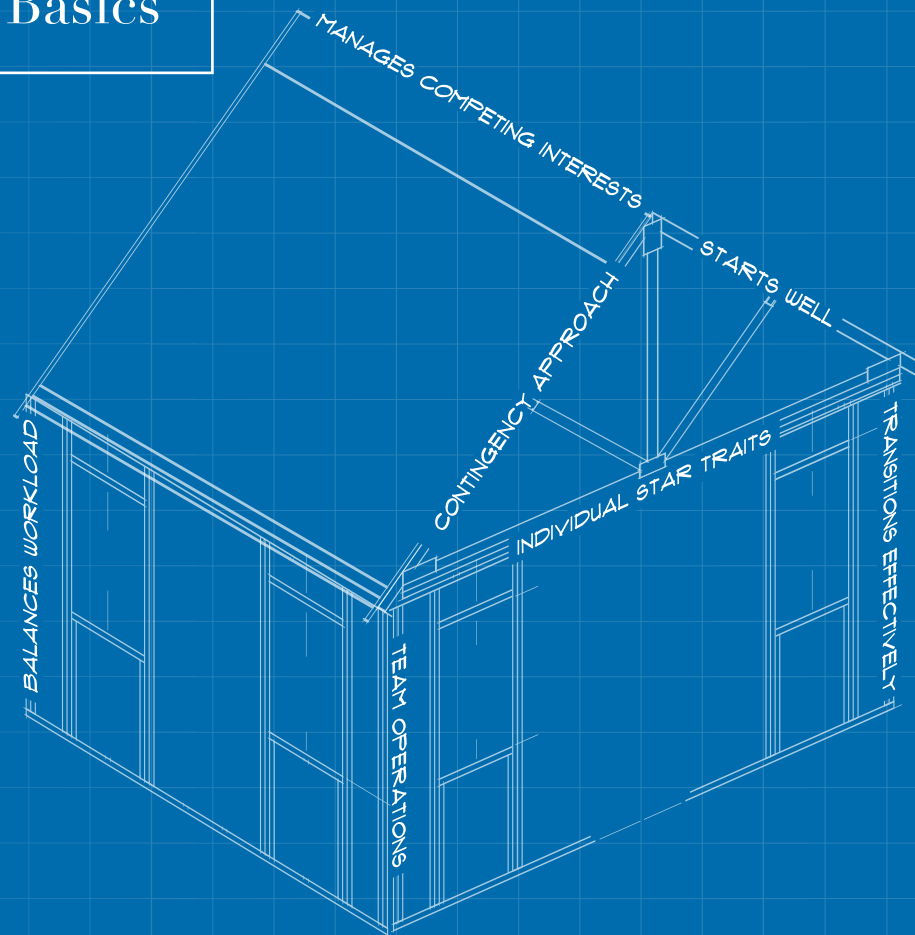


CAREER BLUEPRINT

Management Basics





Management Basics Blueprint

TRAIT	STAR vs. DOPE	KEY POINTS
<p>1. Success as a Manager From Day One</p>	<p>The DOPE Manager... jumps into a management position and makes changes that he feels are needed, assuming that the team will support him. The STAR Manager... understands the importance of setting accurate expectations and getting off to on the right foot with her team, so she puts in extra effort to get to know her employees and make sure they know her.</p>	<p>Setting accurate expectations is a crucial first step in being successful transitioning into a management role or managing a new team. Create a 30-day Checklist of important tasks to complete in the first 30 days of managing a team including a structured initial team meetings, one-on-one meetings with each of your employees and ride days with both peers and your employees to get a better understanding of their jobs and how to be successful managing your team.</p>
<p>2. Workload Balance</p>	<p>The DOPE Manager... thinks that as a manager he has the authority to get everyone to do everything for him or he takes on too muc The STAR Manager... effectively leverages delegation, prioritization and clear ownership of work to balance her responsibility to oversee her employees with her own administrative duties.</p>	<p>Delegate effectively. Don't procrastinate on your administrative work and balance having an open door to interact with your employees and setting time aside to do your own work. Ensure all work tasks have a clear owner with accountability.</p>
<p>3. Effective Team Operations</p>	<p>The DOPE Manager... ineffectively uses team time, does not rely on set processes to stay organized and sets either too many rules that stifle employee morale or too few rules, causing the team to scatter in many directions. The STAR Manager... develops clear processes and norms to help her team run more efficiently. She is organized, makes the most to team time and makes effective use of documentation and appropriate team rules.</p>	<p>Effectively leverage team time. Educate your team, reinforce positive behaviors and give them responsibility and a voice to make positive change while setting rules and parameters to maintain control and structure.</p>
<p>4. Managing Competing Interests</p>	<p>The DOPE Manager... either blindly follows his boss' guidance or actively rebels, only doing what his employees want to do. He competes against his peers and is not open about sharing best practices with his leadership team. The STAR Manager... is an advocate for her team while accurately supporting her boss' agenda and goals. She is a contributing member of her leadership team and partners with her peers to help them and more effectively manage her team.</p>	<p>Balance the competing interests of your boss and employees. Find middle ground by leading up, down and across while fulfilling the roles of Filter, Translator, Advocate and Negotiator. Remember that you are part of a team as well and leverage your peers to manage your team and become a better manager.</p>
<p>5. Contingency Approach to Management</p>	<p>The DOPE Manager... treats all of his employees the same. He maintains a rigid leadership style and forces a uniform decision making style no matter what scenario. The STAR Manager... adapts her decision making and leadership style to best fit the situation and individuals involved, being mindful of both the situation's urgency and the stage of relationship she is at with her employees.</p>	<p>Use the contingency approach to vary your management style and decision-making based on both the situation and the individual employees involved. Learn the right times to make autocratic, democratic and consensus based decisions.</p>