

Implementing the Manager Tools “Trinity”

Nik Varrone, SUNY Geneseo



Disclaimer, I am but a Journeyman



Management consulting and training Put out a free weekly podcast with their guidance

Manager Tools the company is a management consulting and training firm owned by Michael Auzenne and Mark Horstman. We regularly consult to and train managers in Fortune 1000 companies around the world. Mike and Mark are both United States Military Academy graduates (West Point) and former Army officers. Mike's corporate career included executive assignments in technology and Program Management for MCI and Bell Atlantic as well as several entrepreneurial pursuits in the restaurant and retail fitness industries. Mark was a manager and executive in sales and marketing at Procter & Gamble. Prior to Manager Tools, Mark performed Executive Coaching and Consulting as a sole owner for 15+ years.

“Trinity”

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There's really 4 key behaviours that Manager Tools advises.

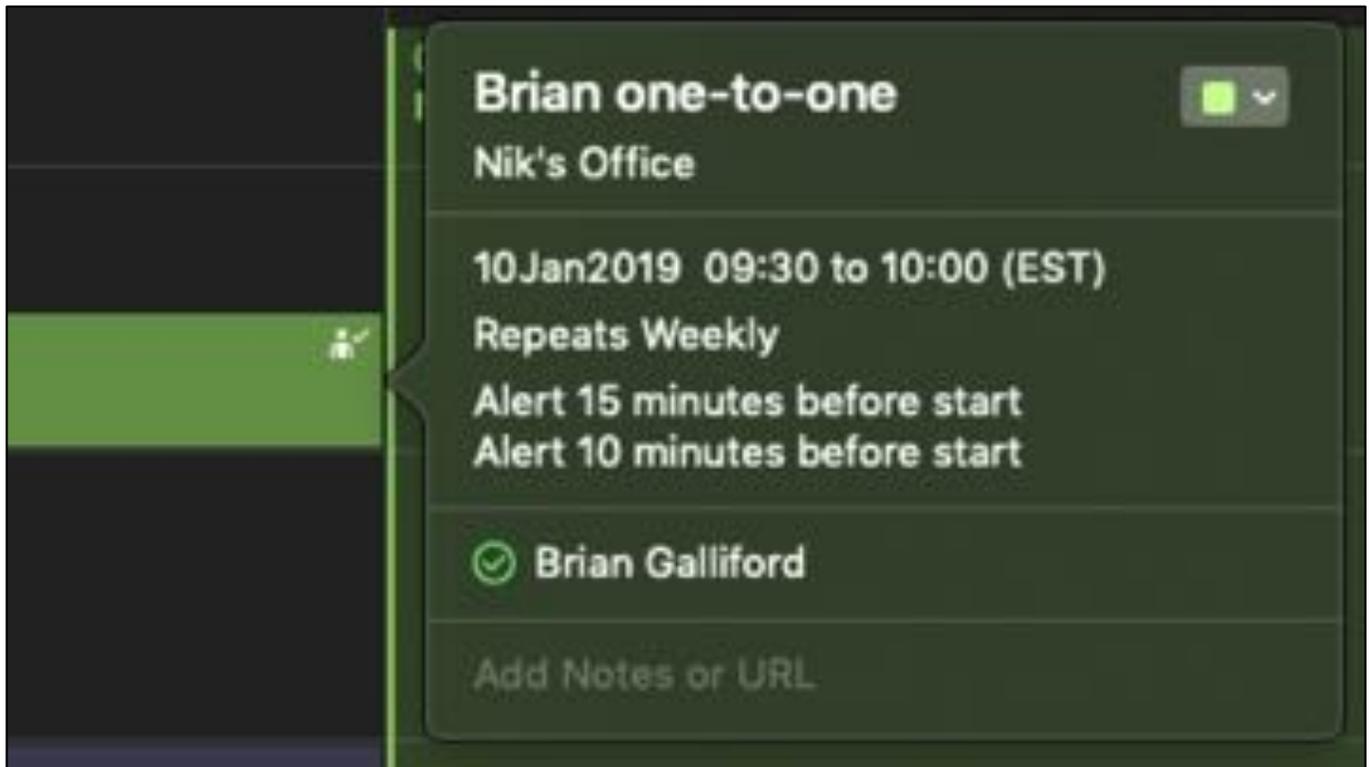
1. Get to know your people
2. Encourage effective future behavior
3. Ask for more
4. Push work down



