

The Making of a Manager PDF

Julie Zhuo



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The Making of a Manager

Master the Art of Leadership with Confidence and Skill.

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About the book

In "The Making of a Manager," Julie Zhuo shares her journey from rookie manager at 25 to seasoned leader, offering invaluable insights for anyone stepping into management. After the excitement of earning a new title fades, the reality hits: navigating the complexities of hiring, team dynamics, and effective communication can be daunting. Through relatable examples and practical advice, Zhuo emphasizes that great managers are cultivated, not innate. This essential guide will help you distinguish exceptional managers from the average, foster trust with your team, and maintain confidence during uncertain times. Whether you're new to management or a seasoned leader aiming for growth, this book equips you with the tools to become the manager you've always wanted to be.

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About the author

Julie Zhuo is a prominent design leader and author, best known for her influential role as the Vice President of Product Design at Facebook, where she helped shape the user experience for one of the world's largest social media platforms. With a background in computer science and a passion for design, Zhuo has a unique perspective on the intersection of technology and creativity, fostering innovation through empathetic leadership. Her insights into the challenges and triumphs of management, particularly in the fast-paced tech industry, are drawn from her personal journey as a manager, making her book, "The Making of a Manager," a valuable resource for aspiring leaders. Through her writing, she serves as a mentor to new managers, offering practical advice and encouraging a reflective approach to leadership that resonates with readers across various fields.

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Chapter 1 Summary : What Is Management?



Section	Summary
Introduction to Management	Julie Zhuo began her management journey at Facebook in 2006 but realized her lack of experience when she transitioned into a managerial role two years later.
The Evolving Definition of a Manager's Role	Zhuo's understanding of a manager's responsibilities grew from basic tasks to long-term objectives like team building and career support, emphasizing the deeper purpose of management.
The One-Line Definition of a Manager's Job	Management is about achieving better outcomes collectively than individually, illustrated through the lemonade stand example.
Differentiating Great Managers from Average Ones	Success of teams is the best indicator of great managers, who focus on outputs rather than just activities.
The Three Pillars of Management	Key areas of management include Purpose, People, and Process: aligning team efforts, ensuring skills and motivation, and establishing collaboration frameworks.
Managing in Survival Mode	In survival situations, immediate actions are crucial, paralleling Maslow's hierarchy with management urgency over long-term planning.
Self-Assessment for Aspiring Managers	Zhuo suggests questions for aspiring managers around motivation, enjoyment of people interaction, and ability to provide stability in crises.
Common Misconceptions About Management	Management is not simply a promotional step or the best way to gain influence; parallel advancement paths exist without managerial roles.
The Distinction Between Leadership and Management	All managers should have leadership qualities, but leadership is not restricted to management roles; trust and respect are key for effective leadership.
Conclusion	Management harnesses team strength for greater outcomes, emphasizing focus on purpose, people, process, and fostering leadership qualities.



Chapter One: What Is Management?

Introduction to Management

In 2006, Julie Zhuo started her journey at Facebook without a clear understanding of management. Initially confident due to her recent graduate status, she soon realized her lack of experience, especially as she transitioned into a managerial role two years later.

The Evolving Definition of a Manager's Role

Zhuo's perception of a manager's responsibilities evolved from basic activities like solving problems and providing feedback to more comprehensive long-term objectives such as building effective teams and supporting career growth. However, she emphasizes that these definitions should encapsulate the deeper purpose behind management.

The One-Line Definition of a Manager's Job

Management fundamentally involves getting better outcomes



from a team than what could be achieved individually. Zhuo illustrates this with a lemonade stand example, highlighting that ownership of a business does not solely define a manager; it is the pursuit of collective success that matters.

Differentiating Great Managers from Average Ones

To identify great managers, Zhuo proposes that the success of their teams is the best indicator — great managers achieve exceptional outcomes consistently. She cites Andy Grove's perspective that the focus should be on the outputs produced rather than merely the activities performed.

The Three Pillars of Management: Purpose, People, and Process

Zhuo categorizes management responsibilities into three key areas:

-

Purpose

: Understanding what success looks like and why it matters to align the team's efforts.

-

People

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: Ensuring team members possess the necessary skills and motivation to thrive.

-

Process

: Establishing a framework for how the team collaborates effectively to avoid chaos and inefficiencies.

