

New Leaders Bootcamp

Guidance for new managers in startup, agency, dan consulting companies.



Module
1

**What is expected of you
as a manager?**

Common mistakes



"I have to hit the ground running"



"I have to justify my promotion by making significant positive change immediately"



"I should not ask too many questions to my boss. They must think I am equipped as a manager, hence the promotion"

”

Unclear expectations are usually a result of a lack of strategy or failure to understand the organization's strategic plan.

Without that clarity, the team is confused about what they should work on next.

”

What you should do instead..

Review your job description & clarify with your user:

- ✓ Vision for the company, Mission for the team
- ✓ Primary objectives of the role?
- ✓ Important metrics to review performance?
- ✓ Any ongoing projects you should drive?
- ✓ Any deliverable timeline you should comply with?
- ✓ Your manager's preferred communication style?

**What's the difference
between Leadership &
Management?**

Leadership

The action of leading a group towards a common goal.

Lead people

Inspire, motivate, encourage

"Leadership is the art of getting someone else to do something you want done, because he wants to do it."

(Dwight D. Eisenhower)

Management

The process of dealing with, or controlling things or people.

Manage things

Plan, organize, coordinate

"What's measured gets improved."

(Peter F. Drucker)

Leadership

Communication

Commitment

Motivation

Delegation

Trustworthiness

Creativity

Feedback

Management

Communication

Interpersonal skills

Organization

Delegation

Forward planning

Strategic thinking

Commercial awareness

Leadership

Do the right things

"Our mission is x, hence **why** it's important for us to move to this direction. What do you think can be done here?"



Vina

Management

Do things right

"Our target is x, and this is **how** we get it done effectively. Anyone has specific inputs how we can do it better?



Mira

“Leadership is learning to let go and really empowering people at all levels of the organisation, and trusting them to do the right thing.”

Sundar Pichai

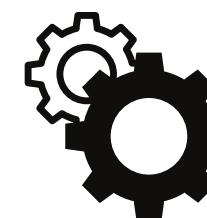
CEO, Google, Alphabet



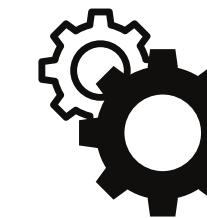
Process

A process is a series of steps and decisions involved in the way work is completed.

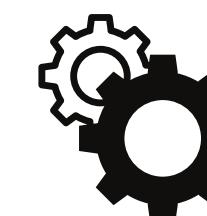
Benefits of setting a clear process for your team (and you don't have to do it alone)!



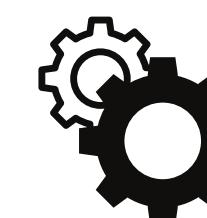
Streamlined Processes



Increased Productivity



Minimized Risks



Reduced Costs

Scenario #1

Tim kamu:

"Mbak/ Mas, saya ada pertanyaan tentang klien A. Mereka minta kita untuk ganti direction campaign lagi, padahal campaign-nya akan mulai minggu depan. Sebagai account executive, gimana baiknya saya menghadapi client request tersebut?

Manager 1

"Ya ga bisa-lah, mepet banget. Bilang sama dia kita ga akan keburu."

Manager 2

"Ya karena dia client gede, mau gamau lah kita coba akomodir gimana caranya. Kordinasi ke anak-anak lain ya."

Manager 3

"Coba cari tau/ pahami apa objective dari perubahan direction tersebut, bagaimana perubahan ini akan membantu mereka?
Lalu, jelaskan ke mereka proses internal kita + implikasi terhadap timeline campaign."

Scenario #2

Tim kamu:

"Mbak/ Mas, tasks yang saya kerjakan ada interdependensi dengan divisi X (divisi lain). Meskipun saya sudah ikuti workflow kita dan kasih brief lengkap dengan timeline, mereka masih sering terlambat dan ngga comply dengan brief/ timeline nya. Akhirnya project kita sering telat. Saya harus gimana?

Manager 1

"Ya kamu coba follow up aja terus sama dia. Gimana caranya supaya dia comply."

Manager 2

"Ya kalau gitu kamu coba kasih brief nya lebih in advance lagi, perhitungkan keterlambatan dia biasanya seberapa hari, add that period to give more room to the brief submission"