To build a relationship with your direct

David Katz

“The more you know about all of your directs—not just your top performers—the more they will trust you, and the better you will be at getting the most out of each one of them.”



One to ones should be scheduled weekly

Gives time to prepare
Helps you to avoid interruptions

85%

compliance

You should shoot for a compliance rate of holding 1:1s of at least 85%
If you must you should reschedule, not cancel, 1:1s
You can do 1:1s remotely (I once did one from a forest in Oregon)

30 minutes

$\frac{1}{3}$ for
the
direct

$\frac{1}{3}$
for
you

$\frac{1}{3}$ for
the
future

This is the optimal format for a 1:1

Its critical that the first portion of the meeting belongs to the direct



Your direct can talk about anything

Don't worry, inevitably you will talk about work



Meetings should be in private

You can walk and talk but you should attempt to avoid distractions if you do.



Take notes

The manager should take notes

This will give you a year's worth of notes to look back upon when it's time to write reviews.



Announce this before you start doing it.

Cover the model and why you're doing it

Start with positive feedback ONLY for 8 weeks

I didn't roll this out well and got pushback for 2 years because of that mistake.



Communicate about Performance

What is feedback?

Feedback is communicating about performance



Make regular moderate changes in behaviors so that
you can avoid bad situations

Imagine the difference that many small course corrections would have had for the
titanic



When considering what to give feedback about, consider the “middleman test” -
“Never tolerate from your directs that which you would not visit upon your boss”



The majority of your feedback should be positive.



Step 1 - Ask

Ask your direct if you may give them feedback. I prefer to simply say, “may I give you some feedback?”

If they so no, don't give them feedback. They will likely say yes or will seek you out later.

Situation-behavior-impact feedback model



**State The
Behavior**



Step 3 - Describe the impact of the behavior



Step 4 - Encourage Effective Future Behavior

Examples

“Thanks”

“Can you work on that?”

“Will you be able to avoid that in the future?”



Provide an example using tea

Manager - Hey Joe can I give you some feedback?

Direct - Sure, Boss.

Manager - When you pour lukewarm water on black tea it produces a weaker tea which will turn off tea aficionados and can ultimately affect our bottom line. Can you work on that for me?

Direct - absolutely



Announce this before you start doing it.
Cover the model and why you're doing it
Start with positive feedback ONLY for 8 weeks
I shared this change with my directs before I began doing it. They received it well.



