

Behind Closed Doors: Secrets of Great Management

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Zero'th Secret

- Great managers work primarily in one-on-ones, in private

Great Managers

- Develop personal relationships
- Create an environment in which people can accomplish work
- Build trust

Develop Personal Relationships

- Learn about their team as human beings
- Provide effective feedback
- Coach for improved performance
- Delegate to build capability

Create a Working Environment

- Manage their project portfolio
- Know their mission
- Staff the strategically important work
- Know when and how to say “No”

Reinforcing and Change-Focused Feedback

- Create an opening to deliver feedback
- Describe the behavior or result in a way the person can hear
- State the impact using "I" language
- Make a request for continued/changed behavior

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Project Portfolio in the Large

January	February	March	April	May
Project1	Project1	Project1		
	Project2	Project2	Project2	Project2
Project3	Project3			
			Project4	Project4
				Project5

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Project Portfolio in the Small

	Week1	Week2	Week3	Week4
Tina	Project1 Feature 1	Project1 Feature 1	Project1 Feature 4	Project1 Feature 4
Terri	Project1 Feature 1	Project1 Feature 1	Project1 Feature 4	Project1 Feature 4
Tristan	Project1 Feature 2	Project1 Feature 2	Project1 Feature 5	Project 2 Feature 1
Isabel	Project1 Feature 2	Project1 Feature 2	Project1 Feature 5	Project 2 Feature 1
Irene	Project 3 Feature 17	Project 3 Feature 17	Project 3 Feature 17	Project 2 Feature 1
Inge	Project 3 Feature 17	Project 3 Feature 17	Project 3 Feature 17	Project 1 Feature 7
Stuart	Project 3 Feature 17	Project 3 Feature 17	Project 3 Feature 17	Project 1 Feature 7
Steve	Project 1 Feature 3	Project 1 Feature 3	Project1 Feature 6	Project 1 Feature 7
Sandy	Project 1 Feature 3	Project 1 Feature 3	Project1 Feature 6	Project 1 Feature 7
Betty	Project 1 Feature 3	Project 1 Feature 3	Project1 Feature 6	Project 1 Feature 7
Brian	Project 1 Feature 3	Project 1 Feature 3	Project1 Feature 6	Project 1 Feature 7
Mary Man	Management	Management	Management	Management
Unstaffed work				
	Project 3, Feature 18	Project 3, Feature 18	Project 3, Feature 18	Project 2, Features 2, 3, 4
				Project 3, Feature 18

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Great Managers Work Across the Organization

- Use influence and negotiation to accomplish work across the organization
- Work with other managers

The Most Underutilized Management Tool

- One-on-one meeting

Anatomy of a One-on-One Meeting

- Greeting
- Ask for status on work in progress
- Ask for obstacles
- Ask for anything they need help on
- Career development (not for project managers)
- Ask if they have anything they want to discuss
- Review action items (yours and theirs)

Great Managers Learn About Themselves

- Ask for feedback
- Journal

Build Trust

- Apply management practices consistently

More Resources

- See my Managing Product development blog, www.jrothman.com/weblog/blogger.html for more postings about these topics
- See Esther Derby's site and blog, www.estherderby.com/weblog/blogger.html
- Look for my upcoming project management book, *Successful Project Management: Modern Pragmatic Techniques That Work*