Managing in Survival Mode

In challenging contexts where survival is at stake, immediate action is necessary. Zhuo discusses Abraham Maslow's hierarchy of needs and parallels it with management, suggesting that addressing urgent needs may take precedence over long-term planning.

Self-Assessment for Aspiring Managers

Zhuo outlines essential questions for individuals contemplating a managerial career, including their motivation for achieving outcomes over playing specific roles, their enjoyment of interacting with people, and their capacity to provide stability during challenging situations.

Common Misconceptions About Management

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Zhuo discusses various common motivations for wanting to manage, such as career progression and the desire for autonomy. She emphasizes that management is not always a promotion or the best route to influence, as many organizations now support parallel paths for advancement without requiring managerial responsibilities.

The Distinction Between Leadership and Management

Zhuo clarifies that while all managers should embody leadership qualities, leadership itself is not confined to managerial roles. It is about influencing and guiding others, which can be exhibited by any individual. Trust and respect are vital for effective leadership, and building those relationships is crucial for new managers.

Conclusion

In summary, management is about harnessing the collective strength of a team to achieve greater outcomes, and great managers must focus on the core aspects of purpose, people, and process while also fostering leadership qualities within their teams.



Example

Key Point: Collective Success Over Individual Achievement

Example: Imagine you're leading a project team. Instead of just looking out for your own tasks, you actively engage with each member, understanding their unique strengths. You collaborate to align everyone's work towards a shared goal, celebrating not just your own individual success, but the team's overall achievement. This mindset shifts the focus from personal accolades to harnessing everyone's abilities, illustrating the essence of effective management discussed by Zhuo.

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Critical Thinking

Key Point: Management is fundamentally about achieving collective success rather than individual accolades.

Critical Interpretation: While Julie Zhuo presents management as a pursuit of collective achievements among team members, it is essential to critique whether this perspective simplifies the complexities of individual contributions. Critics like Henry Mintzberg argue that management also involves understanding individual motivations and fostering environments where individual success is recognized, suggesting that the balance between individual and team outcomes might not be as clear-cut. Therefore, one must consider the interplay between individual contributions and collective success when evaluating managerial effectiveness, as overemphasizing team outcomes can risk undermining personal ambition and innovation.



Chapter 2 Summary : Your First Three Months

Your First Three Months

Introduction

Whenever a new manager joins a team, common reflections include recognizing the overwhelming challenges and uncovering unexpected ease in familiar relationships and support systems. Congratulations are in order as you've been entrusted with a leadership role, leading you to seek guidance through this book.

Pathways to Transition

Your transition to management likely follows one of four routes:

-

Apprentice

: Managing a portion of an expanding team.

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-

Pioneer

: Founding a new team tasked with growth.

-

New Boss

: Overseeing an established team.

-

Successor

: Taking over from a departing manager.

Depending on your route, the initial three months will present varied challenges and opportunities.

The Apprentice

What to Take Advantage Of

-

Support from your manager

: Benefit from guidance and planned transitions, as experienced by the author.

-

Contextual knowledge

: Use your understanding of team dynamics to identify

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strengths and weaknesses, enabling quick and effective management.

What to Watch Out For

-

Awkward dynamics

: Adjusting to the coaching role with former peers may feel uncomfortable.

-

Difficult conversations

: Embrace being direct with feedback as a manager.

-

Transparency issues

: Foster open communication with reports who may withhold information.

-

Balancing roles

: Transitioning from an individual contributor to a manager can strain efforts, emphasizing the need to offload IC responsibilities.

The Pioneer

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What to Take Advantage Of

-

Deep knowledge of the role

: Use your unique insights from starting the team to guide new members.

-

Team formation

: Take the opportunity to build a team culture from scratch.

What to Watch Out For

-

Isolation

: Seeking support from other managers is crucial in a pioneering role to navigate challenges and share experiences.

The New Boss

What to Take Advantage Of



-

Initial goodwill

: Enjoy leniency as a newcomer, allowing space to ask questions and learn.

-

Blank slate

: Reset personal narratives, creating new relationships with your reports.

What to Watch Out For

-

Adjusting to norms

: Prioritize listening and understanding the team's dynamics before initiating changes.

-

Investment in relationships

: Establish trust as an outsider, seeking open dialogue to learn about team members' expectations and past experiences.

