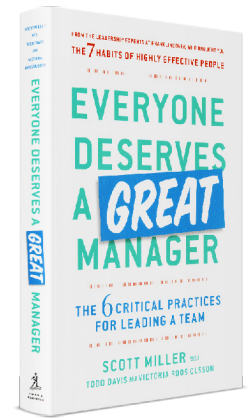


Everyone Deserves a Great Manager

The 6 Critical Practices for Leading a Team

by **Scott Miller with Todd Davis and Victoria Roos Olsson**



Contents

Practice 1: Develop a Leader's Mindset

Page 2

Practice 2: Hold Regular 1-on-1s

Page 3

Practice 3: Set Up Your Team to Get Results

Page 4

Practice 4: Create a Culture of Feedback

Page 5

Practice 5: Lead Your Team Through Change

Page 6

Practice 6: Manage Your Time and Energy

Page 7

THE SUMMARY IN BRIEF

If you've made the challenging but rewarding leap to first-time manager, you might not be sure what your next move is. What made you a successful employee won't necessarily make you a great manager, and most people don't receive formal leadership training until 12 years after their promotion into management.

FranklinCovey's *Everyone Deserves a Great Manager* delivers the guidance you need when you're promoted: the support, understanding, strategies, and tactics to develop as a leader and turn your people into an engaged, high-performing team. Based on nearly a decade of research, the six critical practices will give you a head start in building the competence and confidence you need to succeed as a first-time manager.

The FranklinCovey leadership experts not only teach you how to think like a leader; they also give you practical tools and actionable steps to implement on the job. Approachable and engaging, *Everyone Deserves a Great Manager* provides the blueprint for becoming a great manager.

IN THIS SUMMARY, YOU WILL LEARN:

- To develop a leader's mindset.
- To stop monitoring your people and, instead, coach and support them.
- To use the FranklinCovey Change Model to steward your people through challenging organizational changes.
- To manage your time and energy and coach your team to do the same.

Introduction

First-level leaders have never been more relevant. Executive adviser and best-selling author Ram Charan observes that the rapid digitization of information has eliminated massive layers of leadership in organizations. Work is collapsing down, not up. Which means that the vast majority of people are reporting to first-level leaders, who now assume unprecedented influence and responsibility.

In the “olden” days, first-level leaders had multiple managers above them who had steadily climbed the leadership ladder, accumulating experience along the way. Junior managers could draw on their expertise for mentorship and feedback. But today, most of those layers are gone, often leaving first-level leaders without sufficient resources or support.

In this role, you’re supposed to know the strengths and weaknesses of your team members, appear to have all the answers, and transition from focusing on your own results to achieving the team’s results. Overnight.

Despite being the new performance linchpin in your organization, you’re often the least experienced and least trained. You’re learning by trial and error because you have no other choice. Researchers in the *Harvard Business Review* found that, on average, people take on their first leadership role at age 30—but don’t receive their first leadership training until they’re 42.

Imagine a physician, a pilot, or an engineer operating untrained for a decade—it’s unfathomable. Why would we tolerate a lower standard for the linchpins of our organizations?

To give you the confidence and competence you need to meet the inevitable challenges of managing, FranklinCovey has shrunk the bewildering world of first-level leadership down to the six most critical practices for leading a team. These practices have been field-tested by thousands of actual leaders working with real teams. This content expands upon FranklinCovey’s leadership solution *The 6 Critical Practices for Leading a Team*, now adopted by thousands of companies, governments, nonprofits, school systems, and universities around the world.

Employees often report that their relationship with their direct leader is the most meaningful relationship in their professional lives, and determines whether they stay with a company or move on. If you become a great leader using the following insights and skills, you’ll find greater job satisfaction, opportunities for advancement, and the chance

to affect the lives of others for the better. You’ll become the manager you and your team deserve.

Practice 1: Develop a Leader’s Mindset

Paradigms are the lenses through which we view the world, based on how we were raised, indoctrinated, and trained to see everything in front of us. We all wear these metaphorical pairs of glasses, and they vary in accuracy. They might be the right prescription or slightly off. In some cases, you might have a metaphorical cataract.

