

WORKBOOK

Becoming a Great Bambee Leader

By Brian Morrison

1 Congrats, you're a Bambee People Leader now!

Hey there, manager!

You rule! You've been tasked with one of the hardest, most important jobs here at Bambee: leading a team. Let's jump into some content today to help you become the great leader we know you can be.



1.1 Managing: Reviewing some basics [read](#)

Whether this your first time managing people or you're looking to brush up on the basics this growth plan has you covered. We'll go over the fundamentals; I'll share tons of activities and some additional resources if you're keen on them.

Know this: the fact that you're here means you're committed to learning and improving the craft of leadership, and that's half the battle.

Adopting a growth mindset is one of our core management philosophies. Cultivate a growth mindset. Challenge yourself to learn something new every day.

So yeah, high five to you for starting this growth plan!

"Okay, get to the good stuff." – You, probably

Okay, okay! But before we dive into the meat of management, I want to give you a quick rundown of what you can expect to learn — and why.

1.2 What you can expect to learn - and why! [reflect](#)

After countless conversations with managers and leaders—from the newly-promoted to those with decades of experience—a few patterns have emerged, with common worries and concerns that managers have. Here is a list, by no means conclusive or complete.

1. I have no idea what I'm doing.
2. What if I screw up?
3. I am now managing people who used to be my peers. Who am I to tell anyone what to do?
4. What if I have to give tough feedback or fire someone?
5. Where do I go for help?
6. How will I know if I'm doing a good job?
7. What does my team expect from me?
8. How do I balance my time when I have to both *do my job* and *manage others*?
9. What is my management style? How do I come across to team members?



Below please give me your reaction to this list and maybe add in a few things that you want to learn or reflect on as a new m

[?](#) Help

The list makes sense. But it does give me a little anxiety. I've been a leader before and I've been confronted with each situation. For me the list is a reminder that I need to always be improving, working towards better Leadership development.

1.3 Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could. quote

Steve Jobs

1.4 What's in it for you... read

So the questions from the previous section. Do any of these sound familiar? If you've asked yourself any of those questions then you're in the right place. Even if I don't have explicit answers for you, I'll equip you with the tools to find the answers on your own. By the end of this growth plan, you'll have a pretty good idea of:

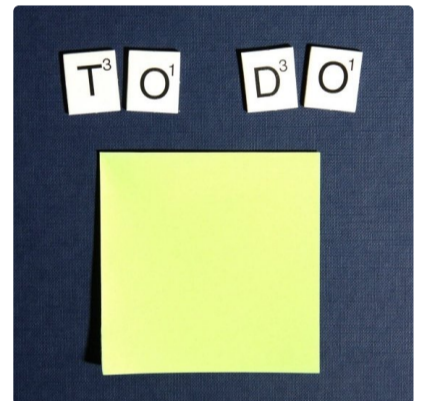
1. What it means to be a great manager
2. What is expected of you
3. How to balance your time between doing and managing
4. The 8 fundamental skills of management, including feedback, career development, communication, and more
5. How to cultivate trust on your team
6. How to recognize your biases
7. How to keep growing and improving



1.5 Getting the most of this information do

In order to make the most of this growth plan, I suggest you:

1. Commit to doing a little bit each day or each week
2. Tell your team that you're doing it (declare your intentions)
3. Ask for help from peers, mentors, and your manager
4. Regularly pause and reflect on what you've learned
5. Apply the lessons in the real world



If you do those five things, then by the end, you'll have a good handle of what is expected of you as a manager, and how you can get the most from your team — and give them the most in return.

You may not find every section of this Growth Plan useful today. Some of these things you may already know or be practicing on a day-to-day basis. But over time, you'll figure out what's important to you and your team, and apply things on an as-needed basis.

You my friend are rocking this course. Keep it up! extra

Working at Bambee is, well a little busy to say the least. You are doing your part to help us build the best Bambee. Bambee thanks you, and your future self thanks you!

1.6 Set a goal for this growth plan do

Before we get started, commit yourself to a goal for this growth plan. Maybe it's to read something for five minutes each day. Maybe it's to finish the growth plan within the next two months. Maybe it's to apply at least one of the things you've learned each week.

Whatever the goal, make it specific and achievable. Hold yourself accountable, and make sure to track your progress!

As we are getting started please outline your initial growth plan below. Keep in mind you can always adjust the amount of time you spend growing your skills after you get started.



I am taking a new course in Gnowbe over Xmas break. The course is about how to effectively measure training success.

1.7 Before we look at your style let's review the difference between managing and leading watch

<https://www.youtube.com/watch?v=to6dPqKQan0>

1.8 What is your top takeaway from that session? What are your goals for improving your managing and leadership skills? do

I want to be better at motivating and I want to be better organized as a leader. I've been reflecting a lot lately on my leadership mistakes from the past. They include micromanaging to the point where it becomes counterproductive. I need to be able to find the balance and let my people flourish under my guidance.

2 Understanding Your Management Style

To lead you must first understand your own capabilities, limitations and even your own faults. This requires introspection and a humble approach. So let's get to work!



2.1 Understanding your management style read

Some of the work of being a great leader is about improving your weaknesses. Some of it is about making your strengths even stronger. This nugget is about having the awareness to know which is which.

Just as no two people are the same, no two management styles are the same. You could read all the same books and follow all the same rules as someone and still be totally different managers.

There are a number of self-assessments you can do in order to get a sense of what you're like as a manager. They all work to help you cultivate a sense of self-awareness, and many of them you've probably already heard of or gone through with your own company.

And while the results of these assessments can be limited or over-simplified, they're still a fun framework for reflecting on who you are as a manager. We recommend doing a couple of them, as they'll all provide their own type of insights.

I am sure now you are curious about your own management and personality style. So let's gain some insight!

2.2 Assessment with personalized results: What is your management style? view

<https://www.switchmybusiness.com/resources/management-style-quiz/#/>

2.3 What is your style? Tell me about your results. reflect

Recap your results by sharing with me the following:

- What is your style?
- What did you learn about yourself?
- Do you feel like the results were accurate?