The Successor

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What to Watch Out For

-

Increased responsibilities

: Take care not to overwhelm yourself initially and seek help when necessary.

-

Pressure for continuity

: Embrace your leadership style instead of trying to replicate your predecessor's.

Conclusion

The first three months may feel uncomfortable and filled with learning opportunities. Embrace the transition, invest in relationships, and gradually adapt to your management role. With future chapters that explore all facets of managerial duties, the goal is to evolve into the leader you aspire to be.



Example

Key Point: Investing in relationships is crucial during your transition to management.

Example: As a new manager, picture yourself in a meeting with your team where everyone seems apprehensive. As you engage in open conversations, actively listen, and ask for their input, you notice their shoulders easing and ideas flowing. This immediate investment in relationships builds trust, allowing for effective communication and collaboration, essential for navigating challenges ahead.

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Chapter 3 Summary : Leading a Small Team



Leading a Small Team

In this chapter, Julie Zhuo discusses her experiences and insights on managing a small team, emphasizing the importance of fostering a supportive environment and building strong relationships with team members.

Critique Meetings

Zhuo reflects on a weekly critique meeting held with her team to discuss design work. This collaborative process, where team members provided each other with constructive



feedback, created an atmosphere of trust and engagement. Such meetings illustrated the essence of managing a small team, focusing on deep work relationships rather than grand visions.

Everything Always Goes Back to People

Effective management hinges on two key areas: people and processes, where people take precedence. Understanding what drives individuals to perform well involves diagnosing issues concerning skill and motivation. Conversations with team members help managers align expectations and clarify performance.

Trust Is the Most Important Ingredient

Trust forms the foundation of the manager-report relationship. By creating an environment where team

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Chapter 4 Summary : The Art of Feedback

Section	Summary
Introduction to Feedback	Feedback is essential for effective management, but new managers may find it challenging due to fears and uncertainties.
What Does Great Feedback Look Like?	Effective feedback includes praise and constructive criticism, characterized by clarity, task-specific frequency, behavioral reflection, and 360-degree inputs.
Each Major Disappointment is a Failure to Set Expectations	Setting clear expectations helps avoid misunderstandings and ensures team members understand performance standards.
Your Feedback Only Counts If It Makes Things Better	Feedback should be frequent, heard, and lead to positive actions for it to be valuable.
Delivering Critical Feedback or Bad News	When giving critical feedback, be clear, use specific examples, and focus on resolutions while maintaining respect for differing opinions.
Conclusion	Mastering feedback is an ongoing process that promotes growth and is a crucial skill for managers.

The Art of Feedback

Introduction to Feedback

Feedback is a critical component of effective management. New managers often struggle with providing feedback due to fear of hurting feelings, lack of useful insights, or uncertainty about effectiveness. Learning to give constructive feedback can help employees improve.

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What Does Great Feedback Look Like?

Great feedback inspires change and improvement. It can involve praise as well as constructive criticism. Key components of effective feedback include:

-

Set Clear Expectations at the Beginning:

Discuss goals and what success looks like before starting work.

-

Give Task-Specific Feedback Frequently:

Offer feedback on specific tasks shortly after completion to reinforce behavior.

-

Share Behavioral Feedback Thoughtfully and Regularly:

Reflect on patterns in behavior to help individuals understand their strengths and areas of development.

-

Collect 360-Degree Feedback for Maximum Objectivity:

Gather feedback from various sources to provide a well-rounded view of an employee's performance.



Each Major Disappointment is a Failure to Set Expectations

Setting clear expectations is essential to prevent misunderstandings and disappointments. Regularly check in with team members regarding their performance and ensure they understand what is expected of them.

Your Feedback Only Counts If It Makes Things Better

It's important to ensure feedback is recognized and actionable. Consider the following:

- Am I Giving Feedback Often Enough?
- Is My Feedback Being Heard?
- Does My Feedback Lead to Positive Action?

Delivering Critical Feedback or Bad News

When delivering critical feedback, clarity and directness are key. Avoid emotional reactions, use specific examples, and maintain a focus on resolution. Recognize that decisions may lead to disagreement, but respectful acknowledgment can



help manage differing opinions.

Conclusion

Mastering the art of feedback takes practice and adjustments according to individual relationships. Effective feedback fosters growth and is a valuable gift to be shared generously.

