

# Do This Stuff

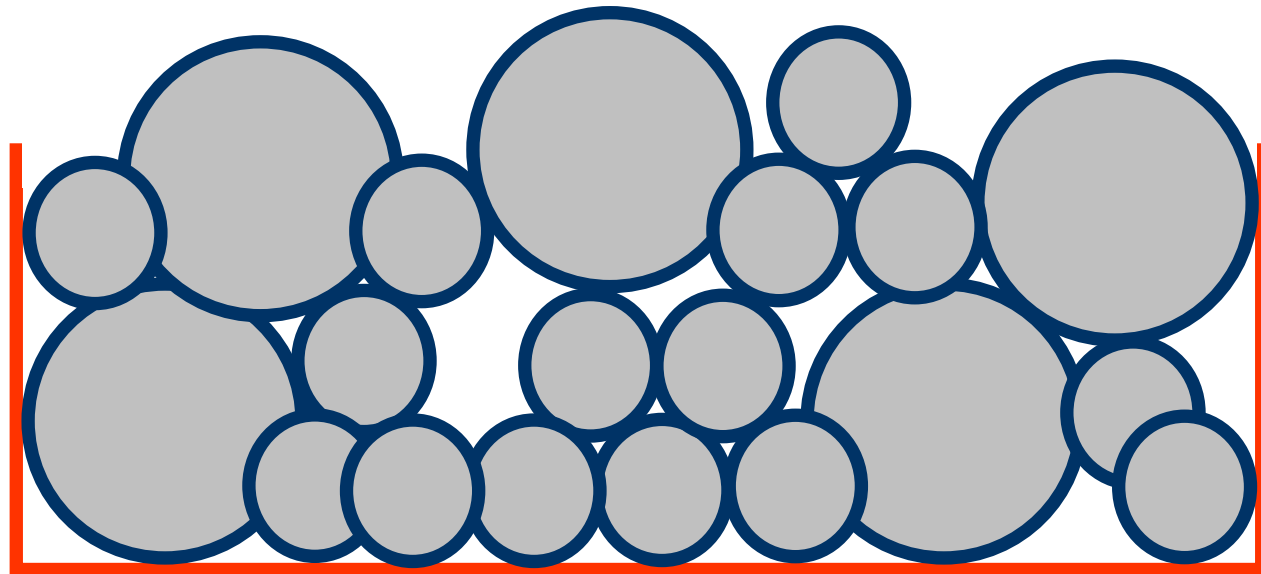
## Achieving Results Managing Others

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Game Developers Conference '07