Peer Model

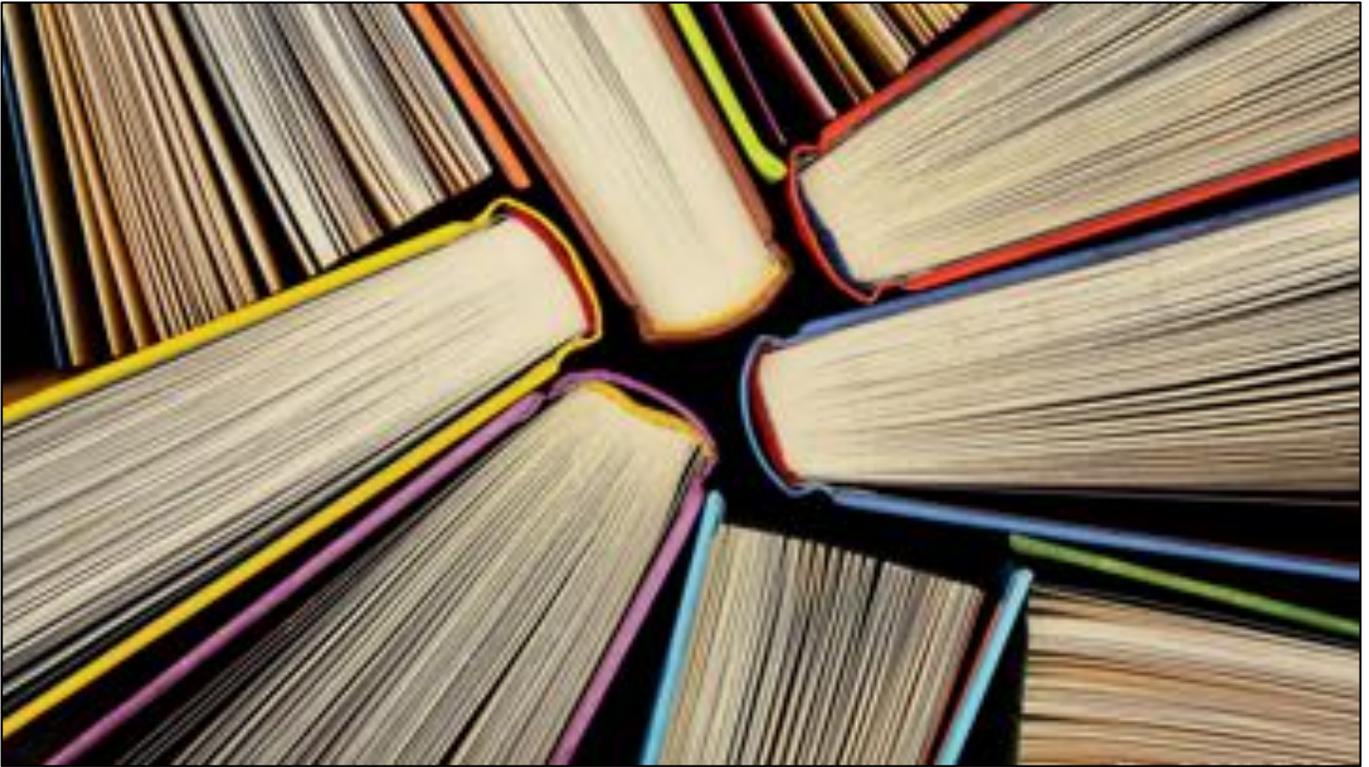
Simply State the behavior and describe the impact of the behavior