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Critical Thinking

Key Point: The Challenges of Providing Constructive Feedback

Critical Interpretation: While Julie Zhuo emphasizes the importance of feedback for managerial success, it's crucial to recognize that the effectiveness of feedback can vary based on the context and the individuals involved. Some employees may react negatively to criticism, regardless of its delivery, indicating that the challenge for managers may lie not only in how they give feedback but also in understanding the unique dynamics of each team member. Research supports the idea that feedback is a complex social interaction; for instance, studies have highlighted that fear of repercussions or a lack of trust can undermine the intended benefits of feedback (Stone & Heen, 2014). Therefore, while Zhuo's perspective is valuable, it invites further scrutiny about the situational variables that can influence feedback outcomes.



Chapter 5 Summary : Managing Yourself

Managing Yourself

Avoid and Aspire

In the aftermath of returning to work post-maternity leave, Julie Zhuo experienced overwhelming stress and self-doubt. Seeking help from an executive coach, she confronted her fears and gained insights into her strengths and weaknesses through a detailed report. This self-awareness allowed her to refocus and manage her role effectively, emphasizing that understanding oneself is crucial for supporting a team.

Everybody Feels Like an Imposter Sometimes

Zhuo reflects on her experiences with imposter syndrome, noting that it is a common feeling among managers and can arise from the pressures of leadership. She highlights that the feeling is normal and a shared experience, and she



encourages managers to recognize that they, too, can feel overwhelmed and confused.

Get to Brutal Honesty with Yourself

Understanding personal strengths and weaknesses is crucial for effective management. Zhuo details the importance of recognizing one's abilities and triggers, suggesting self-reflection through structured questioning. Self-awareness needs calibration with feedback from others to align perceptions with reality.

Understand Yourself at Your Best and Worst

Zhuo emphasizes that knowing the conditions that allow one to thrive is vital. Identifying triggers and challenging negative reactions helps create a more productive work environment. Techniques such as individual reflection and discussing triggers with colleagues can lead to a greater understanding of oneself and improved interactions.

Finding Your Confidence When You're in the Pit

During difficult times as a manager, Zhuo describes methods

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for coping with self-doubt, including accepting feelings, challenging irrational thoughts, visualizing success, seeking support, celebrating small victories, and establishing boundaries. Each of these strategies helps to rebuild confidence and promote self-care.

Learning to Be Twice as Good

Zhuo urges managers to see continuous learning as essential for growth. She recommends seeking feedback, treating managers as coaches, leveraging peer mentorship, and formally reflecting on experiences. Setting aside time for personal development and actively pursuing formal training are also essential strategies for self-improvement.

Overall, Zhuo underscores the personal journey of management, highlighting the importance of self-awareness in effectively guiding others and achieving professional growth.

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Chapter 6 Summary : Amazing Meetings

Chapter Six: Amazing Meetings

Understanding Meeting Value

- Many managers see meetings as a necessary evil, often leading to disengagement among participants when not executed well.
- Bad meetings lead to confusion and a lack of productivity, while successful meetings create clarity, engage participants, and provide a sense of accomplishment.

What Is a Great Outcome for Your Meeting?

- Clearly define the desired outcome of any meeting beyond just having a purpose.
- Great outcomes can include making decisions, sharing information, providing feedback, generating ideas, or strengthening relationships.

Types of Meetings and Desired Outcomes



- **Making a Decision**
: Aim for clarity and trust in the decision-making process.
- **Sharing Information**
: Focus on interactivity and clear communication.
- **Providing Feedback**
: Align everyone on what constitutes success and gather meaningful input.
- **Generating Ideas**
: Encourage individual thought prior to group discussion to foster creativity.
- **Strengthening Relationships**
: Create a supportive environment to nurture team dynamics.

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Alex Walk

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Chapter 7 Summary : Hiring Well

Hiring Well

Understanding the Importance of Hiring

Hiring is fundamentally about building the future of your organization, rather than merely filling vacancies. Creating a dedicated and talented team can enhance project outcomes significantly.

Design Your Team Intentionally

To hire effectively, plan ahead by mapping out your team's future needs and desired skills. Developing a one-year organizational plan can help you stay proactive in your hiring efforts.