Coach!

This makes sense.

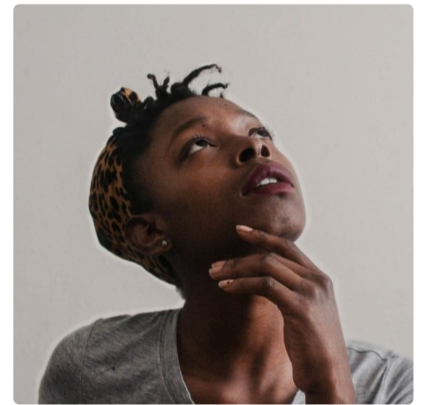
2.4 One more assessment for comparison [view](#)

<https://hbr.org/2015/06/assessment-whats-your-leadership-style>

2.5 What else to you learn? [reflect](#)

More details please!

- Did this reinforce your first assessment?
- Did you learn anything additionally?
- Which did you like better?



The second one was very detailed. I like to think about both collectively and combine the elements. The second assessment gave me blind spots which I really enjoy learning more about. The blind spots are a focal point for me as I push for improved leadership.

2.6 Reflecting on your findings [read](#)

In the Harvard Business Review article, the authors outline eight different leadership styles:

- **Collaborator:** empathetic, team-building, talent-spotting, coaching oriented
- **Energizer:** charismatic, inspiring, connects emotionally, provides meaning
- **Pilot:** strategic, visionary, adroit at managing complexity, open to input, team oriented
- **Provider:** action-oriented, confident in own path or methodology, loyal to colleagues, driven to provide for others
- **Harmonizer:** reliable, quality-driven, execution-focused, creates positive and stable environments, inspires loyalty
- **Forecaster:** learning oriented, deeply knowledgeable, visionary, cautious in decision making
- **Producer:** task focused, results-oriented, linear thinker, loyal to tradition
- **Composer:** independent, creative, problem-solving, decisive, self-reliant



They ask you to choose your primary style, and then two secondary styles. Although this is a fairly cursory and informal evaluation, even the process of trying to see which of these 8 categories you fit into can be a helpful framework and jumping-off point for understanding how you lead.

The crux of these 8 categories — and of much of the discussion around what kind of leader you are — relates to how you motivate yourself and others.

Once you've tried the quizzes and the evaluations, try engaging in some healthy self-reflection. You could even ask your team for their input, as well as friends, family — anyone who knows you well enough to give you some honest insights.

"What am I like?" is a philosophical question you humans should be asking yourself generally, in my robot opinion. I would try to answer that question, but I've been programmed not to get too introspective.

But introspection and reflection becomes especially important for people leaders. Suddenly, behaviors and actions affect the whole team and the company at large.

There's a people manager at one of the largest technology companies in the world, who's been leading a team for almost twenty years.

When asked what one thing really surprised him about being a manager, here's a paraphrased version of what he said.

"It surprises me to this day how much impact I have on my team. If I stay late or work overtime, my team stays late. If I cut corners or lag behind, my team does the same. I have to be so aware of how I'm coming across. And there are days when I don't feel like working, or days when I'm feeling uninspired, but I just have to push through because that's what my team needs."

Self-awareness is so important. If you're going to ask a lot of your team, you need to ask a lot of yourself first.

Important note: No leadership style is inherently wrong, but there are plenty that could be wrong for your team. [This Fast Company article](#) outlines six different leadership styles and provides tips for when to use them. In other words, no one is one management style all the time — we adapt to suit the needs of our team members.

The importance of self-reflection as a manager cannot be overstated. Take the time to get to know yourself and your leadership will be all the better for it.

2.7 Activity: Final Reflection on your Leadership/Management Style do

You've done two assessments, congrats! You've reflected on both, thank you! Now I want you to write down and slack me all the ways you think your management is unique from others you work with. Reflect on who some of your favorite managers were and think about what you could learn from them.

From there, you'll start to narrow down what kind of manager you are. You can think about things based on these four buckets:

1. Interpersonal style: Do people tend to find you friendly? Short? Abrasive? Open? The style with which you interact with peers and direct reports can say a lot about your management style. Think about how you come across, what language you tend to use, and how you expect others on your team to interact with each other.
2. Motivational style: If team members are feeling disengaged or falling behind on a project, how do you tend to motivate them? Do you lead by example and start working harder yourself? Do you share the strategic vision with them and ask for buy-in? Do you incentivize with gifts and rewards?
3. Communication style: How do you tend to give feedback? How do you receive feedback? Are you more of a cut-to-the-chase, no-nonsense type person? Or do you tend to soften your communication style to ensure you don't step on any toes?
4. Productivity style: When it's time to get work done, do you prefer to work collaboratively or on your own? Do you take frequent breaks or work until things are finished? Are you a procrastinator or an up-front kind of worker?



Once you've reflected on these four areas, we will meet as a group and discuss. This process will help you foster a sense of self-awareness, which is an important step on the journey to becoming a great manager!

3 Building your management philosophy

As we learned in the last section, there are many different kinds of leadership styles. There are countless articles and how-tos on what it takes to lead your team.

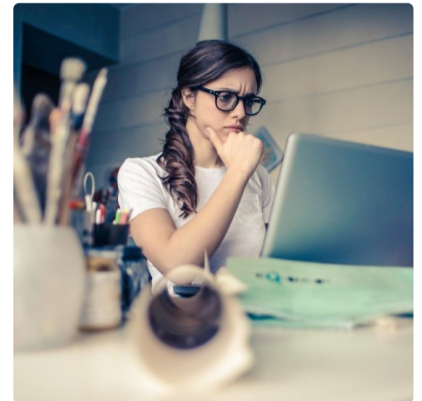
Part of becoming a great manager is building and understanding your own management principles.



3.1 Leadership Principles [read](#)

The following are leadership principles for your reading pleasure. They may resonate with you; they may not. Feel free to pick, choose, and make them your own.