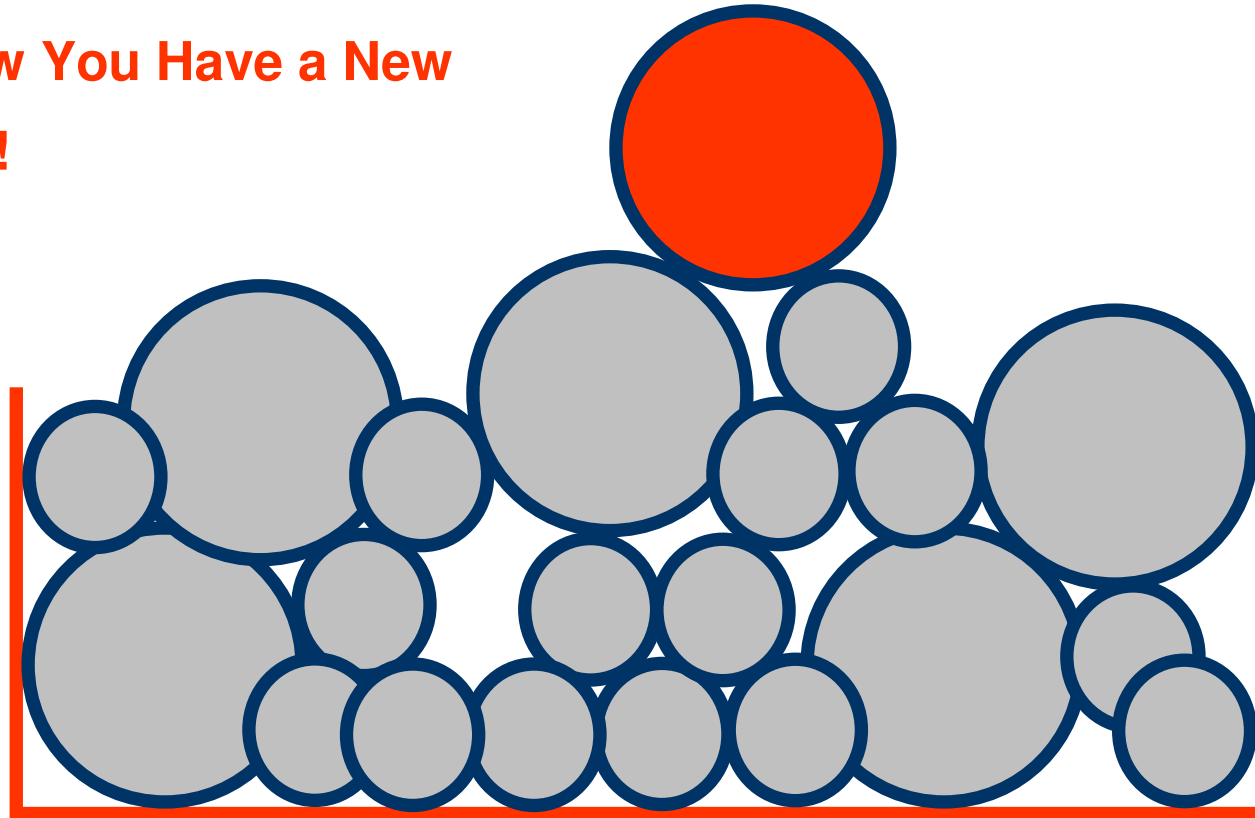
# Do You Have This Problem?

- You Have 20 Balls To Juggle...



# Do You Have This Problem?

- **And Now You Have a New Big Ball!**



# The Boring-est Presentation At GDC

- Forget about Leadership: Ain't Gonna Happen Today
- This Hour Is About **Management**
  - (Which You Stink At)

Management is boring!

Management isn't pretty!

Management is unsexy!

Management is boring!

Management is boring!

Management is repetitive!

Management isn't complex!

Management is boring!

# The Management Trinity

**One on Ones:** Regular Communication  
Builds The Relationship

**Feedback:** Encourages Effective Behavior  
Establishes Performance Communication

**Coaching:** Improves Performance  
You Can Coach Everyone

# One on Ones

- **The Single Most Powerful Manager Tool Ever**
- **Great Managers Build Relationships...**
- **...By Communicating Regularly**
- **The Basics:**
  - Regularly Scheduled
  - Rarely Missed
  - *The Primary Focus is On The Team Member*
    - *Not You*
    - *Not Your Work*
    - *Not Your Issues*
    - *This is Not a Waterfall Meeting*
- **Notes and Follow Up Make It Work Like Magic**

# One on Ones - When

- **When?**
  - Weekly With Every Team Member
  - Scheduled As a Recurring Meeting
  - “Never” Cancelled
  - Conflicts Cause Rescheduling
  - Smart Managers Reschedule *Earlier*
  - Avoid Monday Mornings and Friday Afternoons
  - Back To Back Or Spaced Out?
- **How Long?**
  - 30 Minutes Is The Sweet Spot

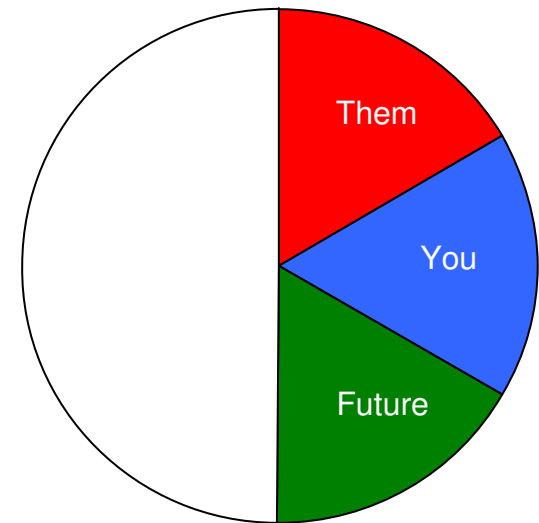
# One on Ones - Where

- **Where?**
  - *Not In Public*
  - But That Doesn't Mean in "Private"
  - If You Have An Office, THERE
  - If You Have a Cubicle, That's FINE\*
  - Don't Schedule a Conference Room



