

# Exercise 1 : Accomplishments

Write down the **three most important things** you are seeking to have your team **accomplish in Q4**.

*Capture these goals in your Field Notes.*



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# Your Role

## Section 1

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Manager

Language matters.

# Manager vs. Leader

React vs. drive

Cope vs. shape

“I managed to...”

Instead, *lead* by example

# Role: Drive Output

with the proposition that:

$$\text{A manager's output} = \text{The output of his organization} + \text{The output of the neighboring organizations under his influence}$$

Why? Because business and education and even surgery represent work done by *teams*.





## Activity vs. Output

“Focus on the right activities to achieve maximum output.”





# High Leverage Activities

When Many are Affected by One

\$800/minute

*Cost for Town Square*

# When Many are Affected by One



# When One Person is Affected for a Long Time



*Performance Reviews*



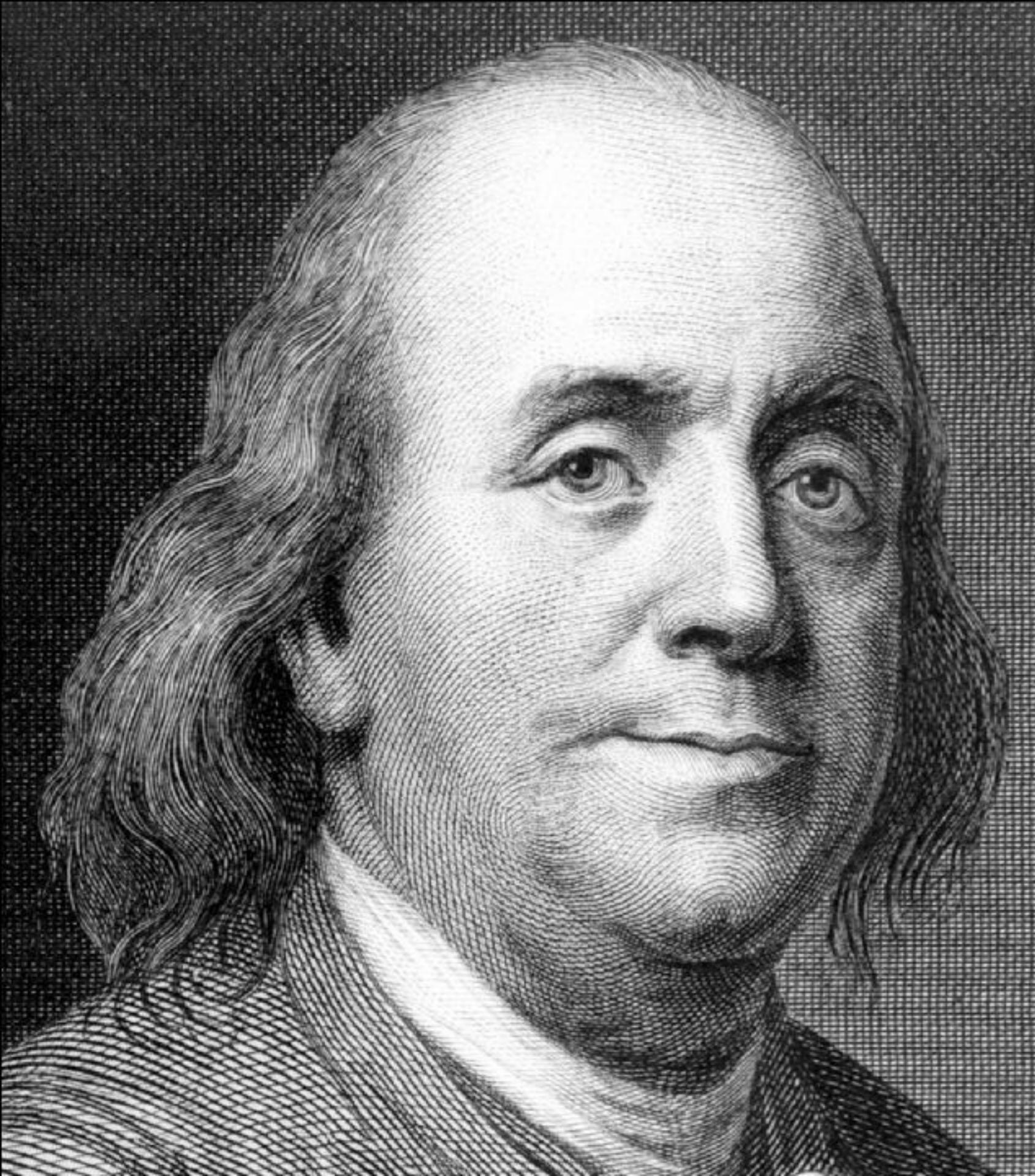
When One Person is Affected for a Long Time

*Closing a Candidate*

# "Managerial Leverage"

$$\frac{\text{OUTPUT}}{4 \text{ PEOPLE}} = A+$$

$$\frac{\text{OUTPUT}}{6 \text{ PEOPLE}} = B-$$

A detailed black and white engraving of the head of George Washington. He has powdered hair and is wearing a powdered wig. His eyes are looking slightly to the right, and he has a serious expression. He is wearing a high-collared coat.