Your job as a leader is to continually assess your paradigms for accuracy and ensure they reflect reality. So ask yourself what you believe about leadership, your team, and yourself. Maybe you believe that the colleagues who think like you are high potentials and those who challenge you aren’t. Perhaps you believe you’re not really leadership material and someday everyone will find out.

As Dr. Stephen R. Covey taught, if you want to fundamentally change your results, if you want long-term sustainable impact, you have to challenge your mindset.

From Individual Contributor to Leader

Most high-performing, driven people promoted into leadership realize that they must now fundamentally change their approach. But many of the paradigms that got you promoted won’t make you successful as a leader.

Practice 1 mindset shift. When you become a leader, your definition of results needs to change. When you were an individual contributor, your results were the work you did. But now you’re a first-level leader, so you own the results of everybody on your team. Your first job is not to get results alone but with and through others. In other words, your people are your results.

You might be thinking, “I didn’t even hire these people!” But part of your job is to discern the talent, coachability, and potential of each member of your team, whether you hired or inherited them. You have to learn who can—or can’t—rise to the new standard you’re requiring. But before you consider dismissing an employee, remember that they might just need a leader who can challenge and inspire them to a new level of contribution. That leader might be you.

Keep the following questions in mind:

- What kind of leader does your team need right now?

One of the ways to assess and strengthen the collective capabilities of the team is to get to know them better.

- What kind of leader does your organization need you to be?
- What do you need to learn (or unlearn) to become the leader they need?
- Picture yourself 10 years from now. What results will you and your team have delivered? How would you want your team to describe your leadership?
- What do you need to do in the coming months to make your vision happen?

The only way to check your paradigms is to compare them to reality. One of the ways to assess and strengthen the collective capabilities of the team is to get to know them better. Pick a few of the following questions and go through this activity once a year as a team or whenever a new member joins the team. It's an exercise to challenge your paradigms.

- What's something about your background that others at work may not know about you? For example, something about where you grew up, your family, culture, or beliefs.
- What's important to you outside of work? For example, being physically active, community service, trying new restaurants, relaxing, or other hobbies.
- Tell us about a prior job that had a big influence on who you are today. What did you like or not like about it?
- Tell us about one of your goals. For example, a short-term goal related to your current role, a long-term career goal, or a personal goal.

Practice 2: Hold Regular 1-on-1s

People rarely quit their jobs based on compensation; rather, they quit their manager. Or they quit the culture. So it's imperative to consider the conditions you are creating for a compelling work environment.

Because you're a leader, you're noticed. Every time you communicate, every time you open your mouth, you create culture. And 1-on-1 interactions are one of your best tools to build and reinforce the type of culture every team

member deserves. Strategically planned and executed, 1-on-1s are arguably the best way to create the conditions for high engagement and ensure your team members are connected to you as their leader.

If our main interaction with our team members is to check that they've hit key benchmarks, we become our team's monitor. You might get incremental improvements this way, but you're just as likely to deflate people's energy, zap their creativity, and drive them to do the minimum.

Effective leaders use 1-on-1s to coach. They create the conditions for engagement by meeting regularly with each team member, drawing out issues through open-ended questions and empathic listening, and helping people solve problems.

Skill 1: Prepare for Your 1-on-1s

Let's establish some best practices for 1-on-1s. Schedule them in advance as recurring calendar appointments. Reserve at least 30 minutes, because it's difficult to have meaningful conversations in less time. Hold them regularly—the gold standard is weekly—and commit to that date and time without moving the appointment if possible.

Don't cancel unless absolutely necessary. Canceling a 1-on-1 is a huge withdrawal—it clearly communicates to the team member that they're not important.

Prepare an agenda. Collect your thoughts ahead of time and ask your team member to do the same. Avoid talking about the same things over and over. Remember that the purpose of this meeting is to lift the engagement of your team member. Let them be part of creating the agenda, or invite them to take the lead.

Account for your energy. Ask yourself at what point of the day are you at your highest levels of energy—physically and intellectually? At what points are you at your lowest? Don't schedule 1-on-1s when your energy wanes or schedule them back-to-back without a break.