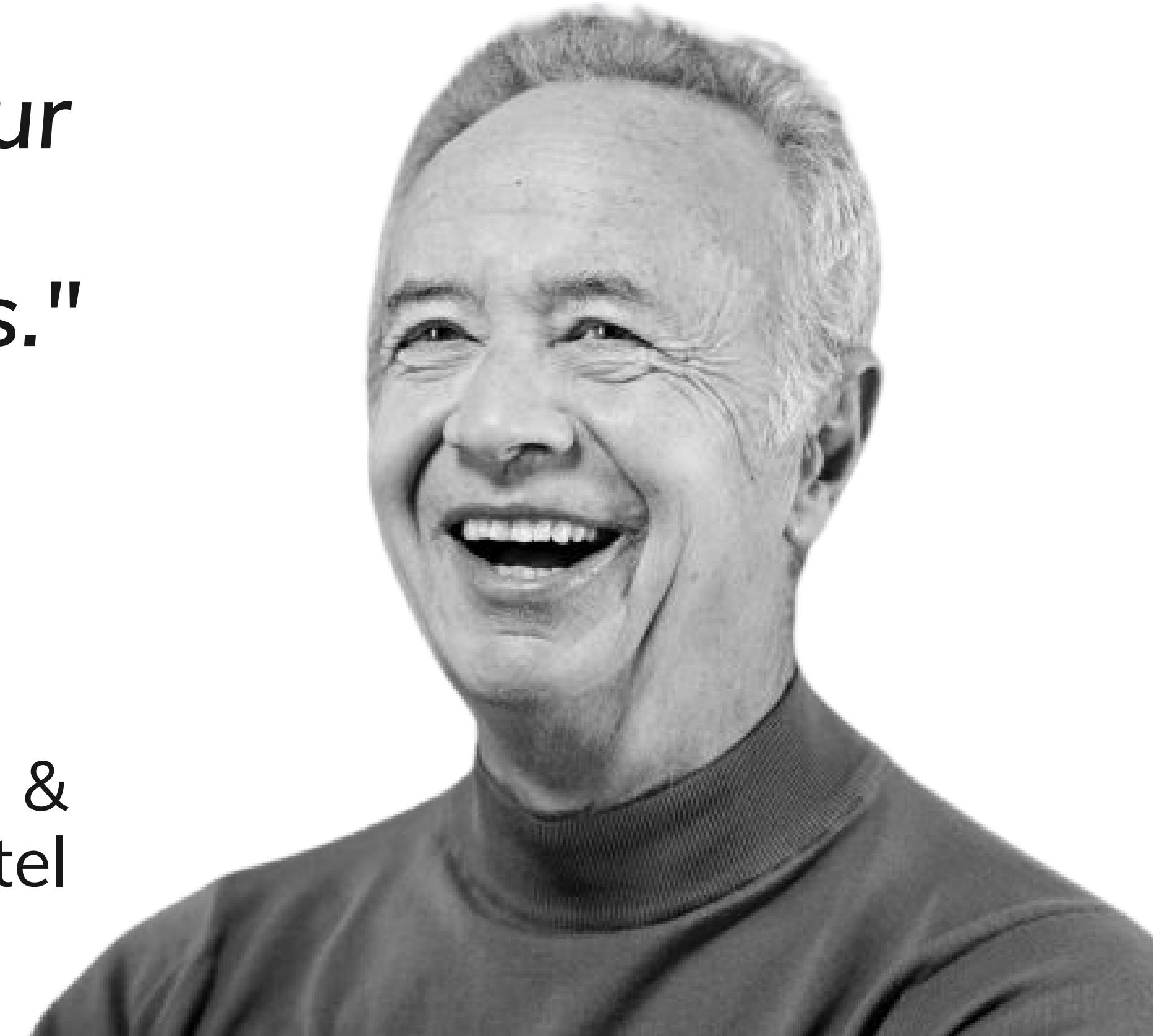
Manager 3

1. Let's take a look on the brief you submit. (is it clear enough? is there improvement opportunity?)
2. What's the ideal process like? and what's the current process?
3. What's the gap between the two? Who is responsible for the gap? Can you make a simple document to paint the challenges?
4. Can we set up meeting with that division for a process alignment?

1 on 1 meetings

"90 mins of your time can enhance the quality of your subordinates work for 2 weeks, or some 80+ hours."

Andy Grove, Former CEO & Co-founder of Intel



Adjust your management style to their Task Relevant Maturity (TRM)

the idea is that you check in more often with your team members when they're working on a task they're less comfortable and skilled at.

TRM of subordinate:

Effective Management Style

Low

structured, task oriented, tell what, when, and how

Medium

Emphasis on 2 way communication, support, mutual reasoning

High

Involvement on ways to do it is minimal, establishing clear objectives & monitoring



1on1 meetings



Your manager / user

Your team members/ direct subordinates



1on1 meetings

With your
manager /
user

- ✓ Avoid boring status updates that could've been an email
- ✓ Proposals, not problems. And make it actionable
- ✓ Ask how best you can support them
- ✓ Talk about your career goals



1on1 meetings

With your manager / user



"Status of things we have done this week is..a..b..c.." (very operational)



"I encountered this issue. What should I do?"



"Is there anything else I should note, or I can help you with?"



"My intention is to learn as much as possible about the product development. I'd think I want to explore opportunities to be the product lead. What would be the best development path?"



1on1 meetings

With your manager / user



"What is most important to you to be up to date on for progress I'm making?"



"How could a recent project or task I did be put in a format that's easiest for you?"



"What part of my work are you most comfortable and familiar with?"



1on1 meetings

With your
team / direct
report



Give them quality feedback. Mention what can be improved, and what have been done well



Talk about their growth, and break down to smaller pieces



Get their ideas & suggestions



Find out how they are really feeling and why



1on1 meetings

With your
team / direct
report



"I appreciate when you initiated the project X. That was really good idea!"



"The report you sent me can be much better when you add metrics A, B, C.."



"What are you really passionate to learn about in this role?"



"You know that we will work on project X. What do you think about the project? And how can we make it better?"



"How are you doing so far? Anything that makes you worried/ concerned?"





Team < 5 people

- Weekly 1 on 1

Team > 5 people

- Bi-weekly 1 on 1

Team > 15 people

- "Promote" someone to lead small group on your behalf