## SCHEME.

### Hours.

MORNING.	{ 5 } { 6 } { 7 }	Rise, wash, and address <i>Powerful Goodness!</i> Con- trive day's business, and take the resolution of the day; prosecute the present study, and breakfast.
	{ 8 } { 9 } { 10 } { 11 }	Work.
NOON.	{ 12 } { 1 }	Read, or look over my accounts, and dine.
AFTERNOON.	{ 2 } { 3 } { 4 } { 5 }	Work.
EVENING.	{ 6 } { 7 } { 8 } { 9 }	Put things in their places. Supper. Music or diversion, or conversa- tion. Examination of the day.
NIGHT.	{ 10 } { 11 } { 12 } { 1 } { 2 } { 3 } { 4 }	Sleep.

### The Question.

What good shall I do this day?

### Noon.

### AFTERNOON.

### EVENING.

What good have I done to-day?

### NIGHT.

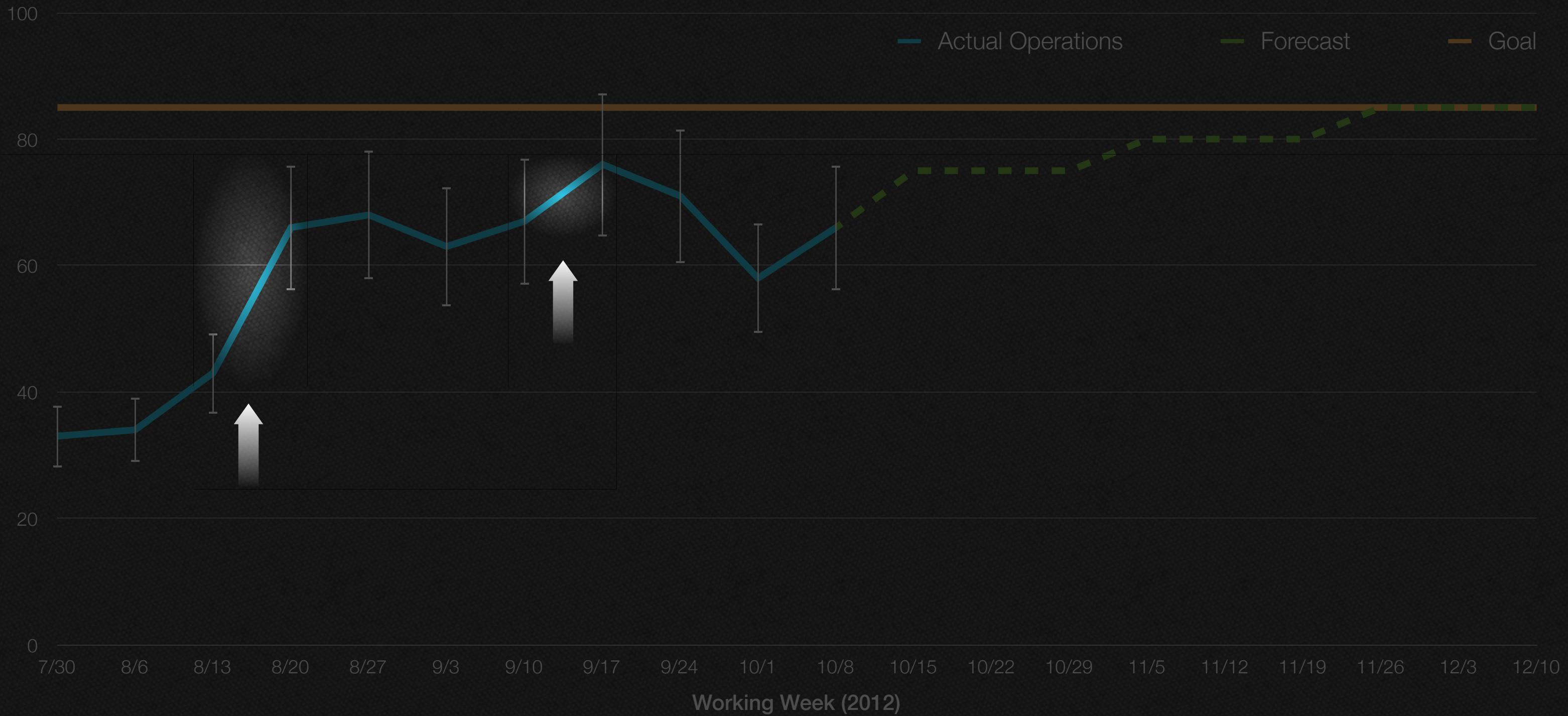
SCHEME.

	Hours.	
MORNING.  The Question. What good shall I do this day?	{ 5 6 7 }  { 8 9 10 11 }	Rise, wash, and address <i>Powerful Goodness!</i> Contrive day's business, and take the resolution of the day; prosecute the present study, and breakfast.  Work.
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NIGHT.	{ 10 11 12 1 2 3 4 }	Sleep.