Skill 2: Coach During the 1-on-1

In this practice, we're shifting from monitors of actions

to coaches of people. That requires you to no longer tell people what to do, but to ask them how they would do it. When you make this transition, you'll move from directing and informing to inspiring and engaging.

Coaching means respecting your team members' abilities and believing they have the capacity to grow. It means encouraging them to problem-solve, think in new ways, and develop their talents. Some colleagues will resist solving their own problems because they lack confidence. Coaching builds that confidence and minimizes dependencies.

Ask coaching questions. Coaching questions are open-ended and can't be answered with a simple yes or no. They encourage reflection and invite team members to do the majority of the talking and solve their own problems. Instead of "Are you liking your job?" ask "What do you like about your role? What would you like to see change?"

Listen with empathy. Empathic listening is listening with the intent to understand. The essence is not that you agree or disagree with someone; it's that you fully, deeply understand that person emotionally as well as intellectually. Suspend your thinking long enough to get inside another person's frame of reference, looking out through it, and trying to sincerely see the world the way they see it. You understand their paradigm and begin to understand how they feel.

Create commitments at the end of the 1-on-1. 1-on-1s also require you to share insights, ideas, and frameworks to coach, support, and develop your team members. Wrap up by reviewing action items from last week. If they didn't complete the previous week's commitments, you should listen, understand the reason, and coach your team member about how to move forward. Don't fall into the trap of telling your team member what to do; let them articulate their commitments.

Practice 3: Set Up Your Team to Get Results

Many people come to work every day and have no idea why they're doing what they're doing. If people are doing their jobs solely because their boss told them to, it sucks engagement right out of a team.

If you're not delegating, you're an individual producer masquerading as a leader. You may think nobody knows. In fact, they do . . . everyone knows.

In contrast, the effective mindset helps your team become invested in decisions and understand the big picture behind

the daily grind. But it does require an ongoing investment of time, patience, and maturity. Great leaders plan goals with their teams rather than for them and delegate tasks without abandoning or micromanaging. They shift from telling team members what to do, to aligning their work to greater purposes and supporting their efforts.

Skill 1: Align Goals to Organizational Priorities

By focusing on the right priorities, you can achieve amazing results; but with the wrong focus, you can take the ship down.

Choose a few measurable goals. Limit your goals to the most important. If you have discretion about setting your goals, involve your team in formulating them. Not only will they be doing the work, they'll often have a perspective you don't. Your goals must be specific and measurable. They usually contain a starting line, a finish line, and a deadline. For example, "increase customer-satisfaction scores from 88 percent to 90 percent by January 31."

Use a scoreboard. A scoreboard can help people see where they are against their goals relative to where they should be. It can be a fun way to motivate people—and keep your goals top of mind. Four key traits of an effective scoreboard are to keep it simple, visible, updated frequently, and as engaging as your culture allows. For example, one scoreboard featured leaders slowly sinking into quicksand unless metrics improved.

Hold team accountability meetings. Bring the team together regularly for brief team accountability meetings, dedicated to moving the needle on the scoreboard. Don't discuss anything unrelated to your goals, the scoreboard, or your commitments. Keep the meeting as short as possible, 10 to 20 minutes max, and have a consistent agenda.

Skill 2: Delegate

How you handle delegation affects your team's growth, engagement, and motivation. Consider using the following process to delegate effectively:

Define the project. What are the objectives and deadlines? What skills will someone need to complete the task? How much time will it take? Have you defined what success looks like and identified key metrics to pursue?

Decide if the project should be delegated. You might be tempted to hoard things, because you want to own them and get them done according to your standards. On the other hand, if you overdelegate, you can get a reputation of not doing any of the work. Be delib-

erate about delegating authentically.

Decide whom to delegate the project to. For each team member you are considering delegating a task to, think through this quick checklist: Do they have the time? Is this something they've expressed interest in? Do they have the skills needed? How much coaching will be required? Do they typically meet deadlines?

Scope the project with the team member. The clearer you describe the purpose, vision, and expected results, the less you have to manage the process itself. In other words, explain the "why" and let the team determine the "how."

