

# Cultivating Great Teams: Managing out with Kindness

**Marty Haught**

 **Ruby Central**



# Managing out is hard



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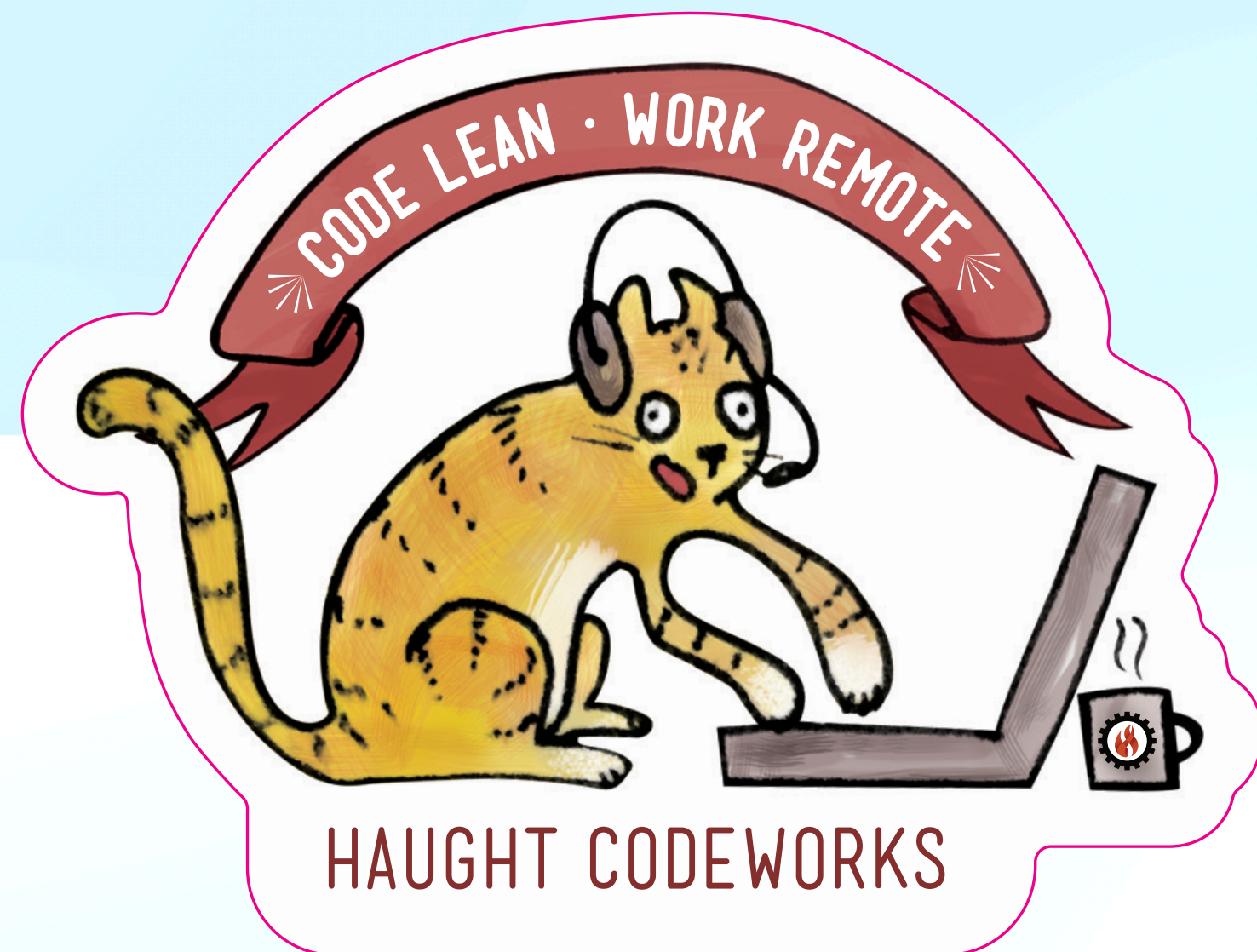




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# My journey



 **Ruby Central**

**fastly**<sup>®</sup>



**HashiCorp**



# Goals

- Feel less anxious
- See a new perspective
- Gain tactics to make it easier

( **The talk I wish I had seen 15 years ago** )



**Why manage out?**





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**Manage out when someone  
isn't a fit for your team.**



Manage out when someone  
**isn't a fit** for your team.