“The single most important resource to allocate is our time.”

Active vs. reactive calendar management

# Team Operational Output



# Audit Calendar

# Identify the Limiting Step



# Batch Tasks



# Paul Graham's Maker vs. Manager



# Exercise 2: Allocating Our Time

Break into your designated **groups**.

Review your **last 2 weeks** of meetings and work time.

What was the **output** of different activities? The whole week?

What are the **high leverage** activities?

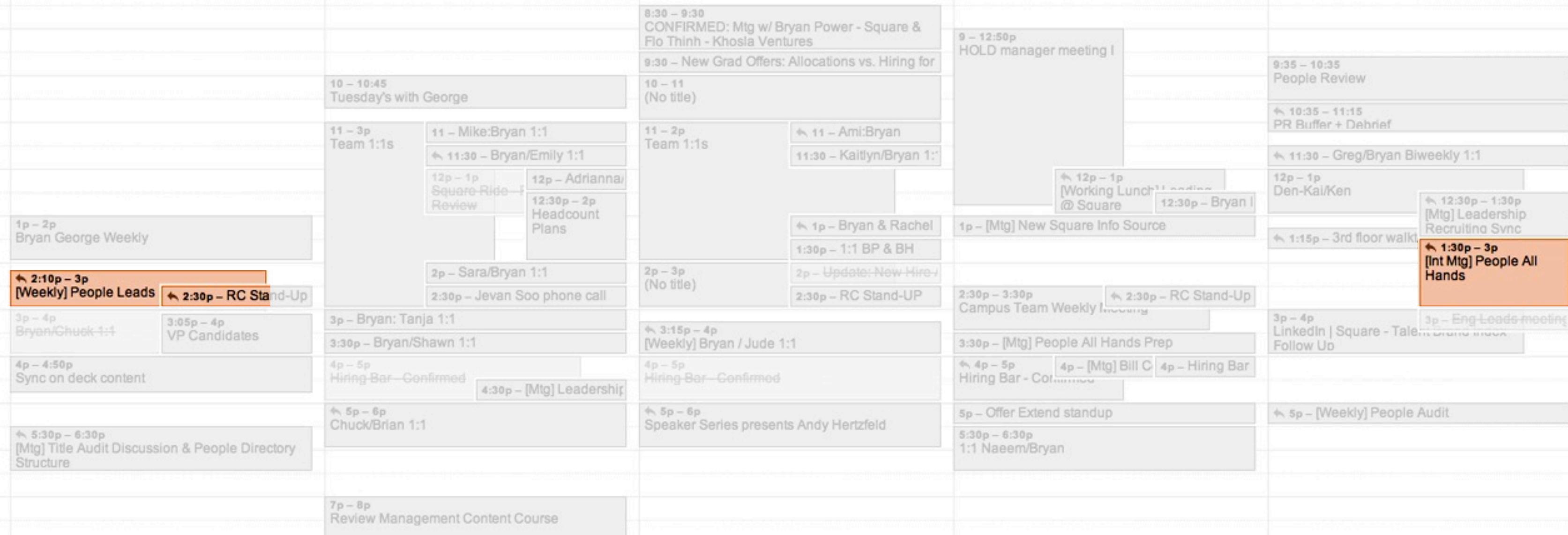
Is there a **pattern** that can be **imposed**?

What should you **continue, start, stop**?