1. **Success is shared.** You win together; you lose together. Make your team a place for people to contribute authentically and fearlessly. Have your team's back. Give credit where credit's due.
2. **Take care of yourself.** Numbers are important, but never at the cost of yours or your team members' well-being. Make sure you're encouraging team members to have a life outside of work and develop strategies for coping with stress.
3. **Be resilient.** Mistakes are opportunities, and any skill can be learned. Cultivate a growth mindset, and remember that you can't please everyone.
4. **Learn something new every day.** Make a habit of learning. Close the gap.
5. **Listen first.** You have something to learn from every single person that you talk to.
6. **Be confident but humble.** Have the confidence to stand up for yourself and your team, and the humility to embrace the opinions and ideas of others.
7. **Be the hardest working person on your team.** Don't just delegate the tasks you hate. Think long-term, but don't be afraid to dive in and work alongside your team members.
8. **Personalize your leadership style.** Your team is comprised of dynamic and unique individuals, each of whom is motivated and inspired in different ways. Learn what makes them tick, and lead them how *they* want to be led.



You'll notice that these principles are very people-focused, rather than business-focused. If you take care of people first, then the business tends to flourish.

You can adopt these eight as your own, play with them to make them more resonant with your personal values, or throw them out entirely. What matters is that you assess and think about your values as a people leader.

3.2 Activity: Assess and explore your values [do](#)

1. Carefully read [this list](#) of values and think about which ones resonate with you. Write down 10 or 15 words that appeal to you.
2. Next, write one sentence about each word and what it means to you, and think about why it matters.
3. Narrow the list to 3 that you feel are irreplaceable and fundamental to who you are as a person.
4. Finally tie those 3 words and their meaning to your work you are doing here at Bambee. (*ps - It's okay if they're not totally aligned, but it can be a useful process to think about how your values and your company's values are different and can complement each other.*)



Provide your answers and work below.

4 Why Managers Matter

They do matter right? We need Allan and Justin, right??! Well of course we do or there would be no Bambee! But MANAGERS? Surely that is something we can live without! NO WAY! Bambee needs managers like you! Let's find out why.



4.1 Google had to learn the hard way [read](#)

In 2002, Google tried getting rid of people managers. They wanted to prove that flat organizations could function better than ones with layers of hierarchy.

Needless to say, it didn't work. They realized that managers are not only necessary, they're also pivotal to the health and success of a company.

Managers communicate strategy, delegate projects, motivate and engage people, give feedback and guidance to help their team grow, and so much more. Managers are conduits of information, cultivators of professional relationships, and shepherds of progress.

I know, I know — I'm getting esoteric and hyperbolic. But it's hard not to when talking about the value of managers. They — you — have such a huge impact on team members that it's hard to overstate what managers do.

In fact, 50% of people who leave a company cite poor management as their number one reason for leaving, according to a [Gallup study](#). Managers have more of an impact on employee engagement than almost any other factor in the workplace.

As a people manager, your primary responsibility is maximizing the positive impact your team makes.

You get to know your direct reports as people, you find what motivates them, you help them grow and develop, and you optimize their performance. You also foster a collaborative, safe environment so that the sum of your team can be greater than its parts.

4.2 Activity: What the hell is AOR?! [watch](#)





4.3 What are your AORs and how much time will you allocate to each area? [do](#)

Below outline your areas of responsibilities and how much (in % form) time you will allocate to each area.

Keep in mind this can change over time and this is just an estimate.



5 Promoted from within: Transitioning from peer to manager

Managing the transition from individual contributor to manager is a tough one. Presumably, you're really good at your job. You'll be given an increase in your responsibilities, largely because you are so skilled at what you do.

But here's the hard truth: being a really strong contributor doesn't necessarily mean you're going to be great at managing people. Don't worry, though: if you *want* to be a great people manager, you will become one.

One of the first difficult parts of being a new manager is navigating the transition from being colleagues with your team members to being their manager.

You used to be a team. You were equals, contributing equally. And now, suddenly, they're reporting to you. Awkward, right?

It doesn't have to be. Let's explore a few techniques to help you get through this difficult early period.

5.1 Tips to grow by [read](#)

Be humble. Be confident.



If your team members have worked with you before, they know you. They know your strengths and weaknesses. A change in your title is unlikely to change how they feel about you.

You'll need to earn their respect and trust as a manager. That's not going to come from suddenly pretending you have all the answers, or demanding they listen to you because you're technically "above them" in the hierarchy.

What to do: Get ready to address the elephant in the room right away. Sit down with your team members individually and let them know that you're not expecting the relationship to change overnight. Defer to them in the areas where they know more than you. Be confident in your strengths, assert that you're willing to grow and improve, and assure everyone that you're here for the team first and foremost.

Tackle imposter syndrome.

Imposter syndrome is characterized by the feeling that you're a "fraud," or that you don't deserve the success you have. You don't internalize your accomplishments and wonder how you got to where you're at.

This feeling can be common among new managers, especially those who were formerly peers with the people they're now managing.

What to do: First, recognize that you're not alone in feeling this way. [70% of people](#) say they've felt imposter syndrome in the workplace at some point. Second, think back to other times you've felt underqualified or overwhelmed and worked hard to move past it. It's those struggles and successes that have led you to this point. Third, fake it 'til you make it. You really *can* do this — even on the days when you're pretty sure you can't. And fourth, **ask for help**. If these feelings become overwhelming, go to your manager or mentor and ask for guidance. Chances are, they've felt this way, too.

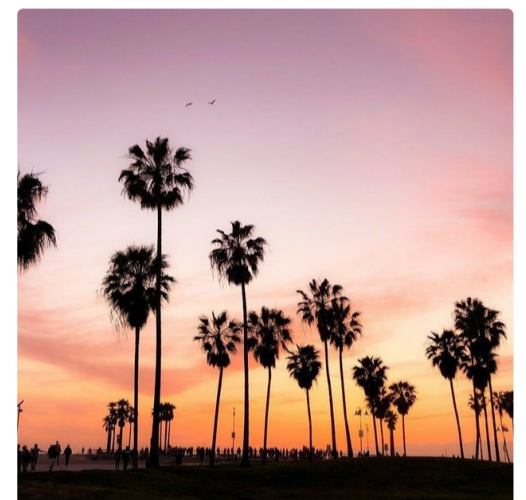
Commit to growth.