Your Responsibility in Hiring

As a hiring manager, it's crucial to define the ideal candidate for your team. Collaborate closely with recruiting teams and



conduct thorough interviews to ensure the best fit.

Key Strategies in Hiring

-

Describe Your Ideal Candidate:

Write specific job descriptions highlighting necessary skills.

-

Develop a Sourcing Strategy:

Identify potential candidates through various channels such as LinkedIn.

-

Deliver an Amazing Interview Experience:

Ensure candidates feel valued throughout the process.

-

Show Candidates How Much You Want Them:

Maintain ongoing communication to express your excitement about their potential.

Hiring is a Gamble but Make Smart Bets

Interviews alone aren't reliable indicators of future performance. Instead, focus on candidates' past experiences

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and seek trusted recommendations to gauge their suitability.

Best Practices for Interviewing

- Examine candidates' past work for relevant experience.
- Get multiple interviewers involved to reduce bias.
- Aim for passionate advocates rather than consensus during hiring discussions.

Building Diverse Perspectives

Diversity in hiring fosters better ideas and outcomes. Seek candidates from varied backgrounds to enhance creativity and decision-making.

Hire for Future Potential

Consider hiring individuals capable of taking on more responsibilities, as this can lead to unexpected growth within your team.

Managing the Hiring Process

For substantial hiring needs, create a structured approach.

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Track metrics like candidate responses and interview ratios to streamline efficiency.

Long-term Investing in Relationships

Building networks and relationships can attract top talent over time, leading to potential hires in the future.

Shared Responsibility for Hiring

As teams expand, the responsibility of hiring must also be distributed among other leaders to create a sustainable hiring culture.

Through these frameworks and examples, hiring well emerges as a critical competency for effective management, profoundly impacting organizational success.

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Chapter 8 Summary : Making Things Happen

Making Things Happen

Overview of Success in Business

The journey to success often involves trial and error rather than a single brilliant idea. Consistent planning, execution, learning, and adapting are essential for achieving results. A good process enhances performance and helps teams learn from mistakes while making informed decisions.

Start with a Concrete Vision

Defining a clear and concrete vision is crucial. Avoid vague language; instead, use specific and memorable phrases to convey the goal. A strong vision should be bold, measurable, and easily communicated among team members.

Create a Believable Game Plan

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Planning is essential, as it lays a foundation for action. A strong strategy must be realistic and focused on the problem it seeks to solve, aligning with the organization's top-level strategy. A well-rounded plan should leverage the team's unique strengths.

Craft a Plan Based on Your Team's Strengths

Effective plans should reflect the unique skills and competencies of the team. Focusing on areas of expertise leads to better efficiency and results.

Focus on Doing a Few Things Well

Employ the Pareto principle, which states that a minority of causes leads to the majority of results. Prioritize essential tasks and avoid diluting efforts across too many objectives.

Define Who Is Responsible for What

Clear ownership of tasks prevents ambiguity and ensures accountability among team members. Defining roles leads to better collaboration and progress.



Break Down a Big Goal into Smaller Pieces

Divide large projects into achievable milestones to create a sense of urgency and track progress. Smaller tasks make it easier to stay focused and motivated.

Perfect Execution Over Perfect Strategy

Effective execution is key to turning plans into reality. Strategies can be revised, but failing to execute well can hinder success. Execution should focus on quick iterations and learning from mistakes.

Balancing Short-Term and Long-Term Outcomes

Management involves balancing immediate needs with long-term objectives. Define a long-term vision and work backward to plan short-term actions that align with that vision.

Take a Portfolio Approach

Balancing project timelines is essential to maintaining

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day-to-day operations while pursuing long-term innovations. Avoid focusing solely on one type of project to ensure ongoing progress.

Talk About How Everything Relates to the Vision

Help the team understand how their work contributes to the larger organizational goals. Clear communication of the vision fosters alignment and motivation.

Good Process Is Ever Evolving

Embrace the idea that processes are not fixed; they should improve over time. Regular debriefs and retrospectives help teams learn from experiences and refine their methods. This chapter emphasizes that consistent action, clear vision, defined roles, effective execution, and a willingness to adapt processes lead to sustained success in management and organizational performance.



Chapter 9 Summary : Leading a Growing Team

Leading a Growing Team

As teams expand, managers face significant changes in their roles and responsibilities. Initially, small teams allow for close relationships and direct management; however, as teams grow, these dynamics shift.