*Be sure to capture all of your recommendations on the handout.*



## High Leverage Activity: One Person Prepping for Many

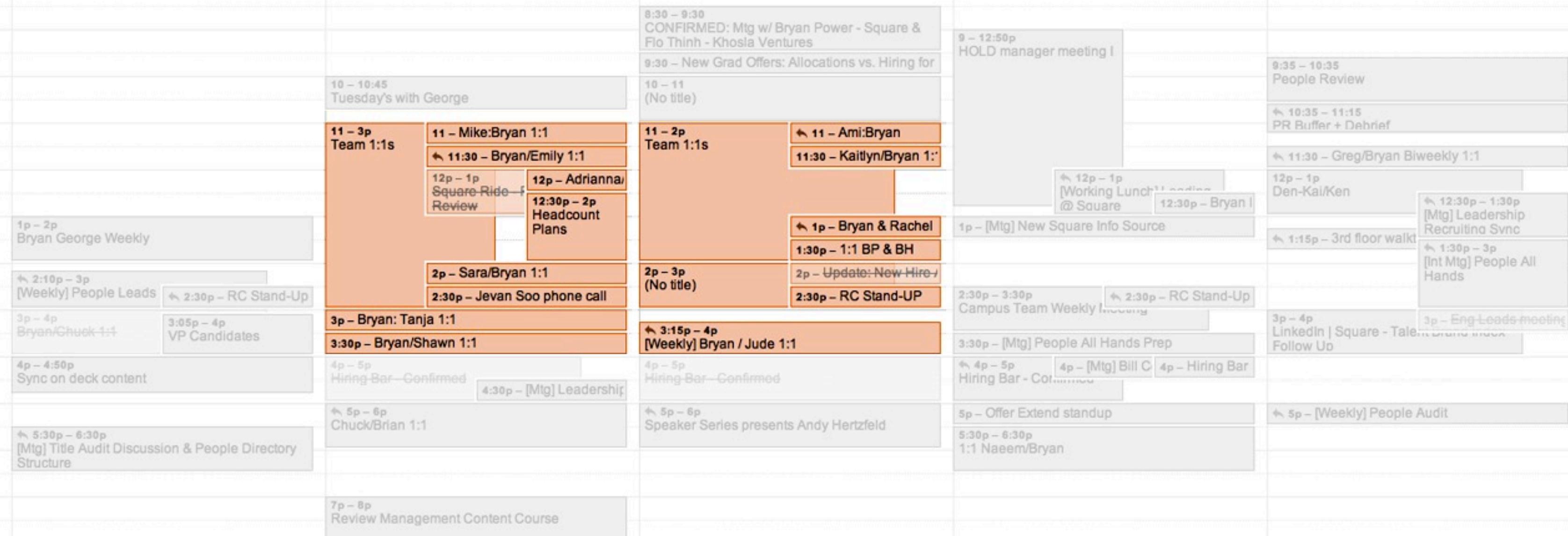


# High Leverage Activity: 1:1

# Gathering Information

# Limiting Step

# Batching Tasks



# Exercise 2: Allocating Our Time

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# Running a Team

## Section 2

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## Gathering & Simplifying Information

"In short, informational gathering is the basis of all managerial work, which is why I choose to spend much of the day doing it."



# Gathering & Simplifying Information

## Indicators

- Goal: Predict output to enable you to adjust
- Should measure output, not activity
- Pairing indicators: measure effect & counter effect
  - Release criteria vs. ship date
  - Number of hires vs. quality of hires
  - Loss rate vs. false positive rate



# Gathering & Simplifying Information

## Written Reports

- **Goal:** Distill information and improve decisions
- Writing the report is important, reading it is often not



# Gathering & Simplifying Information

## Management by Objective

- If we try to focus on everything, we focus on nothing
- **Goal:** Where do I want to go?
- Specify what is the single feasible objective, when accomplished, would make the biggest difference

# Meetings

are not an activity, they are a medium



# Types of Meetings:

## 1:1's

- Meeting is for the employee: they set the agenda and tone
- Agenda emailed in advance
- One hour template
- Start with performance figures and indicators, particularly those that signal trouble
- Focus on potential problems
- Ask one more question



## Types of Meetings:

### Staff Meetings

- Focus on topics that affect at least two people
- Agenda proposed coupled with “open” session
- Moderate and nudge
- Excellent mechanism to decide

### Operational Reviews

- Formal presentation with participation of cross-functional peers
- Assess output

### Decisions

- No more than 6 or 7 people

Hi Team,

Below please find this week's Finance Weekly agenda. Let me know if you have any questions!

1. Guest Speaker Q&A: Jude Komuves, People Ops (30 mins)
2. Update on recruiting/candidate travel costs: Marc M / Aarati (10 mins)
3. Project Circle Model Update: SP&A Team (10 mins)
4. Calendar: Steve D (5 mins)
5. Recruiting: Chuck (5 mins)





# Decisions

Knowledge authority vs. position power

Push decisions to lowest *competent* level:  
substance tempered by experience

Peer-Plus One model

If you decide, you are responsible for  
ensuring comprehensive input

# Exercise 3: Identify Our Best Practices

How do you run your **staff or team meeting**?

How do you run **1:1's**?

What are you trying to get out of a 1:1 to affect **behavioral change**?

How do you set **goals**?

What kind of **decision meetings**?