Your team members won't be expecting you to have all the answers right away. They know you're figuring things out as you go. They know that managing is a hard job. Let them know that that, although there may be some bumps along the way, you're committed to improving. You'll ask for their help and they're always welcome to ask for yours.



6 8 Tips to Transition From Co-Worker to Manager

"I used to be really good friends with everyone in the department, but then I got the supervisor promotion. Now I feel like everybody hates me." If you're feeling that way, these tips can help.

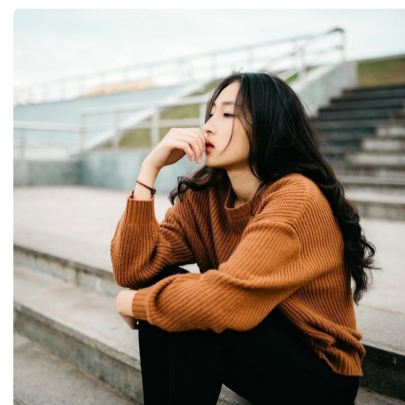


6.1 8 Tips To Transition From Co-Worker To Manager [view](#)

<https://www.forbes.com/sites/lisaquast/2013/09/30/8-tips-to-transition-from-co-worker-to-manager/#7f0b2fbd14b5>

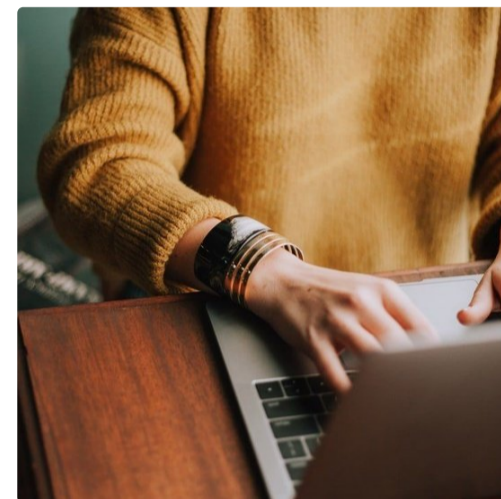
6.2 What tip best resonated with you. [reflect](#)

Below give us 1 or 2 tips that you feel will assist you with your growth into a great manager.



7 You have two jobs now

The two jobs of managers: *Doing* your work, and *managing* your team. One of these is familiar to you — it looks like you've been doing it effectively for long enough that you've been promoted to a management position.



7.1 The Challenge [read](#)

This challenge — balancing the responsibilities of doing and managing — is often cited as one of the hardest parts of transitioning to the position of manager. Here are four things to keep in mind that can help:



1. **Set more effective priorities (and stick to them):** You don't have time to waste getting caught up in things that aren't priorities. This goes when setting priorities for your team as well as yourself.
2. **Delegate more:** Look at everything that's on your to-do list and try to narrow down which things might be better suited to someone else on your team.
3. **Get the right tools:** Are there any things on your to-do list that could be automated? Are there any tools, resources, or applications that could free up some of your time?
4. **Use time effectively:** Don't get bogged down. Set up blocks of time in your calendar for answering emails and getting things done, and very clearly set that as time where you'll have no meetings. Even an hour or two a day of uninterrupted work time can go a long way.

Remember, be realistic in your estimates of how much you can do in a day or a week. Budget time for lots of little interruptions and adjustments.

Especially in the first few months, try to focus more on managing your team rather than managing your work. As you ease into your new role, you'll find yourself being better able to estimate how long things will take, and therefore managing your time better.

8 Working hard, but also working smart!

Work Smarter, Not Harder: 21 Time Management Tips to Hack Productivity



8.1 A list of tips, hacks, and ideas that can help improve time management and make you better able to balance the two jobs of managers. [view](#)

https://www.creativitypost.com/create/work_smarter_not_harder_21_time_management_tips_to_hack_productivity

9 Finding your cadence

There are a few different ways you can check in with your team members to make sure everyone is feeling great and equipped to take on their work in the best way possible.



9.1 How do your people like to work and interact with you? [read](#)

Very few people like feeling micromanaged, so make sure you work closely with your team to decide how often you'd like to meet. Remember, the purpose of meetings is as much for team members to feel heard and have access to resources as it is for you to keep tabs on progress.

As you set out to find what meeting cadences work best with your team, check out these common meeting types to see which ones you'd like to adopt:



- **Daily standups:** No more than ten minutes in length, these meetings are a chance to check with team members to make sure they're set for the day ahead. Generally, try to keep it to between one and three questions that you ask each day, like, "What are your top priorities today? What obstacles are you facing? How can we help each other overcome those obstacles?"
-
- **Weekly review/planning:** Weekly meetings can be with your whole team or one-on-one. Some managers like to start their week with planning meetings to make sure everything is clear for the week ahead, and others like to use them as a chance to reflect at the end of the week. It's up to your team which works better for you.
-
- **Sprint planning and review:** If you're a believer in the agile or sprint-based methodologies, then you're already familiar with those frameworks unique meeting cadences, or "scrums." Each sprint begins with a planning session and ends with a review and retro. If you're not sure what sprint-based is, check out [this article](#) for more info.
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- **Quarterly reviews:** These reviews happen every three months, and are a chance for team members to make sure they're on the right track. As a manager, you can also use this opportunity to get feedback from your reports.
-
- **Annual reviews:** Many companies are moving away from annual reviews in favor of more real-time feedback. If your company still does annual reviews, we recommend you incorporate some other meeting cadences from this list to ensure your team members aren't left wondering where they stand for 11.5 months of the year.

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- **Weekly or bi-weekly one-on-ones:** These can be used to discuss anything personal or professional, from what roadblocks they're facing on a project to what they're doing this weekend. We'll get into these more below.
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- **Career development conversations:** Professional development conversations are one of the best ways you can engage and retain your team members. Be sure that, when you're setting your team's meeting cadence, you take professional development into account. You can have these meetings annually, quarterly, or anything that works for you. Just make sure you're consistent, and set checkpoints in between with clear accountability to keep everyone on track.

