

# Super Manager

## Be the Boss Everyone Wants to Work For

### Common Obstacles

If it was easy to be a Super Manager, there would be more of them! Reasons why it's so difficult:

- Conflicting priorities
- Lack of time
- Previous success as an individual performer
- Lack of training
- Human nature

### The Key to Being a Super Manager

The key to being a Super Manager is balancing opposing characteristics:

- ✓ Awareness of self and attention to others
- ✓ Consistency and flexibility
- ✓ Humility and confidence
- ✓ Focus and fun

### How to Increase Your Self-Awareness

- **Ask for feedback**—from your manager, from colleagues, and especially from the employees you manage.
- **Establish after-action reports**—review every major project to determine what went well and what could be improved.
- **Engage in reflection**—compare expectations of a decision to the result of that decision.

### Ways to Provide Individualized Attention

The greatest increase in performance comes from helping employees develop their greatest strengths rather than correcting weaknesses.

- ✓ **Coach:** Help employees improve their day-to-day performance.
- ✓ **Advisor:** Help employees create a big picture of their careers, not just their current positions.
- ✓ **Supporter:** Help employees achieve their goals.

### The Importance of Consistency

Consistency builds trust because employees know what to expect. You should be consistent in your:

- Values
- Attitude
- Behavior

### Intelligent Disobedience

Bending rules if they actually hinder more than help an organization, its employees, or its customers.

Examples:

- Standing up to senior management.
- Applying nontraditional or unexpected strategies to achieve a goal.
- Knowing when and how to depart from the consensus opinion, standards, or processes.

### Humility in Action

- Be open to criticism and debate.
  - Avoid defensiveness.
  - Receive criticism tactfully.
  - Set ground rules for a constructive debate.
- Ask questions from an attitude of inquisitiveness.
- Strive to learn and improve.

### Displaying Confidence

Show confidence in yourself and your employees.

- ✓ Consciously avoid micromanaging.
- ✓ Demonstrate confident decision making.
- ✓ Combat indecisiveness.

### Focus on Results

- Set clear expectations.
- Assign ownership.
- Reward based on results, not “face time.”
- Avoid last-minute requests and unnecessary meetings.
- Don't tolerate chronic underperformers.

### Have Fun!

- ✓ Create a sense of belonging.
- ✓ Celebrate positive events frequently.
- ✓ Provide “stress breaks.”
- ✓ Organize voluntary social outings.
- ✓ Allow creativity in workspaces.
- ✓ Create a bulletin board of positive thoughts.
- ✓ Laugh at yourself.
- ✓ Appoint a “fun sheriff.”