



# NCTA Book Study 2 – The Effective Manager

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# Pre-read

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List 4 characteristics that make someone a good manager.

List two key results your supervisor expects from you this year.

List the names of spouses/partners and children for each of your direct reports.

People who are “people persons” make the best leaders/managers? True or False

My directs and I make a great team.  
True or False





# Chapter 1 – What is an effective manager?



## Two Responsibilities

- 1) Achieve Results
- 2) Retain your people

# It can't be that simple – only two responsibilities?

## Achieve Results

“Your first responsibility is NOT to your team of directs. It's NOT to your people. You should NOT worry about them first.

Your first responsibility is to deliver whatever results your organization expects from you.” (p. 2)

## Retain your People

Every time you get a new hire, they must

- Learn office protocols
- Learn testing protocols
- Pass certification exams for each testing company



## Chapter 2 –

## The Four Critical Behaviors

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Get to know your people



Communicate about performance



Ask for more



Push work down



“a manager who knows his or her team members one standard deviation better than the average manager produces results that are \_\_\_\_\_ standard deviations better than the average manager’s results.” (p 8-9)



*“Every person on earth expects and deserves to be treated as an individual.” (p 9)*

# Guilty of the Golden Rule

What is the inherent problem with using the Golden Rule as your managerial style?

Manage others as you wish you be managed

*You must be willing to adjust depending on the person you're managing.*

I think I know my people very well, actually.

No need – I talk to my people all the time.

“Spending 30 minutes per week with your directs isn't likely to result in your becoming “friends” with them.” (p 11)







If you're going to create trust and trusting relationships with your directs, then you're going to have to talk with them \_\_\_\_\_ about things that are \_\_\_\_\_ to \_\_\_\_\_. " (p 16)





“Getting to know your directs accounts for \_\_\_\_\_% of the total value created by engaging in the four critical behaviors.” (p 17)

# Communicate about Performance

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**Why is this an unsustainable thought?**



“Well, my boss doesn’t do what *\*I\** want *\*her\** to do, but *\*my\** people – they LOVE me.” (p 18)

# What do high-performing directs who rate their bosses as outstanding say?

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He tells me how I'm doing



When I do well, he says so



When I mess up, he quickly tells me,  
and we move on



I never need to worry about where I  
stand



# Communicate about Performance

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Performance communication  
accounts for \_\_\_\_\_% of the total  
value created by engaging in the  
four critical behaviors. (p 20)



Getting to know your people = 40%



Communicate about performance = 30%

Ask for more =

Push work down =

**Ask for more**

**3**



“If your company or industry is growing or changing (and “changing” includes “shrinking”), then every job is changing as well.

It’s the manager’s job to figure out what the external change means for her group and to direct the performance of her group in ways that satisfy the needs of the organization.”  
(p. 20)



# Two Types of Stress

## Distress

- Stressed out
- Overwhelmed
- Can't think straight
- Feeling of fear, uncreative, frozen

The ideal place for your directs to be for maximum output/results is right on the line between distress and eustress (p 21)

## Eustress

- Useful level of stress
- Helps you get ready
- Makes you feel excited
- Feeling of anticipation, eagerness, fire, and determination



Why should you push employees who insist they are comfortable where they are, those who are resistant to change? (p 22)



# Ask for More

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Asking for more accounts for \_\_\_\_\_% of the total value created by engaging in the four critical behaviors. (p 22)



Getting to know your people = 40%



Communicate about performance = 30%



Ask for more = 15%

Push work down =

# Push Work Down

A blue square containing a white number 4, positioned in the bottom right corner of the slide.



“pushing work down creates  
\_\_\_\_\_.”(p 22)



*Pushing work down is  
NOT the same thing as  
task assignment. This is  
discussed later in the  
book.*

# Pushing Work Down

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Pushing work down accounts for \_\_\_\_\_% of the total value created by engaging in the four critical behaviors. (p 24)



Getting to know your people = 40%



Communicate about performance = 30%



Ask for more = 15%



Push work down = 15%

# Four Critical Behavior Tools



## Get to Know Your People

One on Ones

O3s

1:1



## Communicate About Performance

Feedback



## Ask for More

Coaching



## Push Work Down

Delegation



# Next Week

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Read pages 37-102 – chapters on O3s

Complete reading guide  
(Will send later today)

Thank you!