You can meet daily, weekly, monthly, or hourly with your team members, depending on what your team wants and the existing meeting cadences of your company. What matters is that those meetings are useful to everyone — not just you.

9.2 “I think there needs to be a meeting to set an agenda for more meetings about meetings.” quote

Jonah Goldberg

9.3 Avoid having pointless meetings by...meeting like a C.H.E.F.! read

Well not really like a CHEF but let me explain. You can do that by “meeting like a CHEF.” By that, we mean that meetings should be:

- **Consistent:** Don't set weekly meetings and then cancel them every other week because things get in the way. Prioritize time with your team.
- **Honest:** What's the point in meeting with team members if they don't feel like they can share what they're actually feeling? Meetings should be a safe, open space where team members can discuss challenges and workshop solutions, without feeling judged.
- **Effective:** How do you know if a meeting was effective? If you accomplished what you set out to do. Make sure that meetings have a clear, agreed-upon goal when you enter into them.
- **Fast:** If a meeting takes more than an hour, do you really need to be meeting about it? Or should you split up and do some work on your own?



9.4 Build a meeting philosophy reflect

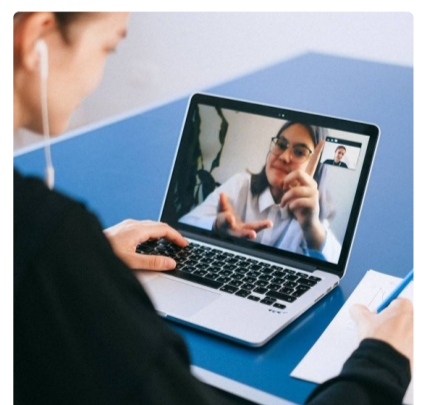
Take note of your company's meeting cadences

As a manager, when and how you meet with your team member will depend, in part on what your company does.

Think about how the leaders at Bambee bring the company together and for what purpose. Do we have quarterly OKR planning? Weekly leadership meetings? Monthly socials?

After that, talk to other managers and teams to get a sense of how often they meet. Understanding these cadences and starting to notice these rhythms will ensure you're ready for how often you'll be coming together with your team, and give you a sense of how you'd like to communicate with your team once you become a leader.

What do you feel will be your meeting cadence initially? Like many other moments in this training you might get hung up on overthinking this. But just keep it simple and remember this can and will change over time.



10 Having effective one-on-ones

The best things you can do with your team is prepare and lead effective one-on-ones.



10.1 Leading through conversations [read](#)

Have regular one-on-ones with team members.

If you're not already having one-on-ones with your manager, I recommend you ask them why and request to get some in the calendar. They're an effective way to communicate and relate to your team members, and every people leader should be practicing them.

Until then, here are some tips to having effective one-on-ones with your own team members when you become a leader. These tips aren't just effective for leaders, they'll also help you have more effective meetings generally speaking.

Be prepared

When it's time to meet with team members, be prepared. Think back on past conversations so you can follow-up on what they'd said.

It's easy to lose track of what your team members have said, especially as your team grows and your projects get bigger.

An easy way to stay on top of one-on-one conversations is to make use of Weekly Check-ins. Maybe your manager has already asked you to fill out something like this. They're a great chance to get quick, authentic insights into exactly what's happening with team members, whether that's roadblocks they're facing with a project or personal challenges they'd like your help working through.

Remember, before heading into any meeting, clear your mind and get ready to focus on nothing other than your conversation at hand. Turn off notifications, silence your phone, take your watch off if you need to.

In addition to the specific questions that change from meeting to meeting, it can be helpful to have one or two questions that you ask consistently. One that many managers like to ask is:

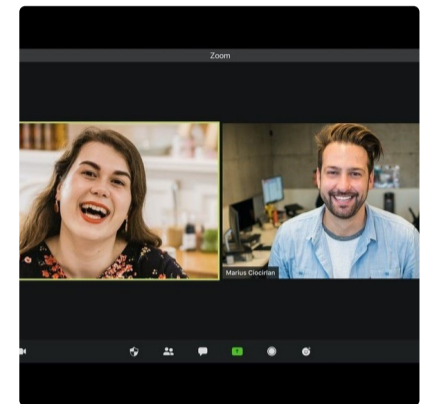
"How can I support you better?"

This open-ended question is a great way to make team members feel comfortable in sharing the challenges they may have. And, when you ask it at every one-on-one, team members are expecting it and can prepare their answer in advance.

Set expectations

How do you and your team members want one-on-ones to go? Set expectations around that so that team members can have the time to prepare.

Remember, one-on-ones are meant to be a chance to connect with team members to ensure they're feeling engaged, happy, and appropriately challenged.



11 One-on-Ones That Actually Matter

Continuing the conversation about effective one-on-ones.



11.1 How to Have One-on-Ones That Actually Matter [view](#)

<https://www.themuse.com/advice/how-to-have-oneonones-that-actually-matter>

12 The anatomy of a great manager

Remember when we were talking about how Google tried to get rid of all their managers and it didn't work? Well those managers had something that all the managers in the Bambee org will need to succeed.



12.1 The core manager skills [read](#)

Google was wrong! They needed managers and once they realized that managers were important, they set out to discover exactly what it means to be a great manager.

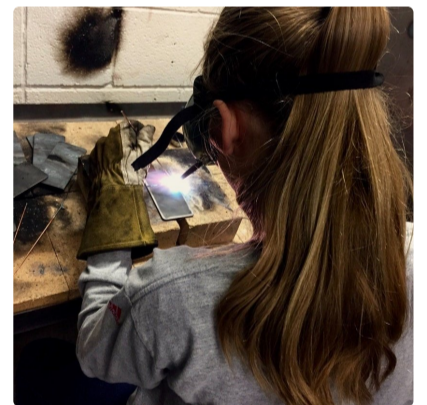
What they found were [8 core skills](#) that are integral to strong leadership. I won't dive deeply into any of these here, because we have a full-length Growth Plan dedicated to each one.

