represents stress risk and extra work)

* Ask yourself do I really want to do this?
* Consider you odds, stick to the facts, find out where everyone stands
* Always offer solutions not merely problems

**Trust (trust is about what you do, not what you say)**

Building Trust

Integrity(Do what you say you ‘ll do)

Be helpful,

Get over yourself

Admit you mistakes

**Avoiding(Blame game)**

* **B**arely
* **L**egitimate
* **A**lmost
* **M**eaningless
* **E**xcuse

Check you emotions

**Failure**

The key to progress is choosing to learn from you mistakes

Nothing great is achieved without embracing the risks of

Leaning

**Creative(How many people say they are creative)**

Identify 1-2 routines and shake them up intentinallly

Decisions

Ask yourself” is the decision important or something that must get done”

Decision Making

Logical and systematic approach -20%

Intuition-base approach -80%

* **Gut feelings can be biased and based on past decisions**
* **User you head instead of quick intuition**
* **Don’t make decisions alone;use adevil’ advocate**

**Solutions**

Who has the power innovators or bureaucrats

Are there system-wide answers for simple, local problems?

When creating a new rule, eliminate another Rule

(you are looking for solution to problems not a new policy)

**Team**

Someone think is give the teable thing people you want like money maybe gift card, that two is overly simplistic

Motivation is about behaviors and relationships

* **Offer clarity in your performance expectations**
* **Always do what you say you will do**
* **Give you employees voice**
* **Consult with real people not human resources**

**Motivation is not get people money and thanks, is to understand things indivually and ingredtions of greate realtionship。**

* **Specific\_-**Clear,concrete,details
* **Mesureable -** Collect data to track progress
* **Aligned Goals-** work to support each other
* **Reachable-** Not too difficult
* **Time Bound** clear deadlines
* **Big**
* **Hairy**
* **Audacious**
* **Goal**

Every 2 or 3years, embrace a big hairy audacious

Goal

Choose one or two areas

Think long –term

Engage in a discussion

Brainstorming(multiply hand working together should have

more creative than Individual work alone)

Brainstorming rules

1. Focus on the idea production(the more idea the better

Capture each one of them then merge to the

group discussion

1. Piggyback on anyone’s idea
2. No evaluating
3. Measure against available criteria

(Brainstorming only work some times, Individuals working alone are often more creative than groups using brainstorming,

This cause by we have trouble switching between listening

And contributing, members become wallflowers,because

Team member fear negative evalution)

To fix this

1. Consider electronic brainstorming using like email don’t

Feel the risk or evalution.

1. Allow others to start the conversation,remember you   
   are not lead the conversation ,you will allow other to

Kick start the converstion

Change location

Devil’s advocate

Ultimate hedge against premature decision-making

Decision-making studies show

Team with devils advocate have a advantage

On average,make better decisions

Transpranent

Share information instead of keeping secrets

People want to trust but they are willing not to

Team likes to know they’re partners even more

than subordinates

Virtual Team

Choose the best technology for your team

Take more care to check on progress

Destination

It is not about the money

1. clear purpose(Help your employee understand how

their work adds value)

if you help people feel real purpose, you will feel long term

loyality and commitment

1. Realize people not only produce work ,but they also

desire fun(people who share fun care more about the

relationships at work and care more about getting work

done)

1. Offer choice and flexibility

**Lonliness**

As you rise up the ranks you can feel isolated

Remind yourself that leadership is a noble profession

Define yourself as more than just a leader

Build yourself a support group

**Balance life**

Other half gives useful ideas about achieving balance

Schedule downtime.(it about the time management)

Work very hard to achieve better and better “fit” in your career

**Fit**

Comfortable alignment between your interests and skills and the

needs of the job.

Ask “does this opportunity move me forward to a higher level of it”

Working

Everyone has to endure people they don’t enjoy.

Realize your fates are intertwined(Create productive relationship with

This people)

1. Looking in the mirror
2. Talk about it with a friend or mentor(you will find stressful leaf

Or Useful tips)

1. Identify one or two good things about the person
2. Have a candid converstation

You must understand the quiting and refocusing

Dirty

MBWA

Management

By

Walking

Around

Many people believe motivating them is giving them stuff especilay

Money,that’s not true, the best motivator by thought positive and

Productive gesture from you to the team

When you spend a litte time to get you hand dirty with them , they will feel more purpose in their job, they will look you more trust and respect

Susasion(persuade someone to say somthing)

Server others as much as you server yourself , think about the people

As much as you think about your arguments

Create positive emotions by showing positive emotions

Use nonverbal indicators to show passion about you topic

Build emotions by using exmaples

Picture

Story

Vdeo

Remember compromise is necessary.