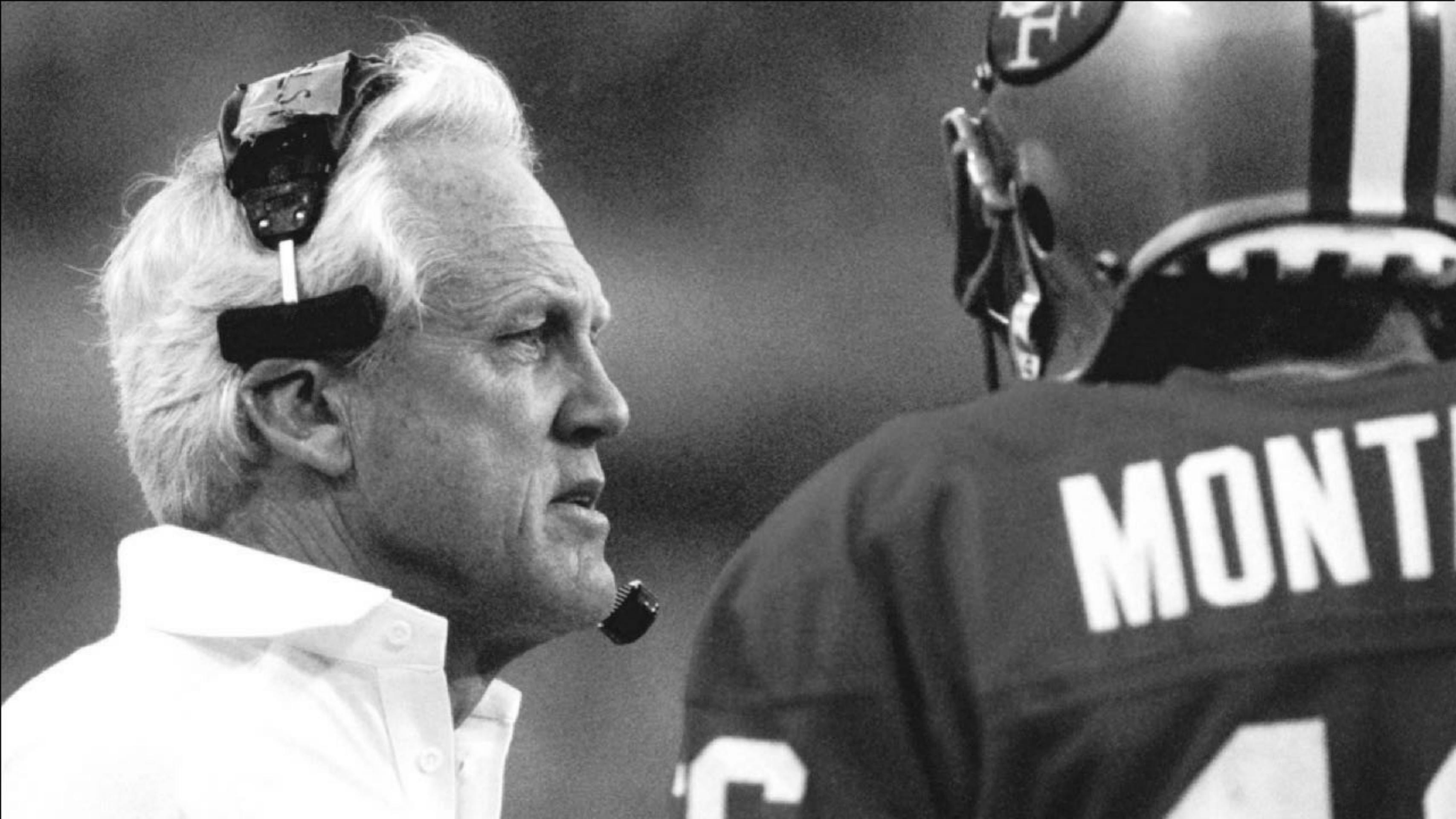
*Be sure to capture all of your recommendations on the handout.*

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# Peak Performance

## Section 3

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HONOR



You're still not satisfied  
with performance.



## Discriminate between:

Motivation vs. capability  
(intensify)                    (teach)

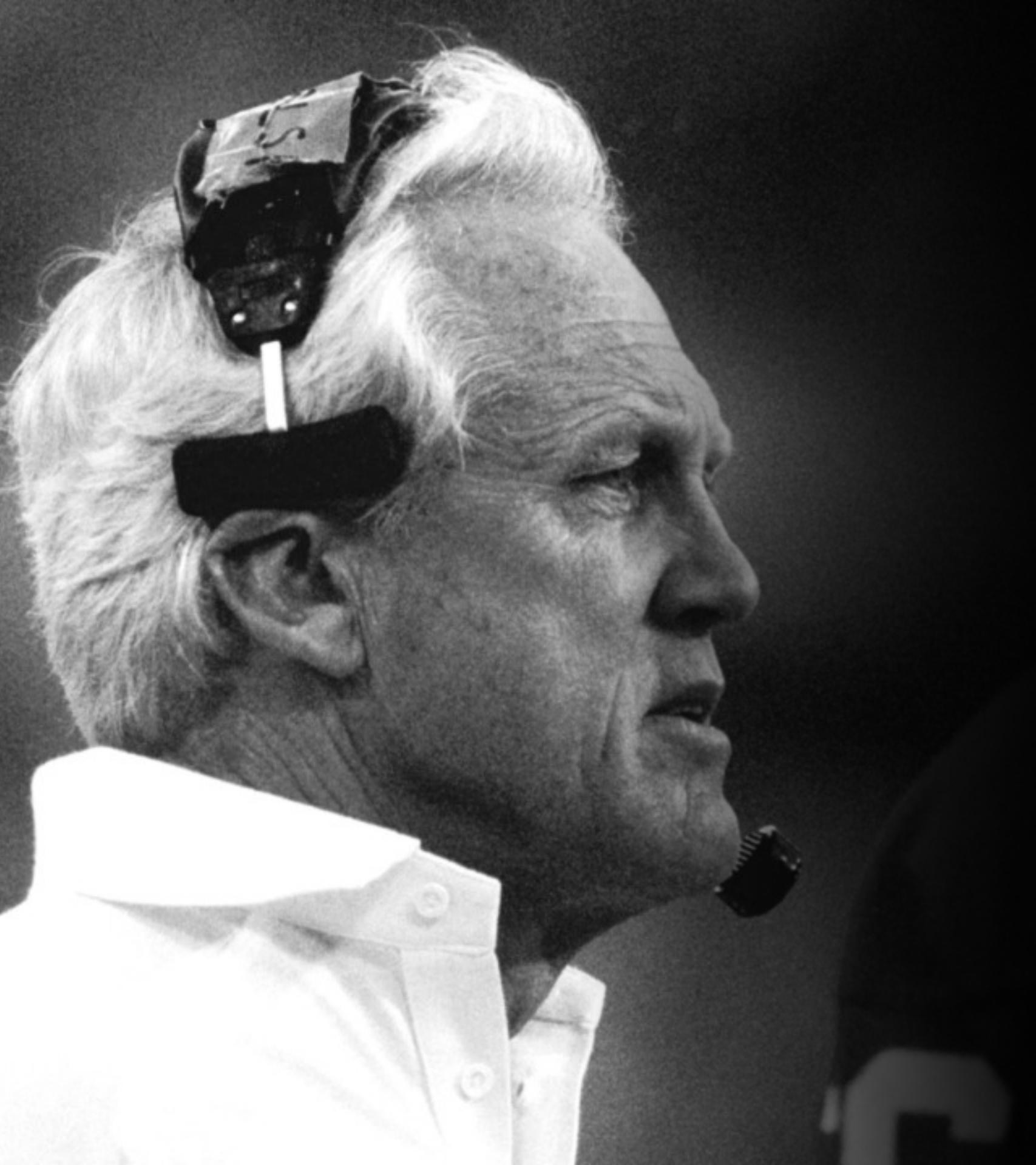
If his or her life depended on it,  
could he or she do it?