For interest's sake, here are the 8 core skills:

1. Giving Actionable Feedback
2. Delegating Effectively
3. Career Development
4. Top-down Communication
5. Setting Goals
6. Focusing Priorities
7. Embracing Diverse Opinions
8. Building Relationships

Remember, there are lots of others competencies associated with being a great manager. Depending on your unique role and company, you may need to learn how to interview and hire effectively, cultivate your skills in strategic thinking, develop organizational structures, or balance a budget.

Those specialized skills are no doubt important and not to be undervalued. But we focus on these ones because, no matter what industry or role you're in, mastering them will equip you with the fundamentals from which you can build upon.



13 The anatomy of a great team

You know that old saying “Great minds think alike”? Well, as it turns out, great teams think differently.



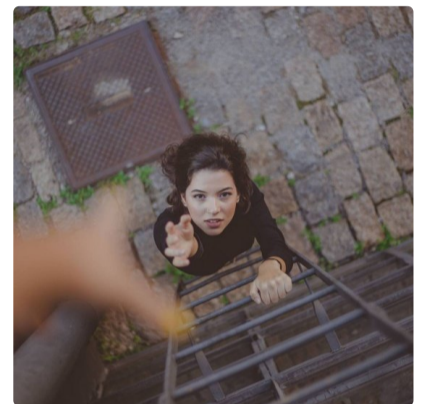
13.1 Team diversity makes the team function. [read](#)

Neurological diversity makes a difference in how well teams function. If everyone thinks the same way, it's going to be pretty hard to innovate.

In fact, the more diverse your team is, the better it will perform. Companies in the top 25% for ethnic and racial diversity in management were 35% more likely to financially outperform the industry average, according to a [2015 McKinsey report](#). The same study found that companies in the top quartile for gender diversity were 15% more likely to have above-average returns.

“In recent years a body of research has revealed another, more nuanced benefit of workplace diversity: non-homogenous teams are simply smarter,” write David Rock and Heidi Grant in a [Harvard Business Review article](#) on the subject.

“Though you may feel more at ease working with people who share your background, don't be fooled by your comfort,” Rock and Grant argue. *“Hiring individuals who do not look, talk, or think like you can allow you to dodge the costly pitfalls of conformity, which discourages innovative thinking.”*



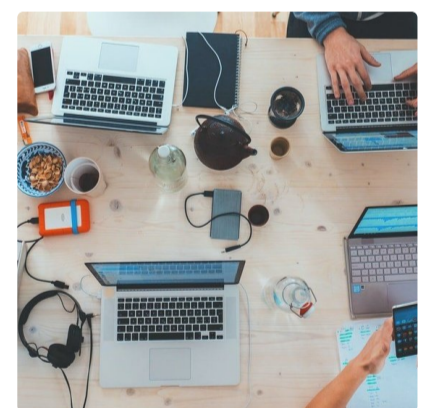
13.2 Team Chemistry: Recognizing Bias, Being Mindful, & Making Positive Change [read](#)

Recognizing Bias

The first step is to recognize and acknowledge biases. This is not to be accusatory or make you feel lesser in any way. We all have biases.

Here are some examples of common unconscious biases that affect the workplace:

- **Conformity Bias:** The tendency for people to follow the majority, like group-think. If someone is given a test and they're sure that A is the correct answer, but they hear that the majority of respondents said B is the correct answer, then 75% of people will change their answer to B.
- **Maternal Bias (or Maternal Wall):** Discrimination faced by women in the workplace due to having or planning to have children, or the stereotyping of women with maternal tendencies as the “mother figure” of the office.
- **Beauty Bias:** We tend to think that physically attractive people are smarter and more talented in many areas, and will often favor their answers and contributions more than others.
- **Affinity Bias:** If there's someone on your team that you have something in common with, you're more likely to favor them. For example, we tend to feel a kinship with people who went to the same University as us or who like the same music.
- **Halo Effect:** If someone does really well at one thing, we tend to think they'll do well in other things too.
- **Horns Effect:** This is the opposite of the Halo Effect. If we see someone underperforming in one area, we'll assume they'll underperform in others as well.
- **Similarity Bias:** Similar to affinity bias, we tend to like people who are similar to us. This isn't great news for diverse team-building.



These biases can affect how we listen, engage, and talk to team members. It can alter our decision-making and color how we interact with our team members.

Recognizing these biases and how they affect our thinking is a vital step, but there's still much work to be done.

Being Mindful

Now that we've recognized biases, it's time to observe how they show up in our day-to-day lives. In order to do this, we need to become scientists in our own bodies. Be patient and forgiving with yourself as you try to cultivate a sense of self-awareness.

Observe when you feel frustrated with a team member who you feel is underperforming, and ask yourself what kind of biases may apply here. Observe when you consistently call upon the same people in meetings or give praise to some more than others.

Be gentle with yourself. This process can feel like a paradigm shift, so be sure to give it time. These small, incremental changes over time will make a big difference.

Changing Our Language

An obvious example of how biased language affects the workplace is in job descriptions. Too often, descriptions of positions that are historically filled by women are worded in a way that emphasizes more traditionally "feminine" traits, and vice versa for more masculine roles.

Examples of traditionally feminine-coded words:

- Considerate
- Compassionate
- Interdependent
- Modest
- Trust
- Warm
- Enthusiastic

Examples of traditionally masculine-coded words:

- Dominant
- Confident
- Adventurous
- Self-sufficient
- Champion
- Driven
- Fearless

A 2011 study in the Journal of Personality and Social Psychology found that gendered wording in job advertising perpetuates gender inequality in the workplace.

"When job advertisements were constructed to include more masculine than feminine wording, participants perceived more men within these occupations, and importantly, women found these jobs less appealing," the study found.

Check out a complete list of gender-coded words, and read more about how gendered language affects hiring [here](#).

Making Positive Change

What most of this positive change stems from is humility (recognizing your blind spots and unconscious biases), and empathy (putting yourself in the shoes of your team members and those who aren't like you to begin to overcome those biases).