Perusasion is process used over time, not a ontime event

**Retreat**

1. Benefits of Team building Retreats
2. Increased camaraderie(增加同事关系)
3. More productive relationships
4. Open communication

Gain support and participation from executives

Make sure the planning committee has serveral planned participants

Define educational goals of the retreat

Break the group up into teams

**Facilitating**

Choose an inside or outside facilitator

Inside is familary with player in the room,know the issue define the current working evnviroment

On the other hand outside professional may have better facilicator skill

And certainly wont be afraid any scerect cause inside may avoid

Discuss the purpose of the event

Follow each activity with debrief

Solicit feedback

Phrase

Sometime success work is knowing what to say, it knowing about

What not to say.

Five phrases to avoid

1. That not my job(you are saying I am here for me not for you ,I can not

be brother with the need of team) just tell them you will help them later

1. We ‘ve tried that before
2. There ‘s no budget for that
3. I told you so

You gold is to understanding and helpful

1. That does not follow procedure

**Conversation**

Great communicator always has advantage,they know

How to have greate converstaions,have greate conversation

Is skill anyone can learn

1. Be in the moment not multitasking allowed
2. Avoid controversial topics(You goal is to respect everyone have different perspective)

Nonverbal communication

Ask questions

Disagree without negativity(I am not sure we see issue same way let

Talk about it and move it forward)

**Realistic**

Set honest expectations

**Job Descriptions**

Job Description Disadvantages

Resistance to undefined work

Fake boundaries

Restrict flexibility and initiative

Obsolete descriptions

**Bad**

How would charge you boss, I want to consider a three indicators

You job might need leadership now

1. Public criticism or demeaning behaviors
2. Think about their planning skills(poorer planners tend to do everything in the last moment which force the team to do the emergency after emergency, reduce the team confidence and create a lot stress )
3. Excessive micromanaging(they are worry about wether or not their will get their job done, so they check millons times to keep you ontrack,but

What they really doing is slowing you done)

1. Inconsistent

Be a great performer(having a bad boss is not excuse being a bad employee)

The better you performe the more you create options for yourself,options for others,then working for you current boss

Put everything in writing(take notes for you test, all the instruction the

Boss give you, capture everything, all days and deadlines)

If you experience a bad behavior keep notes in every single instance,

the case you need later

1. Rely on your network (you need quality connections to others who can help you stay same)

Be positive and be professional

1. Know you rights (speak up maybe the right thing to do ,unfornately is not work free, before you go to HR, be sure you have strong well document case)

Bad boss is very hard to endure

**Mistake**

**Mistake is happens to everyone the thing is that what happen next**

1. Own the error
2. Why did this occur(start thinking.why did this mistake occur,you goal

Is to painpoint the cause)

What can you do differently can make the mistake never happen

Again

1. Accept full reponsibility

**No blame no excuse Accept full responsiblity**

When you understand mistake you going to understand how to make

Successful, the only differents whether you tuning the mistake into greate

Learning moments

1. Clean up mess
2. Move on

**Teams**

I want make you know these facts can cause your team unproductive

Coordinations cost

You have help to people to understand their role how they related to

Everyone on the team

Converstaions

Calls

Written instructions

Texts

One universal trutn people hate meeting

Meeting should be

Rare

Well planed

Facilitated

**Dysfunctional social pattern**

**Excessive completion**

**Excessive socializing**

This tendace for people feel their contribution does not match much

So they reduce their effort, not good  
Confict

**Autonomy**

Employee autonomy

Offer some flexibility and freedom at work

Granting Autonomy

More productive

Lower absenteeism

Innovation

What does autonomy look like?