## Discriminate between:

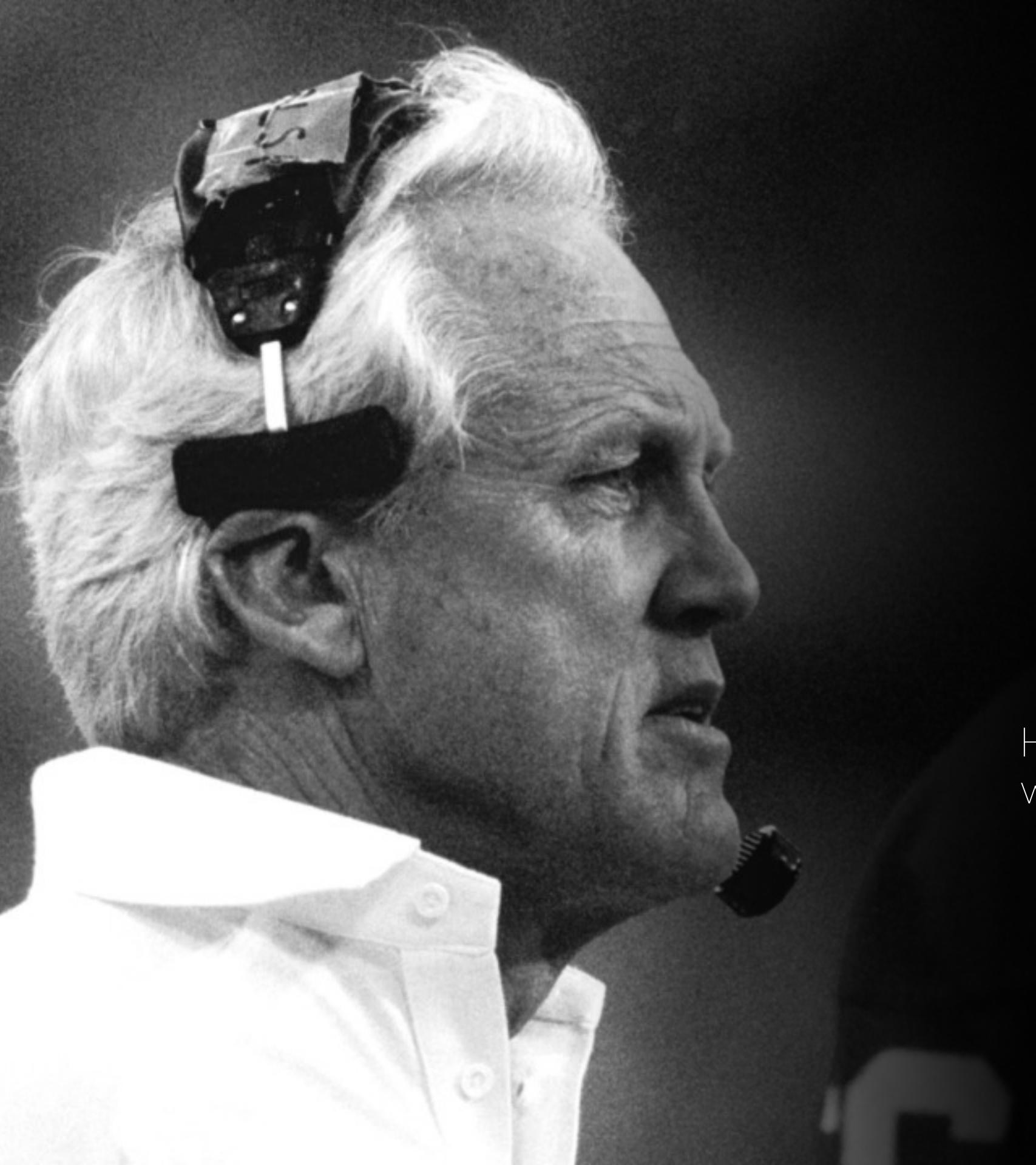
Motivation vs. capability  
(intensify)                    (teach)