One great way to empathize with team members is to use visualization techniques. When you find yourself making assumptions about someone or are preparing to give feedback, try to imagine you were that person. Put yourself in their shoes and try to imagine why they may be doing a certain thing or acting a certain way. This kind of visualization can help foster a sense of empathy and help eliminate biases.

Similarly, if you feel yourself holding a bias toward a certain type of person, try to visualize them doing the opposite of what you'd expect. Let's say, for example, you have a bias that all women who wear green shoes are bad at writing, try to imagine that the next well-written story you read was written by a woman wearing green shoes.

14 In Team We Trust

"Management transparency is the top factor when determining employee happiness," according to a survey conducted by TinyPulse. In order to be transparent, managers need to trust their team.



14.1 Trust your team everyday [read](#)

Trust is apparent in how you interact with your team every single day. It stops you from micromanaging. It creates a sense of autonomy. It means your team members have the authority to make a project their own so they can deliver results even beyond your expectations.

The hard thing about trust is that it's kind of a chicken-and-egg problem. It requires a leap of faith. You have to trust your team members with something before they've earned your trust in order for them to be able to prove themselves.

And maybe they'll fail. Part of the process of you earning their trust is that they need to believe that your team is a safe space for them to try things, make mistakes, and learn.

This process of building trust on your team is paramount to your success. Here are a few ways you can cultivate trust on your team:

1. ****Be trustworthy.**** Trust is a two-way street. As a manager at Bambee, your word is extremely important. If you say you'll do something, do it. Be honest, open, and transparent whenever possible. Lead by example and create a culture of integrity.
2. ****Be trusting.**** If you micromanage your team or withhold responsibility, they're going to be hard-pressed to prove themselves. Before trust can be established, you need to take a leap of faith and be vulnerable — sort of like you do at unfamiliar seafood restaurants. Take that leap.
3. ****Be patient.**** There may be times when team members let you down or don't live up to your expectations. Unless they do this all the time, give them a chance to prove themselves again. Reflect on how you could have aided them better as a manager.
4. ****Be accountable.**** As a manager, you are responsible for the performance of your team. You succeed together, and you fail together. Go to bat for your team members whenever possible. Have a backbone, stand up for your team, and let them know that you have their best interests at heart.

14.2 Activity: Schedule a trust building exercise with your team [do](#)

Arrange a trust-building activity

Don't worry, I'm not suggesting you start doing trust falls and blindfolded partner races. These kinds of trust-building activities can be fun — and hilarious — for some, and juvenile and antiquated for others.

When it comes to a trust-building exercise, it's important to do what's right for your team. This could mean having lunch together and asking a series of open, frank questions to get to know each other better. This could mean having an open meeting with your team to talk about what trust on the team means to them, and how you could foster it more.

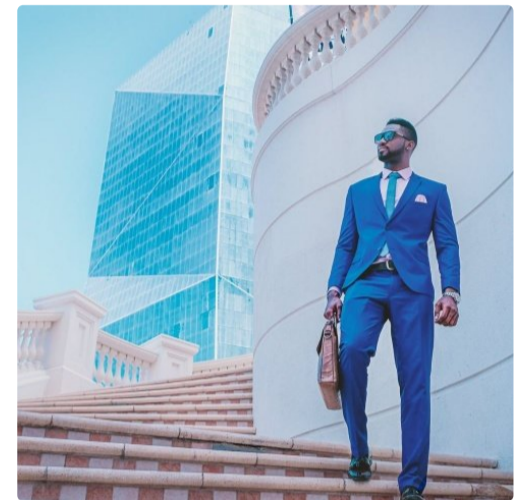
Whatever trust-building exercise makes sense for your team, plan it. Put it on the calendar and stick to the plan. Begin the dialogue about how trust can be better ingrained into your team's DNA.

Below outline what your trust exercise will be and when you will schedule it. Include me on your invite so we can discuss post session.



15 Communicating like a boss

Good communication means that the right information gets passed back and forth to the right people at the right time.



15.1 Communication as a leader is key! [read](#)

Be a good listener

As a manager, listening is one of the best tools you have. Too often, we engage in conversations in order to be heard. We wait for our turn to speak. Rather than dialogue, we engage in a parallel set of monologues.

Don't do that. Enter into every conversation assuming that you have something to learn. Visualize and build a mental picture of what the person is saying to you, and ask follow-up questions that can help build out that picture. Go with the flow rather than jumping in to move the conversation in a direction that you want it to go.

And do your best to remember the conversations you have with team members, even if it means writing everything down. Follow up with them to close the loop on any unfinished parts.

Ask open-ended questions

There's no such thing as a stupid question, but some questions are better than others. And in the case of cultivating effective dialogue, open-ended questions are the best kind.

That is, ask questions that begin with who, what, when, where, how, or why rather than yes-or-no questions. Rather than saying, "Are you happy with how that project went?" ask instead, "How do you feel that project went?"

People tend to want to say what they think you want to hear. Don't accidentally lead them toward an answer — invite them to speak openly and honestly.



16 Ask the right questions to be a better boss

Movie Producer Brian Grazer Explains How Asking The Right Questions Will Make You A Better Boss.



16.1 Author and film producer Brian Grazer shares his tips for asking great questions, and why that is such a powerful leadership tool. [view](#)

<https://www.fastcompany.com/3044264/the-man-of-many-questions>

16.2 How will asking the right questions help you lead at Bambee? [do](#)

Give us your thoughts below on this:

How will asking the right questions help you lead a team or people at Bambee?

Just a few thoughts or one well thought out sentence.



17 Relying on the Bambee leadership support group

As a manager at Bambee, your team isn't just the group of people who report to you. You also have a team of peers: the other managers here.



17.1 The Bambee Leader Network [read](#)

This network of people are the ones who can help you continue to grow and adapt to your role as manager.

Harvard Business Review followed 30 managers during what they called a "managerial inflection point," which is a period of organizational change. They recount a story of one individual in particular, whose name was Henrik Balmer.

Henrik had just become the production manager of a recently bought-out cosmetics firm, and he immediately had his work cut out for him in his new position.