Ask for More from your directly through coaching



Collaborate to set a goal



Collaborate to Brainstorm Resources



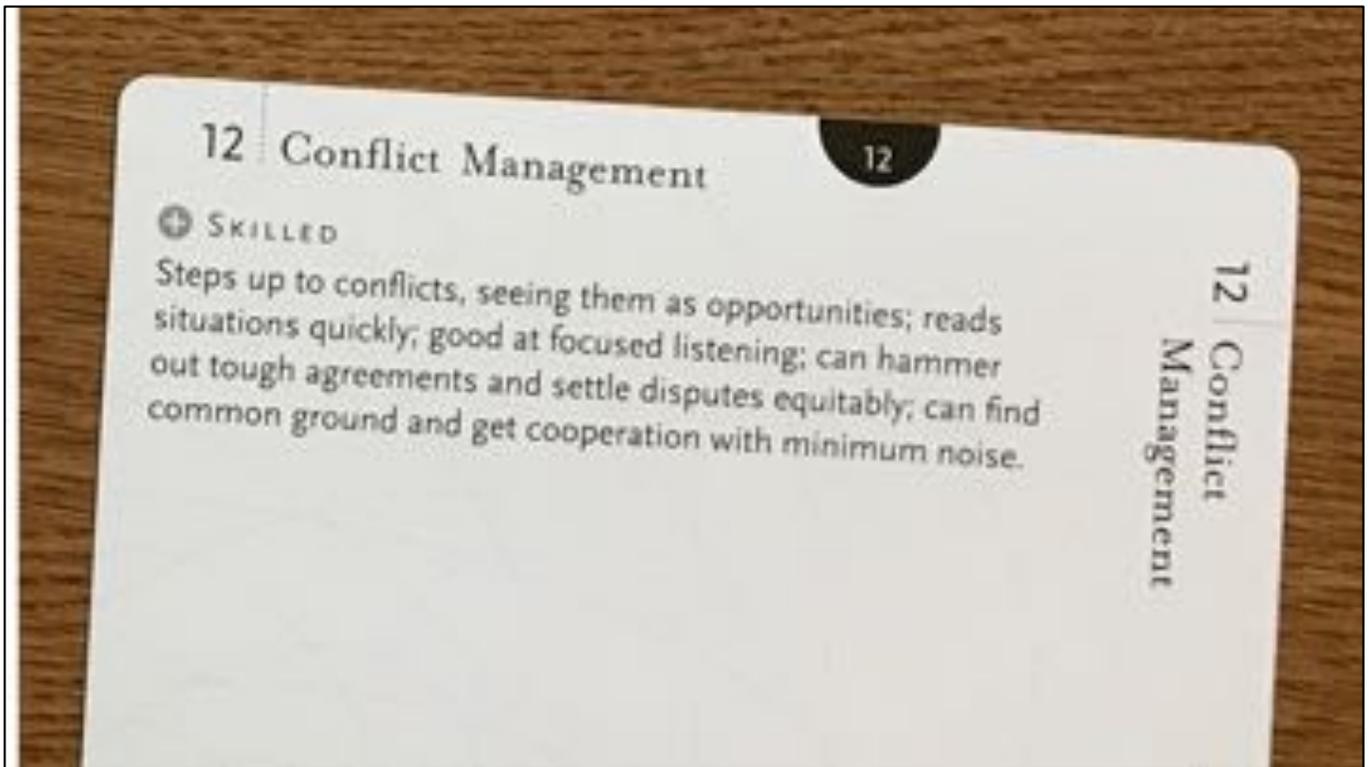
Collaborate to Create a Plan



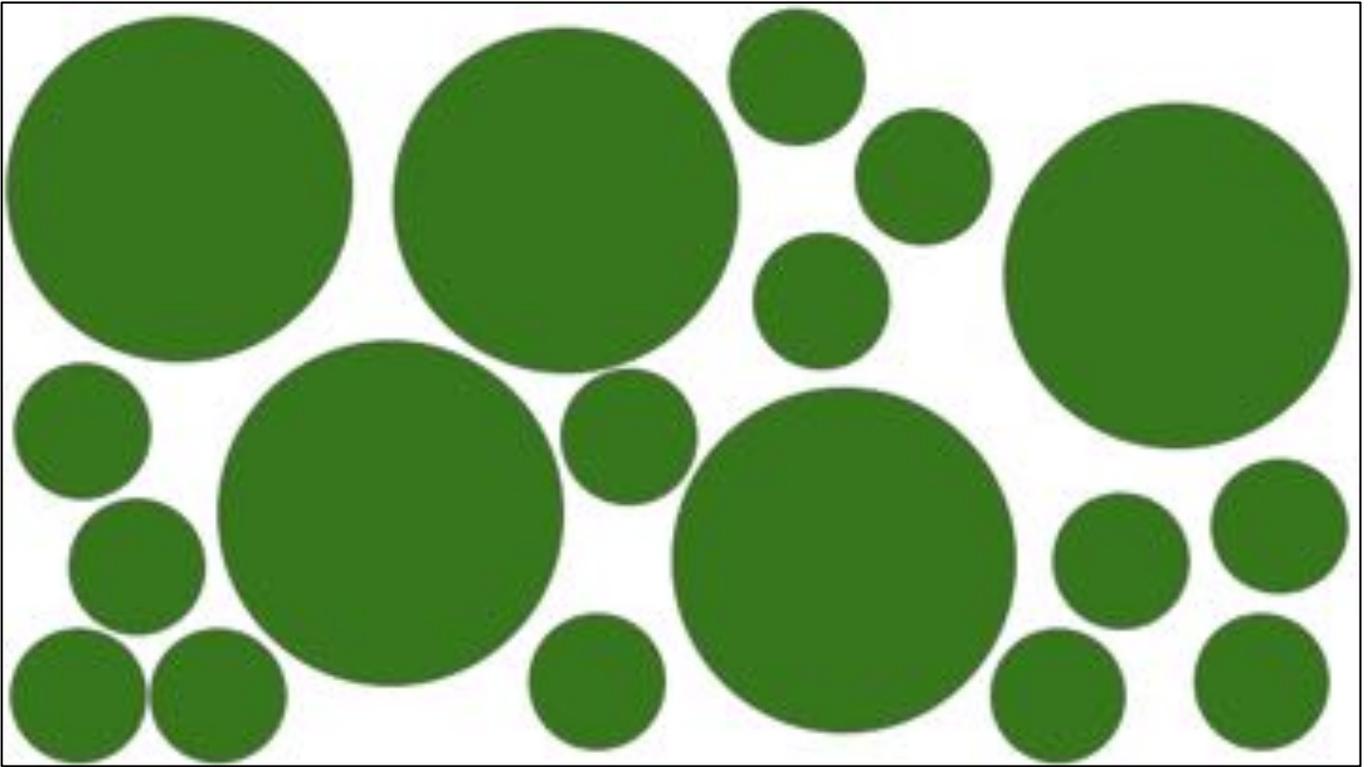
The Direct Acts and Reports on the Plan



I have had mixed luck in rolling this out in 1:1s.



The Korn Ferry FYI cards and book make excellent resources for the manager engaged in coaching.



Push work down

Delegation



Delegation can help your directs to grow and thrive in your organization by taking on more responsibilities