“Dream no small dreams for these  
have no power to move the hearts  
of men.” **Goethe**



# Task-Relevant Maturity

"Achievement orientation and readiness to take responsibility as well as their education, training, and experience."



# Abdicate vs. Delegate

Task-Relevant Maturity

Low

Highly structured:  
what, when, how

High

Monitor and  
set objectives

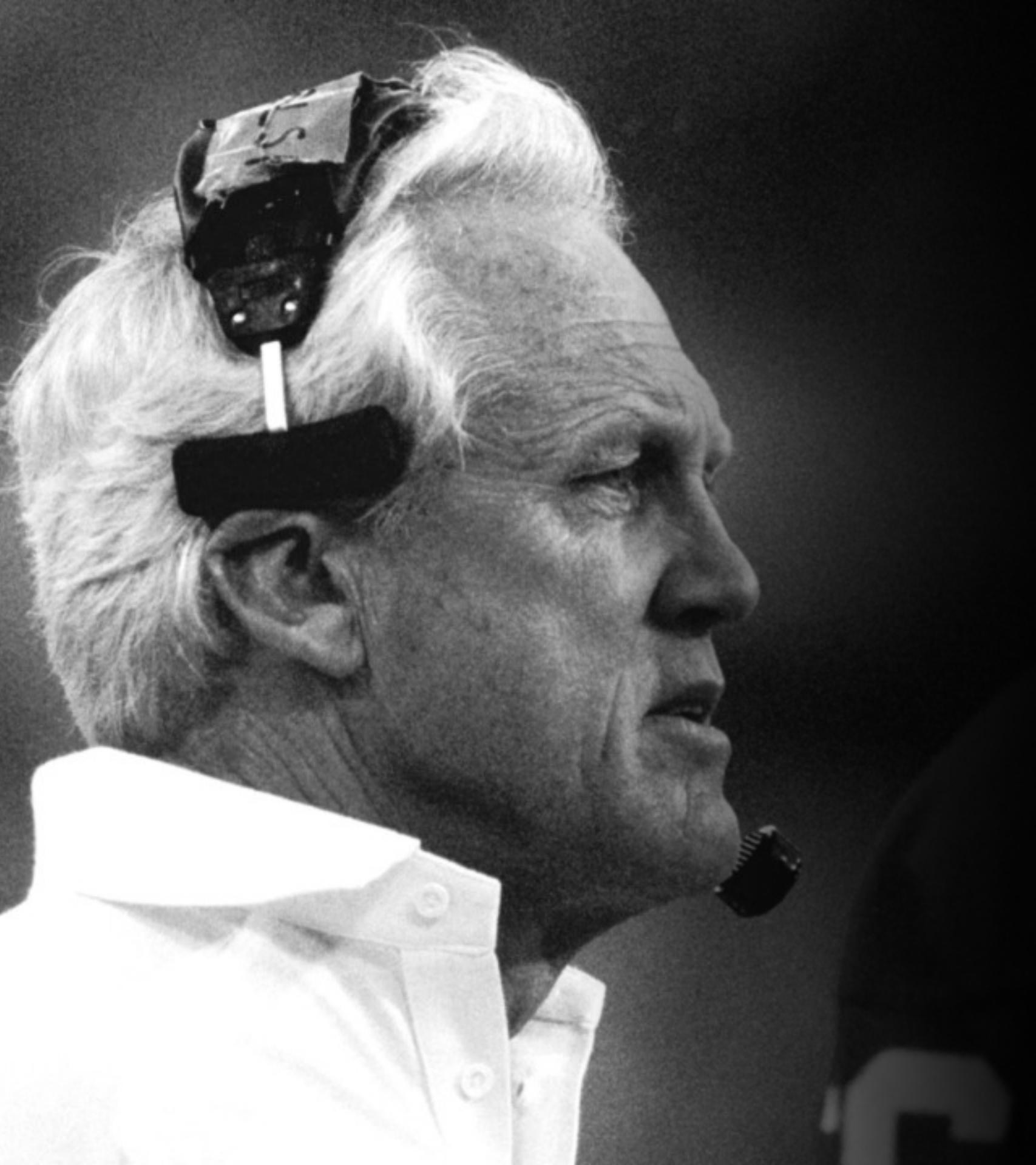
Level of conviction

High
Low



Consequences of Decision

Low	High
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# Task-Relevant Maturity

“Management style is determined by the employee, not the manager.”