In fact, he spent so much time working to guide his team through upgrades to their production process that he didn't take the time to get to know his fellow managers.



One day, the leadership presented a new acquisition at a board meeting without his input or knowledge. He realized that, for all his effort, he was totally out of the loop during a time when there was a lot at stake.

“Henrik’s case is not unusual,” write Herminia Ibarra and Mark Lee Hunter. “We’ve found that networking—creating a fabric of personal contacts who will provide support, feedback, insight, resources, and information—is simultaneously one of the most self-evident and one of the most dreaded developmental challenges that aspiring leaders must address.”_

According to their research, managers are typically promoted based on their command of the technical parts of their careers and find success by focusing on what they and their team are able to produce.

However, the danger of elevating those skills above the people-based communication competencies are that “Many managers do not immediately grasp that this will involve relational—not analytical—tasks,” write Ibarra and Hunte in [this](#) Harvard Business Review article. “Nor do they easily understand that exchanges and interactions with a diverse array of current and potential stakeholders are not distractions from their ‘real work’ but are actually at the heart of their new leadership roles.”

The solution they propose is networking. They outline three main forms of intra-organizational networking:

1. Operational

This network helps managers achieve their immediate tasks within their role. It’s about knowing who to ask for what, when. It can be managers in different departments or specialists from anywhere in the organization.

2. Personal

This network enables managers’ personal development. Often, these networks exist outside the organization but can also arise from connecting with kindred spirits in the company — ones who have similar hobbies or interests.

While your conversations with your personal network may largely be unrelated to work, often these are the people who can connect you with people who will come to comprise your operational and strategic network.

3. Strategic

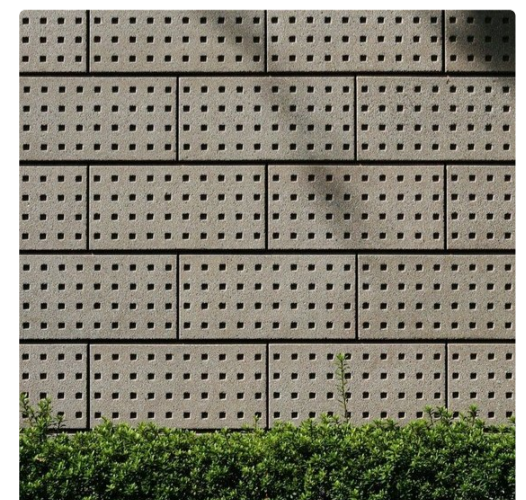
“Lateral and vertical relationships with other functional and business unit managers—all people outside their immediate control—become a lifeline for figuring out how their own contributions fit into the big picture,” write Ibarra and Hunter. Your strategic network is one that helps you understand and move within the overall landscape of the organization.

For many managers, the idea of “networking” feels manipulative or disingenuous. But it doesn’t have to be. Work hard to form genuine bonds with people within your organization, and you’ll help them to grow and learn as well.

Building a network of friends, mentors, and allies within the organization will help you stay in the loop, and keep your team informed as well.

18 Fixed vs. Growth: The Two Basics Mindsets That Shape Our Lives

The following is an overview of Carol Dweck’s seminal text on how our mindset affects how we navigate our lives.



18.1 Mindset affects how we move [view](#)

<https://www.brainpickings.org/2014/01/29/carol-dweck-mindset/>

18.2 Activity: Commit to Growth reflect

Set a goal for yourself to grow in an area where you have room for improvement. Better yet, set a series of small goals that are specific and achievable so that you can work towards incremental growth each day or week.

Be sure to incorporate feedback into that plan for growth. Ask for regular feedback from team members and your managers. Take that feedback on, learn from it, but remember: don't take it personally. We're all capable of changing, growing, and becoming the managers we know we can be.

We are almost done with this learning module. As we wrap up use the section below to outline how you will plan to grow.



19 Bambee has the best Managers & Leaders!

Congratulations! You've made it through the management fundamentals, which means you're well on your way to becoming the *best manager ever*!

Okay, okay, you're right. There's no such thing as the "best manager ever" because every manager is different, and different styles suit different teams. The best you can do is be the best manager you can be for the individuals who report to you and the business you work in.

In order to do that, don't let the learning stop here. Cultivate a growth mindset and keep learning something new every day. Challenge yourself to improve at something small every week. Take more courses. Talk to your team members. Ask for — and internalize — feedback. Ask for help. Grow your network.

If you do these things, then you'll be surprised at how much progress you'll make and how quickly you'll make it.

19.1 You made it! read

Now what will you do with your knowledge?

Do you feel more prepared?

Do you want to know more?

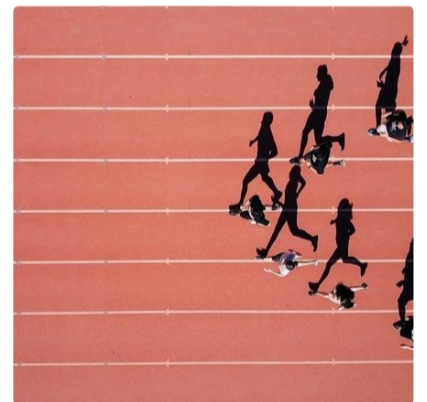
Do you have your growth plan ready?

How are your one-on-ones looking?

It is a lot to think about. But we know you have it in you. Stay focused and you will undoubtedly help us build the best Bambee. Congrats again and I look forward to watching you grow.

Great work Bamae! extra

You are ready to lead and more importantly you are ready to inspire!

19.2 Bambee Leadership Fundamentals graduate

About Becoming a Great Bambee Leader

If you're new to leading a team, this growth plan will help you get the basics right, avoid common pitfalls, and get on the path to becoming a great leader.

About Brian Morrison

Welcome Bambaes! My name is Brian and I've been with Bambee for a little over a year now. I am the former Director of Learning and Development at Ziprecruiter. I have a passion for helping people reach their professional goals. Learning new skills, practicing old ones, and achieving new levels of success are a few things we can work on here at Bambee. I look forward to learning with you.



[Print \(or save as PDF\)](#)