Big Teams Versus Small Teams

Managing small teams allows for personalized interactions, while larger teams require indirect management techniques. As the number of reports increases, it becomes essential to empower other leaders and delegate responsibilities, which leads to a new perspective on management.

Direct to Indirect Management

In small teams, managers can have personal relationships with every team member. In larger teams, direct oversight



isn't feasible, necessitating a delegation of duties and a shift towards an indirect management style.

People Treat You Differently

As a manager of a larger team, you may become more intimidating, leading to communication barriers.

Recognizing this change is important for maintaining open lines of feedback.

Context Switching All Day, Every Day

Increased team size results in frequent context switching and interruptions, making it essential for managers to adapt their work habits and prioritize tasks effectively.

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The Concept



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Chapter 10 Summary : Nurturing Culture

Nurturing Culture

Understanding Team Culture

- Culture is influenced by values and norms within the team.
- Key questions to assess team and personal aspirations include understanding team personality, values, and gaps between current culture and desired culture.

Know the Kind of Team You Want to Be Part Of

- Examine current team dynamics and values by reflecting on strengths, proud moments, and perceptions of team culture.
- Identify aspirations for the team, including adjectives that describe desired culture and potential pitfalls of those characteristics.



Communicate Constantly About Important Values

- Regularly discuss core values, even if it feels repetitive, to embed them into the team's culture.
- Use various communication methods to engage the team in shared values and encourage open discussions.

Lead by Example

- Actions speak louder than words; align behavior with stated values to build trust and credibility.
- Avoid hypocrisy in your management style to reinforce cultural norms effectively.

Create Proper Incentives

- Ensure that team incentives align with desired cultural values. Address misalignments promptly.
- Avoid incentive traps that undermine long-term goals or promote unhealthy competition within the team.

Celebrate Values Through Traditions



- Establish rituals and traditions that embody team values and foster bonding.
- Examples include sharing personal stories, awards for outstanding contributions, and regular occasions for creativity and reflection.

Conclusion

- The cultivation of team culture should be ongoing and deeply integrated into daily practices and decisions.
- Managers play a crucial role in shaping the environment through their actions, communication, and the incentives they create, leading to the overall success of the team.



Critical Thinking

Key Point: The importance of aligning incentives with desired team culture.

Critical Interpretation: Zhuo argues that properly aligned incentives are crucial for fostering a productive team atmosphere; however, this perspective may oversimplify the complexities of team motivation. It presupposes that all team members respond similarly to incentives, which overlooks individual differences, cultural contexts, and intrinsic motivation factors. As Daniel Pink suggests in 'Drive: The Surprising Truth About What Motivates Us', autonomy, mastery, and purpose are equally critical in motivating teams. This indicates that while incentives are important, they should not overshadow the need for a nuanced understanding of team dynamics.





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Best Quotes from The Making of a Manager by Julie Zhuo with Page Numbers

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Chapter 1 | Quotes From Pages 19-32

1. In May of 2006, when I first started my job, I didn't know what I didn't know.
2. Your job, as a manager, is to get better outcomes from a group of people working together.
3. The job of a manager is to improve the purpose, people, and process of your team to get as high a multiplier effect on your collective outcome as you can.
4. When you are in survival mode, you do what it takes to survive.
5. Great managers are made, not born.

Chapter 2 | Quotes From Pages 33-44

1. No matter how you've arrived at your new role, congratulations are in order because this much is true: Somebody—more likely many

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people—believed in you and your potential to lead a team.

2. You don't need to fix what isn't broken, but neither should you feel like you're stuck in a time machine of this is how it was always done.
3. Your primary job is to listen, ask questions, and learn.
4. You are now responsible for the outcome of your team, including all the decisions that are made within it.
5. Change is a prerequisite for improvement, so give yourself permission to move on from the past.

Chapter 3 | Quotes From Pages 45-60

1. You don't build Rome in a day, and you don't start off your management career standing in front of a packed room delivering a ten-year vision. Instead, most of us begin by managing just a few people. You cultivate an environment of trust while diving into the detailed depths of the work. Everybody knows everybody, and two pizzas are enough to feed the group.



