
The Practice of Managing Managers

WHAT WOULD YOU SAY...

YOU *DO* HERE?

- Making delivery predictable and fast
- Safeguarding stability and performance
- Building a culture of excellence

The devil's in the details.

	SUN 8	MON 9	TUE 10	WED 11	THU 12	FRI 13	SAT 14
GMT+01							
8 AM					busy 8 – 9am		
9 AM			busy 9 – 10am	busy, 8:30am	busy 9 – 10am	busy 9 – 10am	
10 AM		busy, 10am	busy, 10am	busy 10 – 10:55	busy 10 – 11am		
11 AM		busy, 10:30am	busy, 10:30am busy, 10:45am	busy, 10:30		busy, 10:30am busy, 10:45am	
		busy, 11am	busy, 11am	busy, 11am	busy, 11am	busy 11am – 12pm	
12 PM		busy 11:15am – 12pm	busy, 11:30am	busy 11:30am – 12:30pm	busy, 11:30am		
		busy 12 – 1pm	busy 11:45am – 12:30pm		busy, 12pm	busy, 12pm	
1 PM				busy, 12:30pm	busy 12:30 – 1:30pm	busy, 12:30pm busy, 12:45	
		busy, 1:30pm	busy 1 – 2:15pm	busy 1 – 2:15pm		busy 1 – 2:30pm	
2 PM					busy, 1:30pm		
			busy, 2:30pm	busy, 2:30pm	busy 2 – 3pm	busy, 2:30pm	
3 PM		busy 3 – 3:45pm	busy 3:15 – 4pm	busy, 3pm	busy, 3pm	busy, 3pm	
4 PM				busy, 3:30pm		busy, 3:30pm	
		busy 4 – 5pm				busy 4 – 5pm	
5 PM			busy 4:30 – 5:15pm	busy, 4:30pm			
				busy 5 – 6pm		busy 5 – 6pm	
6 PM							

The more **visibility** you have into your company,
the more your directs rely on your **vision**.



The practice of managing managers is giving them a **destination**, and letting them lead their teams on the **journey** towards it.

Charting the **Course**



START

2022



Coaching Your Guides









Coaching Questions

What's on your mind?

And what else?

What's the real challenge
here for you?

What do you want?

How can I help?

- *The Coaching Habit*

Encouraging Collaboration

Ask yourself:

- What is each person **great** at?
- What skill could they **teach** others?
- What skills can they **learn** from others?

The practice of managing managers:

- Assess your team's current **state** and **potential**.
- Identify **2-4 areas** for major improvement.
- Engage managers in your **vision**.
- Give them **clarity** on your expectations.
- Ask **questions** more often than offering solutions.
- Encourage **collaboration**.