Support. Support your team member in their new assignment, calibrated to their experience and confidence. Remember, it's healthy for your team to make some mistakes—that's how people learn. Even when you've been enormously clear, there are going to be less-than-perfect results as people level up their skill sets and knowledge.

People want to have fun in their jobs. They want to feel appreciated. So after you've worked your heart out to achieve a goal, take some time to celebrate.

Practice 4: Create a Culture of Feedback

As a leader, your job is to summon the courage and consideration to provide actionable, specific, and sometimes tough feedback to your employees. It's an art, not a science, and it's learned through repetition. It isn't just a nice-to-have skill; if you want to be an effective leader, you *must* learn to do this.

The common manager mindset is to think of yourself as "the fixer": your team has problems, so you think it's your job to point out what they are doing wrong through feedback. In contrast, the effective mindset is all about unleashing the potential in others—including yourself, when you seek feedback.

Giving feedback comes down to motives. Your team has to know your intent is to help them develop their skills and talents. They have to feel secure and safe with you. And that doesn't happen overnight; you have to build a reservoir of trust.

Skill 1: Give Reinforcing Feedback

Positive feedback is encouraging but doesn't provide specific enough information about what the person did well. Reinforcing feedback clearly communicates that a

team member's behavior, attitude, or work is outstanding and that they should keep it up. It can influence behavior change and increase engagement.

Find the right frequency and format. Notice and learn how people prefer reinforcing feedback: through email, in private, verbally, during your 1-on-1s, in public during a team meeting, to their peers, to your boss—and how often.

Giving feedback comes down to motives. Your team has to know your intent is to help them develop their skills and talents.

Praise specific behavior and describe the impact on the team, goals, or project. "Great job" isn't instructive. Help your employees know exactly what they did right so they know what to keep doing.

Connect the behavior to their intrinsic motivation. During your regular 1-on-1s, you've hopefully uncovered what motivates your team members and revealed their vision for long-term development. Show how their good work is helping them get there.

Skill 2: Give Redirecting Feedback

Redirecting communicates that the employee is capable of a stronger performance with some guidance. It's feedback intended to let someone know that a behavior, an attitude, or a result needs to improve—and you believe it can.

Decide if you should give feedback. Here are a few instances where redirecting feedback is a no-brainer: if a team member's behavior is a serious infraction or has immediate, substantial, and recurring negative consequences; if you believe the team member isn't likely to correct the behavior on their own; if reinforcing feedback and modeling haven't worked.

Prepare. Carefully plan how, when, and where you will share your feedback and how you will handle the response. Identify the specific behavior you've observed and its impact. Omit any judgments of the person's character

and stick to the facts. Plan what you'll say so you eliminate ad-libbing, which can take you down a rabbit hole.

Begin the discussion by stating your intent and priming the team member to listen. Be absolutely clear that your intent is to build the team member up, in an atmosphere of trust.

Ask the employee what they think about the particular situation. You can save a lot of time and energy by first checking if the person is already aware of their behavior.

Describe the specific behavior you noticed and its impact. Redirecting feedback is about behavior, not character. What you say should feel neutral and nonjudgmental so the other person doesn't feel shame or become defensive. You're keeping it professional, not making it personal. Use terms like "I noticed that . . ." and be specific about the impact.

Listen carefully to the recipient's response, and react appropriately. It's hard to predict how someone will respond to redirecting feedback, though the more you know about your people, the better you can anticipate their reactions.

Help your employee take responsibility for changing their behavior. If the person avoids taking any responsibility, continue to present examples about the extent of the problem and its negative impact.

Codevelop an action plan. Develop an action plan together. The person should understand what behavior you expect and should find that expectation reasonable. In most cases, you'll get better results if the action plan comes from that person rather than from you.

Summarize the discussion and thank the team member. Once you have both agreed to an action plan, recap what was agreed on, both verbally and in a follow-up email.

Provide support. Heading in the right direction is the key here, not overnight perfection. Give them time to make adjustments. Provide reinforcing feedback every time they change their behavior.

