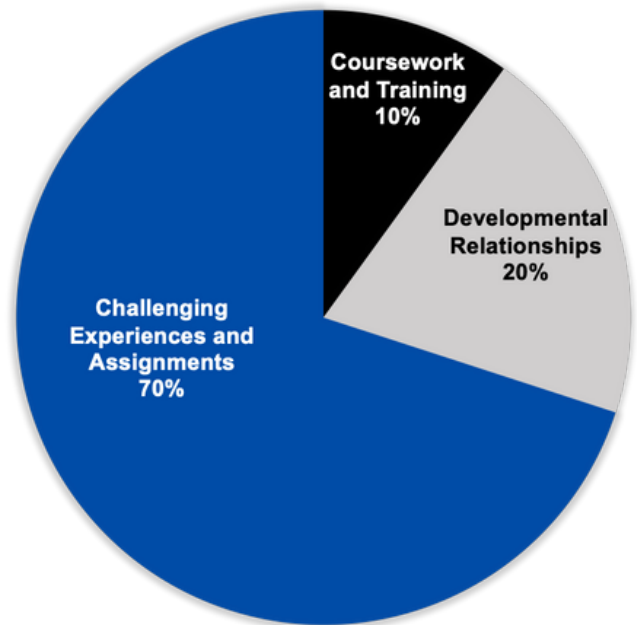


DEVELOPING THE EIGHT TRAITS OF A GREAT MANAGER

How do you learn to be a great manager and leader?

- Invest in yourself
- Gain knowledge
- Build relationships
- Build experiences to grow as a leader



According to the **70/20/10** rule, you need to have 3 types of experiences to learn and grow as a leader.

At **Attain Development**, all our development programs and tools are based on two premises:



Information with application is useless.



The 70/20/10 rule is a powerful way to ensure you are learning and applying those lessons on the job.



A GREAT MANAGER LIKES PEOPLE

The role of a manager is to **get results through people**. A great manager grows, empowers, and inspires people to do their best. Start by showing your personal interest and helping them achieve their best.

Development opportunities:

- Get to know your team members. Get a view into their personal interests
 - Express interest in what's important to your team members
 - Hold regular 1:1 meetings and include opportunities for some personal conversation
 - Greet each team member each morning and say goodbye when the day ends
 - Help regular development and feedback discussions
-

A GREAT MANAGER HAS A VISION AND COMMUNICATES IT



As a manager, you need to **have a vision** that you are driving. However, this vision is useless if you cannot communicate it. To be a great leader, you need to clearly define your vision and then execute a plan to share the vision.

Development opportunities:

- Discuss your company's vision with your manager
 - Define a vision for your team and ensure it is in-line with your company's vision
 - Develop a formal communication plan and execute it
 - Attend a communications training program
-



A GREAT MANAGER WALKS THE WALK

As the manager, you need to **keep your eye on the goal** and walk the walk required to meet it. This includes setting goals, giving directives, making judgement calls, identifying issues.

Development opportunities:

- Sets goals and share them with your them
 - Share developmental opportunities with your team members
 - Detail expectations and allow your team member(s) to drive through to results
 - Make a hard decision and communicate it
 - Set up an issues log to review and assign issues to team members in each team meeting
 - Hold your team members accountable
 - Praise team members for a job well done
-

A GREAT MANAGER MAKES THE RIGHT DECISIONS AT THE RIGHT TIME



Problem solving and decision making are essential skills for managers. Being able to utilize problem-solving tools to quickly decide based on the available data, allows your team and business to move forward.

Development opportunities:

- Pick a couple of problem-solving tools and apply them to each problem you encounter
 - Delegate tasks, so you have the mental capacity to tackle larger problems
 - Build your business acumen by:
 - Reading blogs
 - Listening to podcasts
 - Read business papers (e.g. Wall Street Journal, Economist, etc.)
 - Attend a business planning meeting
 - Reviewing your company's annual report
 - Join a customer visit
 - Participate in the Celemi Apples and Oranges business simulation
-



A GREAT MANAGER HAS COURAGE

#1

Have the courage to **be vulnerable** as a manager. To be vulnerable requires humility. We often don't want to admit to mistakes and/or our corporate cultures don't support it. Showing your vulnerability puts others at ease and it encourages others to share their points of view and experiences. This allows you to build a team that capitalizes on everyone's strengths.

#2

Have the courage to **take on tough issues** and have courageous conversations. Sharing tough feedback is a necessity. When you need to share some tough feedback, plan the conversation with the goal of helping the person become better or to overcome an obstacle.

Development opportunities:

- Watch Brene Brown's Ted Talk on Vulnerability
 - Share your failures with your team
 - Tackle a tough issue
 - Hold a difficult performance/coaching conversation
 - Speak up in a meeting when you are not fully on-board with the solution
-

A GREAT MANAGER IS CURIOUS



Continuous learning and curiosity are required for you and company's continued growth. Continue to grow your business acumen, remain open to new ideas and try things out. Make failure OK and safe within your team.

Development opportunities:

- Take a role in a different function
 - Join a project outside the scope of your regular responsibilities
 - Take an interim management role when someone needs to be out of the office
 - Visit a competitor
 - Join a professional organization
 - Write a blog
-

A GREAT MANAGER DELEGATES TO, DEVELOPS, AND TRUSTS OTHERS



When you became a manager, you agreed to stop doing the hands-on work. Your role now is to **provide direction, encouragement and remove roadblocks** for the team's success. Your success depends on the success of your team members.

Development opportunities:

- Practice delegating
 - Put individual development plans in place for each team member
 - Hold regular career and development discussions with each team member
 - Develop a successor for your role
-

A GREAT MANAGER HAS A POSITIVE, ENTHUSIASTIC ATTITUDE THAT INSPIRES OTHERS



Your attitude is contagious. Sharing your true-self and your passion for success will inspire others and take you team to a whole new level.

Development opportunities:

- Watch Simon Sinek's Ted Talk- How Great Leaders Inspire Action
 - Choose your attitude - you can be a victim or a leader - choose leader
-



DEVELOPING THE EIGHT TRAITS OF A GREAT MANAGER

We believe that today, more than ever, a manager's **ability** and **willingness to learn** from experiences is the foundation for being a great leader.



Commit to applying **one leadership skill** from this handout **each week**



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