Delegation also saves your company money since your directs are typically paid less than you.



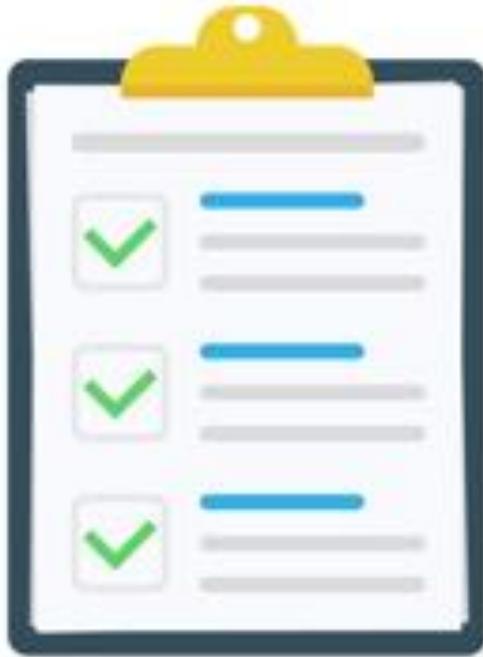
State your desire for help



Tell them why you're asking them



Ask for specific acceptance



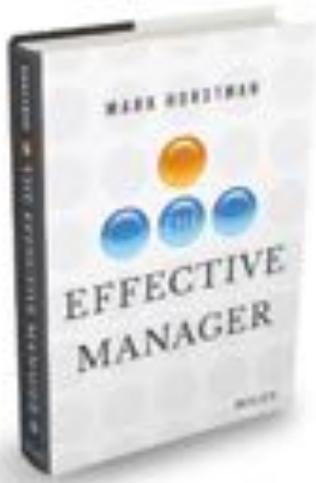
Describe the task or project in detail Address deadline, quality, and reporting standards



When I have followed the model, rolling this out did very well for me.



Any questions?



www.manager-tools.com

“The map of the universe”

“Basics”