2. You must trust people, or life becomes impossible.
3. Managing is caring.
4. You can't help them if they don't tell you how they're really feeling. You may miss early warning signs that lead to bigger problems down the road.
5. If you take nothing else away from today, remember this: managing is caring.
6. There's no cruelty like waiting and telling people late in their careers that they don't belong.
7. Help people play to their strengths.
8. Don't compromise your values for someone who thinks it's okay to bully others. You and your team deserve better.





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Chapter 4 | Quotes From Pages 61-75

1. The worst feedback I ever got came in an email from a former intern, Drew Hamlin. He regularly wrote to our design team during the school year with his observations about our work. In one message, he pointed out a particular misalignment of elements on the screen, writing, “Did you mean to make this so terrible?”
2. The best feedback I ever got came from my former report Robyn. Once, when I asked him what I could be doing better, he took a deep breath and said, 'Julie, sometimes I get the feeling that when I'm doing well, you're on my side and the two of us are great. But when I'm not doing as well, our relationship suffers, and I don't feel that you trust me as much.'
3. Unfortunately, most people struggle with giving feedback. Sometimes, we don't feel like we have anything useful to say. Or if we do have a critical thought, we stay silent because we worry about hurting others' feelings.



4. For a leader, giving feedback—both when things are going well and when they aren't—is one of the most fundamental aspects of the job.
5. Feedback, at its best, transforms people in ways they're proud of.
6. Many years ago, my former manager Kate Aronowitz casually asked me how my team was doing. 'Everyone's doing well,' I replied, 'with one exception' (we'll call him Albert). 'Oh?' she said, cocking her head. 'What's going on with Albert?'
7. Nobody likes being taken by surprise with bad news.
8. When I asked George to simplify his communication, the problem wasn't that he didn't hear the message. He did—he just didn't know what to do with it.
9. Ultimately, what I've learned about giving feedback—even the most difficult feedback—is that people are not fragile flowers.
10. At Facebook, we have a saying immortalized in posters all over campus: 'Feedback is a gift.'



Chapter 5 | Quotes From Pages 76-97

1. The first thing I blurted out to Stacy after we introduced ourselves was that I needed to fix everything.
2. But first, why don't we take a step back? Tell me about you.
3. The weight of the document as she handed it to me, tucked neatly into a manila folder...
4. Being a great manager is a highly personal journey, and if you don't have a good handle on yourself, you won't have a good handle on how to best support your team.
5. Every manager feels like an imposter sometimes.
6. Imposter syndrome is what makes you feel as though you're the only one with nothing worthwhile to say when you walk into a room full of people you admire.
7. If I share my feedback, how can I get better?
8. Take care of yourself. It's always worth it.
9. When you invest in your personal learning and growth, you're not just investing in your own future but also the



future of your team.

10. Learning how to be a great leader means learning about your superpowers and flaws...

Chapter 6 | Quotes From Pages 98-110

1. Instead, steer the precious time you and your colleagues spend together toward what's truly valuable.

2. What does a great outcome look like?

3. A great decision-making meeting does the following: Gets a decision made (obviously)...

4. Practice clarity and ruthless efficiency with your meetings, and people will thank you for respecting the sanctity of their time.

5. If you trust that the right outcomes will happen without you, then you don't need to be there.





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Chapter 7 | Quotes From Pages 111-126

1. At a growing organization, hiring well is the single most important thing you can do.
2. The most important thing to remember about hiring is this: hiring is not a problem to be solved but an opportunity to build the future of your organization.
3. If you have the good fortune of working with a dedicated recruiting team, you may be tempted to believe that you can lean back and expect top candidates to be delivered to your door.
4. The best—though still imperfect—predictor for how someone will do in the future is to understand how they've done in the past on similar projects in similar environments.
5. A long time ago, as our team was growing, my manager Kate started the process of hiring for some new leadership roles.

Chapter 8 | Quotes From Pages 127-142

1. The path to success is never a straight line.



2. Define and share a concrete vision for your team that describes what you're collectively trying to achieve.
3. Plans are worthless, but planning is everything.
4. Effort doesn't count; results are what matter.
5. Good process is ever evolving.
6. Every big dream is the culmination of thousands of tiny steps forward.
7. Innovation is saying no to 1,000 things.
8. A resilient organization isn't one that never makes mistakes but one whose mistakes make it stronger over time.
9. If you don't know where you are going, you might wind up someplace else.