Choosing work hours

Freedom to set work pace

Define the work outcomes to be achieved then get out of the way

(leadership is what is walking around seeing people in their office or cubic

It is about create environment or they people they can do best work )

**Creative**

**Set the bar high**

**Collaborate instead of mandate**

**Celebrate failures**

Which we build on the next win

Reduce any boring or mundane work

It is not create employee above doing some task, it just their

Work require great focus

Technical

**Assumption**

Assumption 1

Developing others isn’t your job

Personal achievement is only part make them good person and what make

them promoteable

Assumption 2

Because I work long hours so should everyone

Lead them in a way that produces the products you need

Define great goals and expectation instead of micromanagement process

Would usally never helps

Assumption 3

What worked last year will work this year

1. Develop others
2. Focus on work not hours
3. Every new problem is unique

Short

1. short-term pressure can lead to harmful decisions
2. short term bias harms inovation

Server the needs of the team or organization in the short run and

The long run

1. short-term pressure can lead to harmful decisions
2. short-term bias hurts you ability to get to the root cause of problems
3. short –term bias harms innovation

server the needs of the team or organization in the short run and the long run

getting into coaching model find root casuse

**Introvert**

Someone think the introvert will not lead good leaders

Extrovert means outgoing talkative and energetics

Introverts(内向型人格) tend to be more reserve and enjoy solided

Rearch the extrovert and introvert could be great leader depend on

the situation

1. introvert(内向型人格) tend to think first and talk later, they think others comment carefully refeclt before responding
2. introverts are better at having deep conversations
3. introverts display calm and peace which help others experience calm too
4. introverts are not great at self -promotion

**Leader are born or bread**

1. Moving high –potential employee into new and increasingly challenging
2. Roles
3. Giving them temporary assignments that stretch their skills set
4. Within their current role
5. Having them lead special project or task-force teams dealing with
6. Issues outside of the current role
7. Provide 360 feedback and coaching
8. High-quality traditional classroom training

**Bureacracy**

1. Make it difficult to create policy

Require a proven business case

Create a cap on policie

1. Find how you can simplify,automate, or eliminate red tape

Best practice

1. Assess your firm’s capacity for change
2. Make specific changes to make the best practice work for your

Company

Selling you ideas

Because selling is the fundamental skill in the life

Require ‘s you sell you idea, keep you stiving to selling

1. Assess your credibility

(high quality track record)

Repuation as helpful and supportive

1. Build lateral support before vertical support
2. Articualte you ideas in a way that support others
3. Practice you pitch

Ideas

The truth is most plans failure, the reason is poor

Communication and people realted skill

Here is many lead make classic mistake ,they lead

with dry facts and fingers, the business case for change,

it is all logical and uninspired, nearly all successful change

lanugched with emotional frist, then facts and figues for

follow

**Stalled**

You start project with better intention  
you have the right team, clear goals, resources and nice

Plan and reality happens

Not matter how well you will plan you can plan for

Everything, sometimes progress stalled

Solution for this situation

1. Call a meeting

Project manager

Team member

Stackholders

1. Conduct and audit

Examine your management of the project

1. Idetify the needed changes

Are the changes worth it?

**Meeting**

1. who is invited
2. What work should attendees prepare?  
   What is on the agenda

During the meeting

1. Stay on task
2. Take notes

End the meeting with action in mind

**Ethical**

What options do not charge them ethically only well

How well they solve the problem

1. Will your decisions compromise your values?
2. Will I embarrassed to share my decision?

**Potential**

You know who really inspire me who maximum their

Potential

1. Take responsibility for personal development(they do

not rely on their parents .company.boss,they create their

destine)

1. they are not afraid to Take educated risks(success people believe no risk not reward)
2. Push yourself into limits
3. Regularly seek knowledge from more experienced or

successful people

Help others on a regular basis

Is not change personality or IQ ,it is being about

And have world class ethic,anyone can reach their

potential

**Diversity**

Problem :diversity often hurts before it helps

**Hiring**

Most common hiring mistake

1. Meeting candidates face-to-face two quickly
2. Don’t rely on a highly structured interview process
3. Conduct at least one unstructured interview problem solving

**Onboarding**

1. Eliminate paperwork overload
2. Increase time with team memembers
3. Create an anonymous feedback mechanism

**Pushing**

Take on a little more work than what is reasonable

Visualize achieving your goal

Look inspiration every day

**Leverage your Strengths which help to your career path**

**Self-improvement**

Build on strengths or improve weakness

Start with #1 area for improvement

Ask yourself is this skill are central to the career path I wish to follow

Identify a strength to work on and create an action plan to improve

**Models**

Competency Model

Help us focus on successful skills

Critical thinking

Open communication

Integrity

Developing others

Help employees improve competencies based on their strengths