**How do we manage out  
with kindness?**



# Managing out with kindness

1. Foundation of trust
2. Setting expectations
3. Accountability through feedback



# ~~Managing out with kindness~~ Bringing out their best

1. Foundation of trust
2. Setting expectations
3. Accountability through feedback



# 1. Foundation of trust

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# Be authentic



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# Talk less, listen more



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**Without trust**

Photo by [Nadine Shaabana](#) on [Unsplash](#)



**Trust is the key ingredient**



# 2. Setting expectations

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# Importance of setting expectations

- Basis for success
- Provides clarity
- North star for feedback



## Roles & Responsibilities

- defines role
- used for hiring

## Career Framework

- defines advancement
- used for promotions



# 3. Accountability through feedback

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**Accountability is taking ownership of one's responsibilities, actions, and their outcomes.**



**Accountability is taking ownership of one's responsibilities, actions, and their outcomes.**





Photo by [Nick Youngson](#) on Alpha Stock Images



# Importance of feedback

- Vital to improvement
- Acknowledge good work
- Constructively guide to improve



# Effective feedback

- Specific
- Clear
- Constructive
- Continuous



Be kind but **direct**

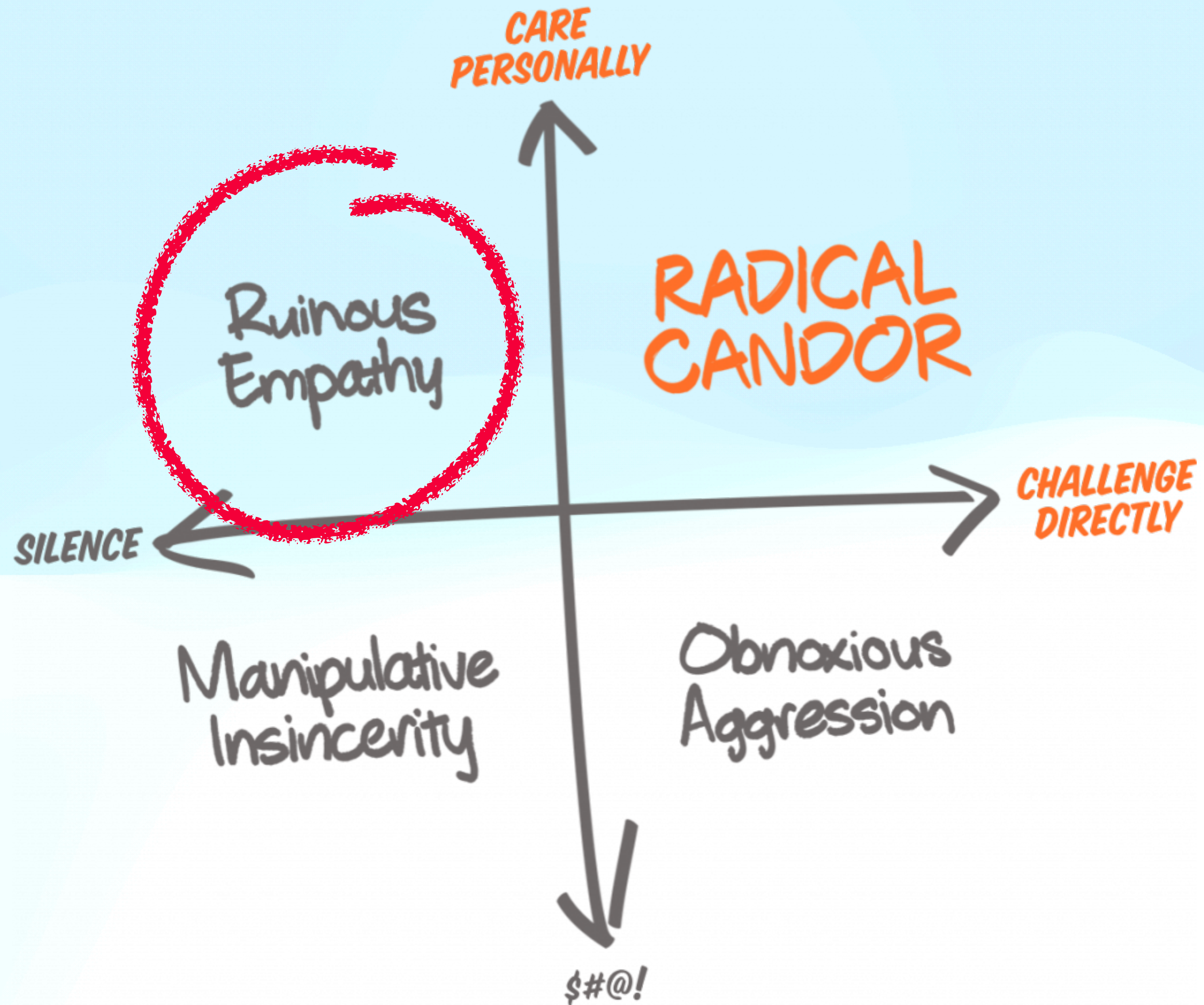


# Kind $\neq$ Nice



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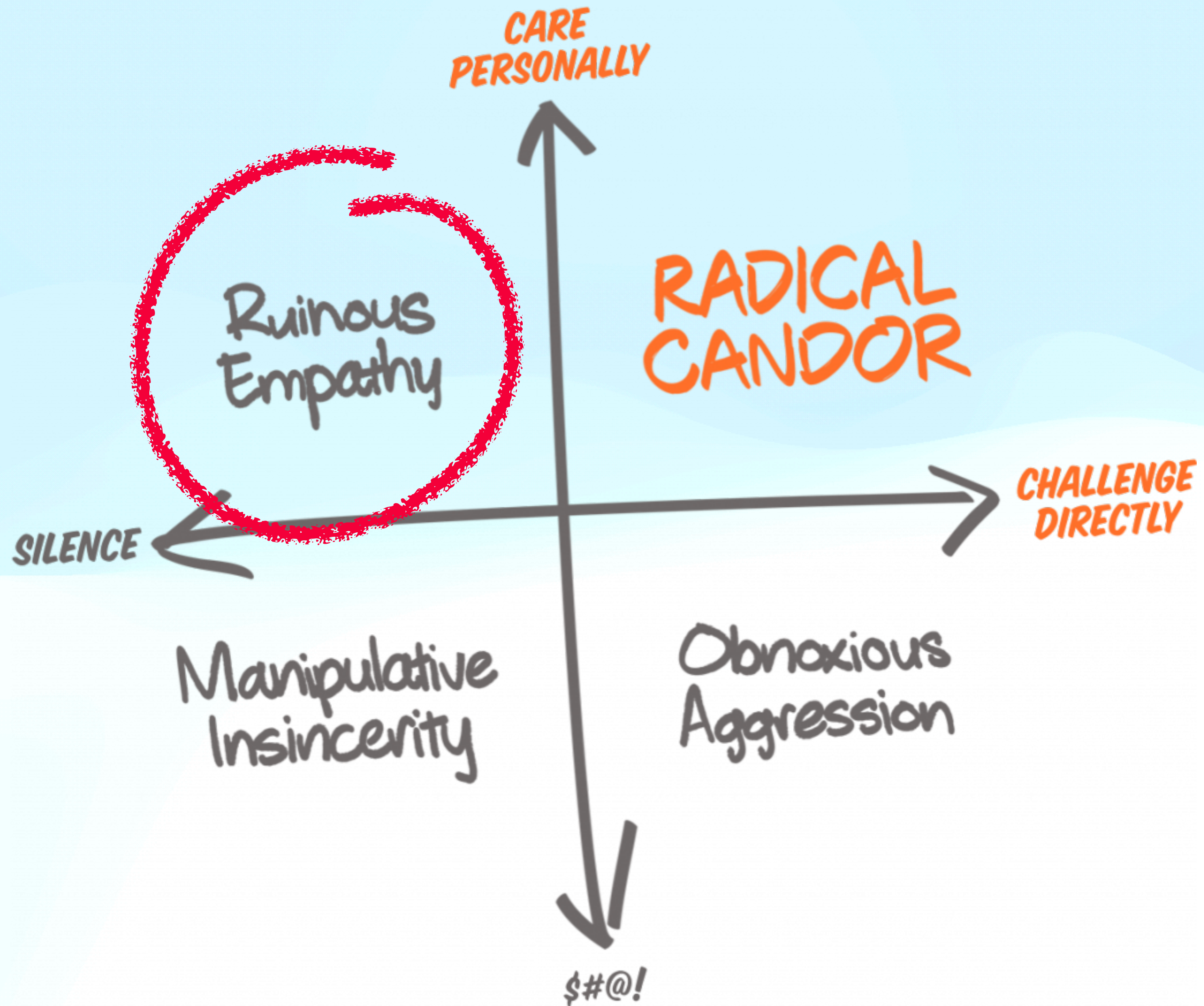