Practice 5: Lead Your Team Through Change

When change comes your way, it is arguably one of the

strongest tests of your leadership capability. Nothing will shape your team's ability to adapt to change more profoundly than the way *you* approach it. If you resist change or feel overwhelmed, confused, or skeptical, your team will adopt that same frame of mind.

The FranklinCovey Change Model is a tool to help all of us move through four common zones of adopting change, based on our natural emotional responses:

Zone 1: Status quo. You and your team are doing business as usual before the change occurs, and everyone is relatively comfortable.

Zone 2: Disruption. Emotions run high and results suffer as everyone reacts to the news and its implications for them personally. It's a time of great stress and uncertainty. As information is shared and the process becomes somewhat clearer, you stop reacting and begin consciously developing a plan of action for your team and yourself.

Zone 3: Adoption. Resistance and stress turn into acceptance, and for others, resignation (sometimes literally). You and your team identify ways you can adapt to the change and learn new ways of doing things.

Zone 4: Better performance. The change initiative has largely been implemented and, ideally, you and your team are getting better results. But even if the change initiative fails (and many do), you and your team have likely increased your resilience and earned a brand of leading out when the next change comes your way.

Change is a sloppy process, but it can be better adopted with awareness of these four zones, especially if you can help make them short and shallow. You can also use the model to diagnose where each team member is on the emotional curve at a given time.

Skill 1: Prepare for change in Zone 1. Communicating change simply, clearly, and with respect for the concerns and experience of your direct reports is key to kicking off a change initiative in a positive way. Preemptively address messaging with your boss and/or the appropriate stakeholders. Follow up on news of a company change with the whole team, preferably in person. Be candid, comprehensive, clear, and fair. Use "we" and "us," not "they" and "them." Clarify how the change will affect your team. Explain why the change is happening, and acknowledge people's feelings.

Skill 2: Manage the disruptions in Zone 2. This zone can be the toughest. All change creates disruption on some

To feed your brain, you need to manage your time and energy, and for long-term results, you must coach your team to do the same.

level—from lost time and increased costs, to intangibles like increased stress or damage to your culture. Even when employees feel positive about a change, factors like uncertainty and a steep learning curve can decrease productivity, increase downtime, and replace motivation with frustration. Check in with each team member frequently. Walk your talk. Address cynicism, and confront chronic resistance and regression.

Skill 3: Adapt quickly to change in Zone 3. This is where stuff gets real. When you begin this zone, you're in a results abyss. Your people have spent all their time adapting to new rules, technologies, procedures, culture—essentially reinventing how they work. And now your job is to help them pivot from learning back to execution in this new reality.

Reset and reprioritize expectations at both the team and individual levels. Focus on what matters (and say no to the rest). Use a scoreboard to track progress. Learn from mistakes. Create and celebrate early wins. Have regular, open conversations about the change and its effects with your team as a group and/or in 1-on-1s. Don't "spin" or downplay the difficulty of the situation. Ask your leader for feedback and help.

Skill 4: Seek feedback and celebrate success in Zone 4. You begin to see real benefits from the change that you've struggled through. You take control of the change and use it to your advantage. Here, the results you get begin to look better than when you first started out. Chart key learnings about what worked and what didn't during the change initiative; do it with your team if you can.

Seek feedback on how to better lead change. Make new goals, if needed. Build team capability for future changes. What mistakes could have been prevented? What best practices should be preserved for future changes?

Practice 6: Manage Your Time and Energy

To feed your brain, you need to manage your time and

energy, and for long-term results, you must coach your team to do the same—especially because we're now working more than ever, burning out more than before. Gallup reports that about two-thirds of the workforce is now struggling with professional burnout.

As you progress on your leadership track, you must decide how you're going to work, balance your life, and renew yourself. Establish the patterns now that will serve you long term.

Skill 1: Manage Your Energy

The five energy drivers are sleep, relax, connect, move, and eat. Understand how vital sleep is to your overall health, specifically your brain health. Seven hours of sleep is the standard; don't be shamed into believing the myth that four hours of sleep is sustainable.

Don't confuse relaxation with numbness. If your idea of fun is primarily TV binges, gaming marathons, or long naps, your relaxation might be draining rather than renewing you. Note how you feel afterward. Do you truly feel better? If not, try swapping those "relaxing" activities for a hobby that actually increases your energy.

