

MANAGER MATERIAL™

podcast papers

EPISODE 4

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 4: The Management Journey of a CRO with Justin Jackson

What are some of the benefits of an MBA according to Justin?

Justin's first management role was in the _____ industry.

Justin mentioned a "side step" in his career earlier on because of something a mentor shared. What was it?

Shifting into a management role, your "natural inclination" is to continue showing _____ but you really need to _____.

What did Justin say he would tell his earlier self if he could go back to his first management role and share some advice?

Justin says it is worth reminding managers that you are doing this so you can make other individuals _____.

Further, you are there to remove _____ and _____.

One of the earliest pieces of feedback for Justin was about _____?

Justin's story shared that he was capable on his own in reporting but was not _____ in teaching his team.

Thinking about the move from managing individuals to managing managers, the biggest shift for Justin was in thinking about how you _____ effectively through managers and when do you address the organization _____.

If you are a manager today, how would you grade your communication with your team? If you are not manager yet, how would you grade your current or last manager?

A - B - C - D - F

What is one thing you can do to improve communication with your team?

Justin shares that as a manager you are there to _____ your team.

Erin calls out a statement made that so many managers have good _____ but this is where managers get themselves in trouble as the way you are _____ may be totally different.

The data shows that statistically, only _____% of managers are actually doing the right things (Gallup). Tip: Justin then says the inverse that “about _____% of managers don’t get that right.”

In talking about engagement, Justin shares that it is about two things: _____ and _____.

In speaking about personal development and managers that have team members that are not as interested, Justin shares that you are either _____ OR _____.

Justin says that the most a company can really be expected to give you in terms of the balance of your development is _____%

In Justin's experience at Amazon, he shares that as a manager you must bring a _____
_____.

In talking about Justin's Amazon experience and the seemingly "lateral" moves, Justin shares that the key to thinking about such moves is "are you _____, are you _____, are you a little bit _____ at times?"

Manager Tip: Getting fixated on moving up "tiers" in role or title or leaving a company just to "move up" can be a trap and actually set you back. It's far better to focus on the experience and seek to learn and be challenged as your primary goal.

In talking about titles, Justin shares that you are constantly on a journey to _____ yourself so you can then _____ others.

Justin shares one of the secrets to success for Amazon is consistency across the employee lifecycle. Specifically, you interview candidates based on _____, you develop your people based on _____, and you then review your team based on _____.

What are the core competencies or principles that you focus on for success in yourself or your team? Does your company have a specific set? If not, think about the core behaviors you look for. Can you identify what might actually be competencies you are observing?

When thinking about the possibility of leaving a company for a new role, Justin shares that the three things to think about are: Are you _____, are you _____, are you a little bit _____ at times - AND is someone _____ in you while you are challenged to make you _____.

If you are not in a situation where you are challenged your two options are to _____ or _____

The first part of Justin's mindset is "you don't get anywhere without your _____."

In discussing developing people, Justin shares a process of assigning stretch projects, but v very importantly that as a manager you only jump in if the person is going to harm their _____, their _____ or their _____.

Erin asks Justin about why people struggle. He shares two main reasons: They develop _____ over time and secondly they've never had anyone _____ in them.

Do you have anyone struggling on our team that could use a bit more investment from you? What can you do to better support their development?

In order to get honest feedback from your team and to have them share the “really really;s”, you have to make yourself _____.

The #1 thing that makes someone manager material according to Justin is the “ _____ behind it.”

In Justin’s final thoughts, he shares a few points of guidance:

Focus on _____,

It is ok to be _____,

Never stop _____.

You owe it to the team to continue investing in _____

THE WRAP-UP

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

ACTION CHALLENGE

1. Create and implement a plan to begin utilizing or maximizing the use of competencies in your management
2. Find a functional area for your to develop: Excel, presentation skills, leading meetings.
3. Find one stretch project to give one of your high-performers.
4. Scheudle and hold a development conversation with your lowest performer (outside of their 1x1)

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. Complete the Wellness Action Guides (found in “Action Guides” section)
2. Get to know the resources in your company to support your team and how to work with HR on it.
3. Look at your current connection points with your team. Are they consistent? If not, look to revamp.
4. Find one thing you can do today to make a change towards improving your overall health.