

## MANAGERS ARE HIRED TO DO 3 THINGS:

1. **Set Objectives** - Managers set goals for the team and create a road map to reach those goals.
  - These goals should be derived from the goals of the leaders over you (boss, elders, senior staff, etc.)
  - People reporting to you need to clearly understand what's expected of them and why
  - *Exercise:* If you ask your direct report, can they define what their job is? What do they think success look like?
2. **Develop the Plan** - Managers break the work down into subtasks and assign them to team members with complementary strengths
  - Inviting your direct report into the planning helps build excitement and buy-in
3. **Measure** - Managers evaluate regularly to ensure that goals are being met or exceeded.
  - Utilize SMART goals (Specific, Measurable, Attainable, Relevant, and Time-Bound)

## YOU SUCCESSFULLY DO THOSE 3 THINGS BY UTILIZING THESE 2:

1. **Motivate and Communicate** - Make wise decisions on pay, placement, promotion, and communication
2. **Develop and Rally People** - Use feedback to help team members develop their skills. Lead by empowering. Want more for people than from them.

## ROBERT'S 8 KEYS TO MANAGERIAL SUCCESS:

1. **Be a CEO - Chief Encouragement Officer**
  - Be intentional, specific, and sincere. Look for opportunities. Celebrate their wins both with them and with people who are above them.
2. **Early Feedback**
  - Correct immediately; it's easier to deal with things early on. It will not typically resolve itself and will more likely get worse.
3. **Weekly Religion**
  - Connect with people regularly. Scheduling time for your direct reports shows that you value them.
4. **Trust But Verify**
  - Don't micromanage (scuba dive), but stay aware (snorkeling) and check in when something is off.
5. **Overkill Is Underrated**
  - It's not "extra" to be excellent. Doing work that you and your team can be proud of is worth it.
6. **How, Not What**
  - Shape how people think, not what they think. When someone comes to you with a problem, ask probing questions to help them learn to creatively troubleshoot.
7. **Compound Interest**
  - Simple daily faithfulness pays dividends in the long run. Be strategic about the skills you develop. Help people articulate their goals and figure out what it will take to reach them.
8. **Time Outside Work**
  - Find common ground and ways to connect with people in a non-corporate setting.