

MANAGER MATERIAL™

podcast papers

EPISODE 3

HOW TO USE THIS GUIDE

I encourage you to print this out and write notes by hand. Why? Reinforcement helps us to better retain information. Without it, *The Forgetting Curve Theory* tells us that we lose 90% of we hear in a week if it's not reinforced. The odds are not in your favor to retain what your hear just by listening.

Listen to the Manager Material™ podcast and take notes as you go. Don't forget the Action Challenge section at the end.

Episode 3: Manager Lessons Learned with Aviation Leader Jen Lozada

INTRO

What led you to the industry/role you are into today? Are you where you really want to be?

Do you have anyone on your team who was hired to do one role but is now doing something different? Or you've added onto their original scope? Does their job description and benchmarking need to be updated?

If you were to redraw things like Jen did, what would you do differently? Do the current org chart and/or processes still make sense?

How are you using data to make decisions? Where can you be better about making data-backed decisions instead of gut feelings or anecdotes.

Are you in an environment including at a level in the organization that allows you to have a seat at the table? This may not be important to you where you are in career. But if it is, what is your plan to get to a place where you can influence things at a bigger level like Jen?

In your team today, how many team members did you hire, how many did you inherit, and how many were your peers previously?

How have you seen discrimination play a part in your career? What are you doing as a manager to ensure you are avoiding discriminatory behaviors with your team?

Are there areas where you don't "practice what you preach"? Where can you do a better job of modeling healthy behavior for the team?

Where might you be avoiding a tough conversation?

What was Jen's main issue with her co-manager?

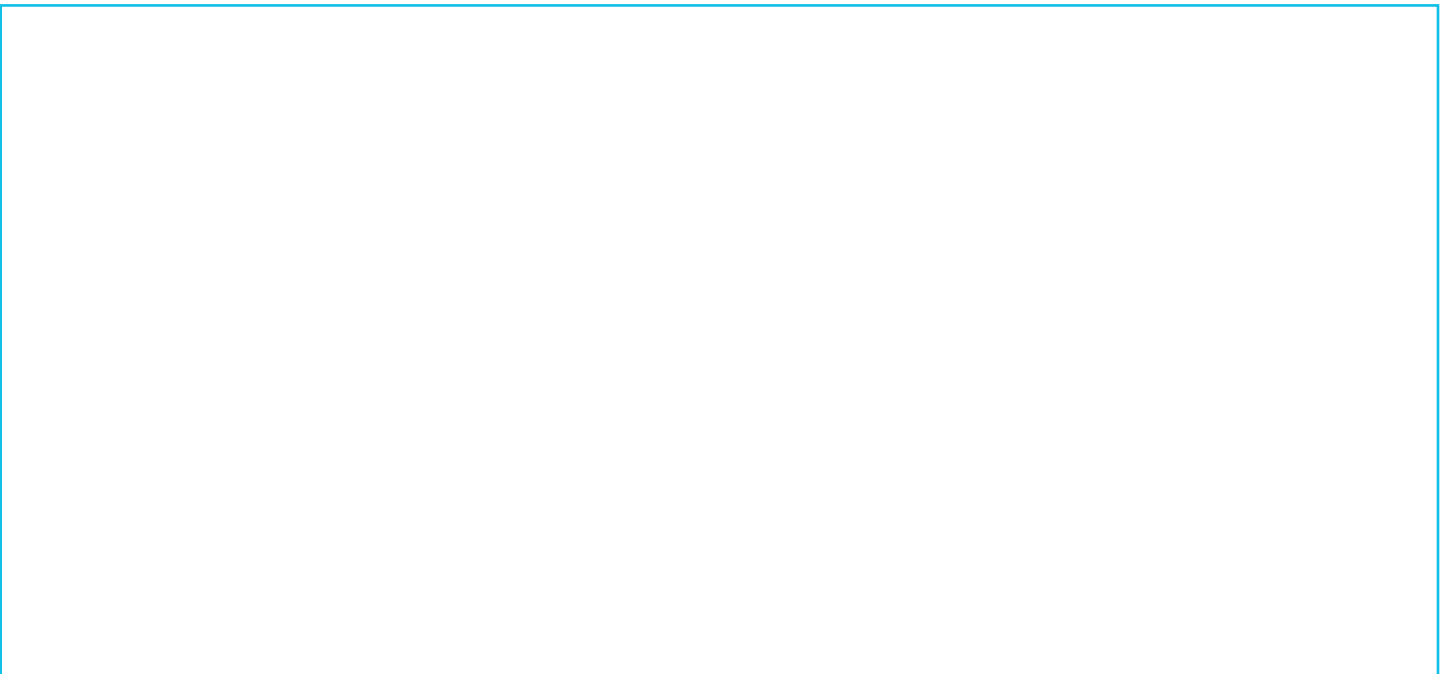
Where are areas you might not be providing clarity to your team? How can you improve clarity and alignment with each of your direct reports?



Big Picture: How can you help your team better connect what they are doing with the strategy of the business? How can you get them out of the day-to-day periodically to look at the completed picture of the puzzle (where you are headed)?



Looking back what did Jen say she would have done differently in her stretch role?



THE WRAP-UP

What did you learn? What were your lightbulb moments while listening?

How can you ensure that the time your team spends with you is valuable and something they will look fondly on when they look back on it?

ACTION CHALLENGE

1. If you are beyond your first 90 days, what would you have done differently?
2. Ask your team what's one thing you can do to improve clarity for them?
3. Evaluate your current environment and make a plan to advocate for what you are missing.
4. Find a manager who is further along in your career that is in your same function to be a sounding board and mentor.