

## **First-time manager?**

### **How to effectively manage and grow the careers of your team.**

#### **1. Set expectations**

Come up with specific action-oriented goals that can be tracked and measured. One way to do this is to create Key Performance Indicators (KPIs) for each person and the team that you manage. These should be aligned with the overarching goals of the organization. Goals and expectations are a great motivator and a way to increase teamwork.

#### **2. Be a team player**

When you are a manager, you become responsible for your entire team's failure or success. You need to be focused on what you can do to help each member of your team be successful in his or her role.

Show that you are team-oriented by making time for team members, asking them how you can help, using words like "we" instead of "me," and not taking credit for other people's work. Additionally, show that you care about each person's success and the success of the team as a whole.

You have more access to senior management and make it clear that you advocate for your team's success.

#### **3. Communication is key**

Meet with each team member one-on-one at least once a week. Use this time to discuss deadlines, progress on projects and goals, challenges, and any successes they want to share. In order to set your team up for success, you need to communicate regularly and make it evident that you listen, provide advice, and care.

#### **4. Give feedback**

Regularly give both positive and negative feedback. Recognize and praise people's accomplishments. It makes people feel good to know that you recognize and appreciate hard work, progress, and achievements.

One of the harder parts of being a manager is giving negative feedback. It's difficult but it is essential and very valuable to the individual. People can't improve, grow as a professional, or exceed at expectations if you don't provide feedback, so get used to giving both positive and negative feedback frequently.

And say something when you notice it—not months later. If you wait until something snowballs into a bigger deal, it isn't fair to your employee because they could have had months to improve and fix it had they only known there was a problem.

I once had someone tell me that nothing that comes up in an annual review should be a surprise. A good manager will frequently check in and provide feedback.

#### **5. Learn to delegate**

It's crucial to delegate. If you hold on to too much of the work and micromanage people, you'll end up making the project take far longer and you might even frustrate your team members. Plus, micromanaging them subtly implies that you don't trust their quality of work.

You will empower people if you trust them to do good work. Check everything over and check in frequently, but trust people to do the job they were hired to do. Spend more of your time managing, coaching, and helping people do the best work possible, and less time micromanaging.

#### **6. Lead by example**

Lastly, set a good example and follow all of the same expectations you set for members of your team. People will look to you for guidance - even if they don't explicitly ask for it - so it's important to set a good example. Whatever you do, embrace your new role and empower your team to be the best they can be!

<https://www.thegamegal.com/2010/11/06/pictionary/>



## SHAKE UP START UPS

# THE 4 TYPES OF BAD MANAGERS

Make sure you're not one of them!

We often lead based on examples or models that we've seen in our lives. This can be really helpful, unless our models were demonstrating poor leadership.

### The Leadership Styles That **Don't** Work



#### THE SEAGULL

The **seagull manager** flies over, craps on everything, steals your lunch and then flies away. They communicate poorly with their team, and show no appreciation of their effort.



#### The Mushroom

The **mushroom manager** tosses things over the wall to his team, never checks in, and is frequently surprised by the outcome. Being kept in the dark with nothing but manure to work with is great for mushrooms, but not great for team members.



#### THE MICROMANAGER

The **micromanager** means well, but the more carefully he checks things, the more he undermines the confidence of his team.



#### THE SAVIOR

The **savior** boss neglects things, then rushes in to save the day at the last minute. If nothing is going poorly, she sometimes creates disasters so that she can rescue them!





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## Eight Leadership Qualities That **Do** Work

### INTEGRITY



To be trusted you need to be truthful and consistent.

### VISION



To be consistent you need to have a direction, a point on the horizon that you are leading others to.

### POSITIVE ATTITUDE



Seeing the glass half-full makes many things possible.

### SENSE OF HUMOR



It's not all going to be perfect. In those cases your sense of humor pulls you (and your team) through.

### CONFIDENCE



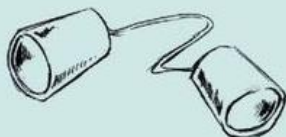
If you are confident then you will lead people toward that vision regardless. People know where you are going.

### INSPIRING



With a confident, clear vision, your inspiration gets others moving.

### SOLID COMMUNICATOR



You have to get your ideas out of your head and into your team's heads!

### DETERMINED



If your team is going to go with you, they need to know you aren't turning back!



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# 27 WAYS TO REFOCUS A TEAM

Rescuing Teams  
That Have Gone  
Off the Deep End

## Observe

Quietly observe the team. Look for clues.

## Ask

Ask if the team wants help working it out or needs a little time.

## Retrace

Have the team physically retrace the steps taken to get to the dysfunction. List these steps out.

## Back-Up

Ask the team to back-up to where it was working. List these steps out.

## Hear

Hear each other out in the team. Are there personal hurts or offenses?

## Sticky

Use sticky notes to record on a timeline where certain events occurred.

## Draw

Draw it out with markers, visual graphics, and in other terms.

## Lego's

Using Lego's, ask the group to build the perfect team. Discuss what their team is missing.

## Care

Determine whether the members of the team care to refocus.

## Acknowledge

Help the team acknowledge, for themselves, that there is a problem.

## Find

Find others to look in and help mediate the issues.

## Mediate

Use mediation techniques to hear one another and find a solution (as a team).

## Hear

Practice active listening and hearing skills.

## Replace

Replace members of the team if they cannot work it out.

## Mix

Mix-up how the team members are seeing each other and the task at hand.



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