Connect by volunteering, investing in your social network, creating special moments, and reaching out to someone in need.

For movement, think outside the gym. Research shows that it's not how much time you spend there that counts, but how much movement you incorporate into your everyday life. So get up and move from your desk. Pick any activity you enjoy that increases your pulse. Having a training partner increases the likelihood that you'll actually work out.

Remember the main purpose of eating is to fuel yourself with energy. We eat to boost brainpower, not just to satisfy hunger. Inventory your food choices last week. How much of your diet consisted of energy-sustaining foods vs. energy-depleting foods? If you're not where you want to be, try one of the great tools and apps that track your nutrition.

Skill 2: Manage Your Time

Many of us spend our time and energy reacting to whatever

er stress, demands, or urgencies come our way—whether or not they help us achieve our highest priorities. Managing time in this environment is as much about choosing what not to do as choosing what to do.

Define the leader you want to be. To know what to say no to, you must first define your big yes—what’s most important to you. Years from now, what do you wish your team would say about you? What are your leadership values and priorities?

Stay flexible when urgencies arise. Even if you’ve carefully structured your time, the day will not go as planned and urgencies will arise—more or less depending on the nature of your work. So leave some space in your schedule for unexpected emergencies.

Make time for your priorities through weekly planning. At the beginning of each week, put the “Big Rocks”(your priorities based on your values) in your schedule first, and let the gravel (smaller tasks and minutiae) fill in the schedule around them. Take 10 minutes each day to modify your plan based on current conditions.

Skill 3: Coach Your Team to Manage Their Time and Energy

Just as you are responsible for the results of your team, you are also in some ways responsible for the energy of the team. Leaders need to be mindful of when creativity has lapsed or when people simply need a break to recharge.

Be a role model. As a leader, your behavior by default becomes the standard for everyone else. Unless you deliberately, clearly, and repeatedly set expectations, your team will interpret how *you* work as how *they* should work.

Create more energy. In your meetings, pay attention to the task at hand and your team’s energy level. If you sense a gap, set the tone, pace, and engagement level. Don’t think you need to be the cheerleader and muster up the energy for everyone. Instead, simple activities can boost energy, like beginning the meeting with quick life updates from volunteers, asking everyone to stand up, or getting into pairs to brainstorm about a solution to a key project.

Researcher and leadership expert Liz Wiseman asks, “Are you the genius in the room or the genius maker?” This is one of the most insightful questions in leadership. You can’t be both at the same time—you have to choose.

Leaders with enduring careers are genius makers. You have to figure out what kind of leader your people need, which could be different from the leader you might have been trying to be.

Becoming a great leader takes time, repetition, successes, and failures—they’re all equal parts of the formula. So relax, and give yourself some space. It’s a journey, and it’s worth it.

IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- *Get Better: 15 Proven Practices to Build Effective Relationships at Work* by Todd Davis
- *Leading Loyalty: Cracking the Code to Customer Devotion* by Sandy Rogers, Leena Rinne, and Shawn Moon



Scott Miller serves as FranklinCovey’s executive vice president of thought leadership. He is the host of *On Leadership with Scott Miller*, a weekly leadership webcast, podcast, and newsletter that features interviews with renowned business titans, authors, and experts. Todd Davis is FranklinCovey’s chief people officer and the best-selling author of *Get Better: 15 Proven Practices to Build Effective Relationships at Work*. Victoria Roos Olsson is a senior leadership consultant at FranklinCovey. She is an expert in leadership development and has trained, developed, and coached managers around the world for the past 20 years.

From *Everyone Deserves a Great Manager: The 6 Critical Practices for Leading a Team* by Scott Jeffrey Miller, Todd Davis, and Victoria Roos Olsson. Copyright © 2019 by FranklinCovey Co. Reprinted by permission of Simon & Schuster, Inc. 208 pages, ISBN 978-1-9821-1207-3. Summary copyright © 2020 by Soundview Book Summaries® www.summary.com, 1-800-SUMMARY.