# One on Ones - Timing

- What Do We Do?
  - 10 Minutes For THEM [Primary Focus]
  - 10 Minutes For You
  - 10 Minutes For Their Development\*



# One on Ones - Preparation

- **How Do I Prepare?**
- **Ask These 5 Questions:**
  - What Do My Notes Tell Me To Check On?
  - What Do I Need To Communicate?
  - What Positive Feedback Can I Give?
  - What Adjusting Feedback Can I Give?
  - What Can I Delegate?

# One on Ones - Questions

- What have you been working on?
- What's your week been like?
- How's your family?
- Please update me on Project X.
- Will you meet the deadline?
- What questions do you have?
- What worries you?
- What are you confident of?
- What suggestions do you have?
- Where can I be helpful?
- How are you going to approach it?
- What are your ideas?
- You'll have X by Tuesday, right?
- How can we do this better?

# Feedback

- **Your Job Is To Achieve Results**
- **Results Are Nothing But Aggregated Behaviors**
- **You Must Encourage Effective Behavior**
  - Effective Behavior Gets Rewarded
  - Ineffective Behavior Gets Changed
- ***Any Manager Can Do This, And Almost None Do***
- ***We Put Personal Preference In Front of Organizational Success***

Most Managers Treat Feedback Like Holding Their Breath

**Effective Managers Treat It Like BREATHING**

# Feedback 1 - Ask

- **Step 1 - Ask**
  - Always
  - For Both Affirming and Adjusting!
  - What Is the Purpose Of Feedback?
  - Who's In Control?
  - “But wait! I'm the boss!”
  - *Adjusting Feedback is NOT Punishment*
- **Here's How It Sounds**
  - “May I give you some feedback?”
  - “Can we talk about that?”
  - “May I share something with you?”
- **What Do You Do If They Say No?**

# Feedback 2 – Describe Behavior

- **Step 2 – Describe Behavior**

- Stop Guessing at Motivation and Intent
- Behavior is What You Can See And Hear
- ***Attitude Is Not Behavior – It's an Inference***
- It's Not a Label

- **Here's How It Sounds:**

- “When you're late 4 times this week...”
- “When you stay an extra hour to run down the issue...”
- “When you don't blow up when the customer insults you...”
- “When you make that extra call to keep the customer informed...”
- “When you promise it to me yesterday and I have to ask again...”

# Feedback 3 – Describe Impact

- **Step 3 – Describe Impact**
  - Tell Them What the Results Are of Their Behavior
  - Impacts Don't Have to Be “Big”, Or “Important”
  - Ideally, They Are Tailored To the Recipient
- **Here's How It Sounds:**
  - **“Here's what happens:** the customer calls to thank me...”
  - **“Here's what happens:** I notice your extra effort...”
  - “I appreciate it, and the team's job is much easier...”
  - “Our case for the new hire is that much stronger...”
  - “The project stays green and we dodge a political bullet...”

# Feedback 4 – Future Behavior

- **Step 4 – Discuss Future Behavior**
  - Affirming Feedback Means Thanks
  - Adjusting Feedback Means Doing It Differently
- **Here’s How It Sounds**
  - “Thanks.”
  - “Please keep it up.”
  - “What can you do differently next time?”
  - “Can you do this differently next time?”
  - “What can we do better?”
  - “Is there a better way?”



# Feedback

- **Can I give you some feedback?**
- **When you do...**
- **...here's what happens.**
- **Thanks. Appreciate it. OR**
- **What can you do differently?**

# Coaching

- Coaching Improves Performance Over Time
- You are Not The Only One Responsible
- Your Direct Reports are Responsible For Their Own Improvement
- You “CAN” Coach Every Direct Report, But You *Don’t* *Coach on Ones*



# Manager Tools

- <http://www.manager-tools.com>
  - Podcasts
  - Associated Tools
  - Discussion Forums