- Kim Scott

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— GRETCHEN  
RUBIN

KIM SCOTT



# Feedback framework

- Here's what I observe
- Here's why it concerns me
- Here's what I expect
- How can I help?

- Jill Wetzler

<https://www.jillwetzler.com/blog/on-having-serious-performance-conversations>



# Feedback framework

- Here's what I observe
- Here's why it concerns me
- Here's what I expect
- How can I help?

**[objective facts]**

- Jill Wetzler

<https://www.jillwetzler.com/blog/on-having-serious-performance-conversations>



# Feedback framework

- Here's what I observe [objective facts]
- Here's why it concerns me [impact - why it matters]
- Here's what I expect
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# Feedback framework

- Here's what I observe [objective facts]
- Here's why it concerns me [impact - why it matters]
- Here's what I expect **[setting expectations]**
- How can I help?

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# Feedback framework

- Here's what I observe [objective facts]
- Here's why it concerns me [impact - why it matters]
- Here's what I expect [setting expectations]
- How can I help? [**partner for improvement**]

- Jill Wetzler

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# Making it actionable

- Record action items for **both of you**
- Be clear about consequences
- Schedule a follow-up session
- Send a recap email



# Write the recap before meeting

- Preps your feedback ahead of time
- Helps you find the right phrasing
- Serves as written documentation



# Debugging mindset



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# Following through

- Did they complete their action items?
- Did it address the issue?
- If not, hold them accountable



It's **kind** to have the tough  
conversation **immediately**



**Knowing when to manage out**



# Talk to your manager

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# Partner with HR



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Sareks nationalpark



# Process expectations

## Performance Improvement Plan (PIP)

*This is a template form only and can be changed as necessary to reflect the circumstances/ needs of the individual case.*

During the period of the PIP, the employee will be monitored to assess if appropriate improvement is being made. If the expected outcomes are not achieved/improvements attained, more formal action may be initiated under the relevant procedure.

Name of employee			
Job title			
Department			
Date of initial meeting			
Name(s) of other attendee(s)			
	<b>Duties &amp; Improvement Required:</b>	<b>Expected Outcome/Measurement</b>	<b>Support &amp; Dependencies</b>
1	Such as, collection and collation of data to allow accurate and timely reporting.	<b>Monthly:</b> Data collection completed on time with 90 percent accuracy.	Manager to review monthly.
2	Such as, more timely maintenance of system spreadsheet.	<b>Weekly:</b> System spreadsheet to be updated weekly by Friday.	Manager to review weekly.
3	Next issue in need of addressing.		



# Assessing impact



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# Have you set them up for success?

- Do they understand their roles and responsibilities?
- Have they received adequate training?
- Do they get sufficient supervision and guidance?
- Do they have properly set expectations?



**Once clear, move quickly**



# Managing out with kindness



# Not a surprise



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# Prepare for the conversation

- Write out the script
- State the decision immediately
- Be ready with the supporting details
- Thank them for their contributions



# Scheduling

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# Parting thoughts

- Have some grace with yourself
- We often make this scarier than it is
- Often a relief to the all once resolved
- They may be happier elsewhere with a new opportunity



# Take aways

- Build a base of trust and clear expectations
- Have the tough conversations early
- Give direct but kind feedback
- You can do this!

**Thank you**

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