“Elevate the whole team as rapidly as possible.”



# Task-Relevant Maturity

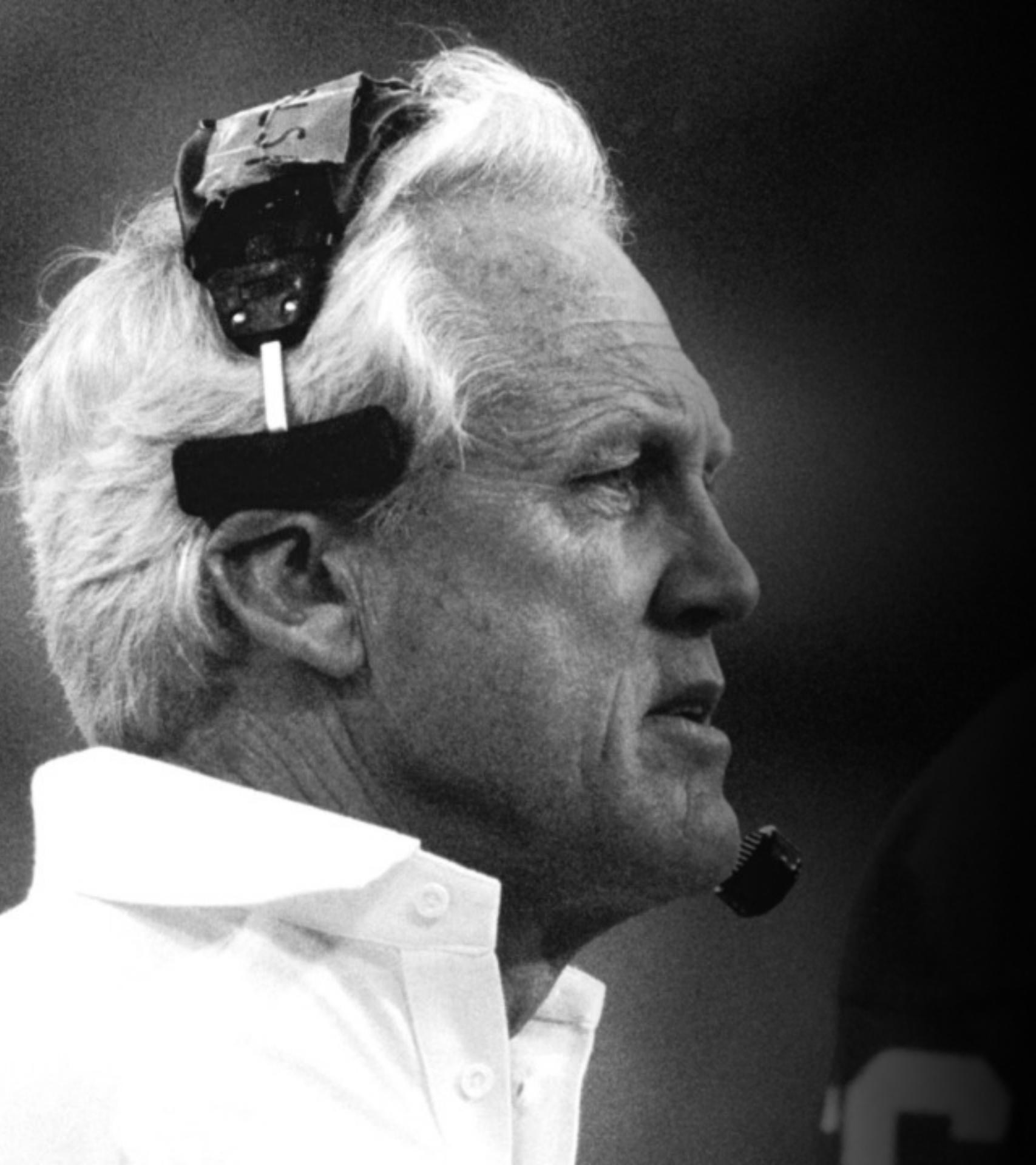
Elevate Using High-Leverage Activities

## Performance Reviews

- Most important form of task-relevant feedback
- Purpose is to improve performance
- Judge vs. report on performance
- Focus on stars

"The single biggest problem in communication  
is the illusion that it has taken place."

**George Bernard Shaw**



# Task-Relevant Maturity

Elevate Using High-Leverage Activities

## Recruiting

- If they're great, you'll almost certainly succeed — sometimes despite yourself

"If they suck, you will suck." @dickc

## Selecting Candidates

- Is there a chance this candidate could become spectacular?

*“The art . . . is selecting from the many activities of seemingly comparable significance the one or two or three that provide leverage well beyond the others and concentrate on them.”*

# Exercise 4: Motivation & Coaching

Break into your designated **groups**.

How do you **motivate and coach** your **top performer**?

How do you **motivate and coach** your **bottom performer**?

*Be sure to capture all of your recommendations on the handout.*