Chapter 9 | Quotes From Pages 143-156

1. When you first began managing, your team was only a handful of people. And then it doubled. Every few years, it doubled again. At each of those points, I felt like I had an entirely different job.
2. More on that topic in a bit...
3. Your frontline view of how a team works starts to evolve



into a macro view.

4. You're still responsible for your team's outcomes, but you can't be in all the details.

5. People often ask me what's different about my job now than when I started.

6. More importantly than ever, you'll need to aim to put yourself out of a job.

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Chapter 10 | Quotes From Pages 157-167

1. A manager I admire once told me that an organization's culture is best understood not from reading what's written on its corporate website but from seeing what it's willing to give up for its values.
2. Whenever I ask prospective candidates if they have any questions for me, inevitably we get to talking about culture: 'What's unique about your team?'...
3. At Facebook, we have a saying immortalized in posters all across campus: Nothing at Facebook Is Somebody Else's Problem.
4. When you value something deeply, don't shy away from talking about it. Instead, embrace telling people why it's important to you.
5. People watch their bosses closely to understand the team's values and norms.
6. The way to identify and resolve incentive traps is to regularly reflect on what the difference is between your



stated values and how people are actually behaving on your team.

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Chapter 1 | What Is Management?| Q&A

1.Question

How has the author's perception of management evolved over time?

Answer:Initially, the author believed a manager's job consisted of basic tasks: holding meetings, giving feedback, and making hiring/firing decisions. After gaining experience, her understanding deepened, evolving to see management as building a cohesive team, supporting career growth, and establishing efficient processes. This shift indicates growth from seeing management as a collection of activities to understanding it as a strategic role focused on outcomes.

2.Question

What defines the job of a manager according to the author?

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Answer: The crux of management is getting better outcomes from a group of people working together rather than trying to achieve goals in isolation. It's about realizing the potential of a team over individual efforts.

3. Question

What framework does Chris Cox use to evaluate a manager's performance?

Answer: Chris Cox evaluates a manager's performance based on two criteria: the outcomes of the team (whether they achieve their goals) and the team's interpersonal dynamics (whether team members are satisfied and collaborating well). This emphasizes both results and the process of getting there.

4. Question

Why is it important for a manager to have a clear purpose?

Answer: A clear purpose aligns the team on goals and what success looks like. Without shared understanding, team members might work at cross-purposes, leading to conflicts and wasted effort.



5.Question

What are the three essential buckets a manager should focus on?

Answer:Managers should sort their daily tasks into three buckets: purpose (the why of their work), people (the who that makes the team), and process (the how of getting things done). This framework helps prioritize efforts to improve team outcomes.

6.Question

What warning does the author give about transitioning to a management role?

Answer:Not everybody is suited for management despite being good at their job; personal passion for the role is crucial. A mismatch between one's strengths or interests and management duties can lead to burnout and dissatisfaction.

7.Question

How does the author differentiate between a manager and a leader?

Answer:A manager is defined by their role and responsibilities, while leadership is a quality involving the



ability to influence and inspire others. Anyone can exhibit leadership without holding a managerial position, but effective managers must also embody leadership to be successful.

8.Question

What should someone ask themselves to know if they will be a good manager?

Answer:They should ask if they are motivated by achieving outcomes over specific roles, enjoy communicating with people, and can provide stability during challenging emotional situations.

9.Question

What is the significance of function versus activity in evaluating management success?

Answer:Management success should be evaluated based on outputs (the results of the team's work) rather than just activities (the tasks performed). This perspective reinforces the importance of effectiveness and results-oriented leadership.



10.Question

Why is it crucial to adapt as a manager?

Answer:Adaptability is essential because the needs of the team can change frequently. A good manager must adjust their approaches based on evolving team dynamics, challenges, and organizational goals.

11.Question

How does the author illustrate the potential impact of training as a manager?

Answer:Training team members to improve their skills can create a multiplicative effect on outcomes. For example, investing time in training team members can eventually lead to greater collective achievements than focusing solely on individual contributions.

12.Question

What should a person consider if they are unsure about becoming a manager?

Answer:They should explore opportunities like mentoring or temporary management roles to evaluate their fit for management and have honest conversations about their



career aspirations with their current managers.

Chapter 2 | Your First Three Months| Q&A

1.Question

What is a key takeaway from your first three months as a manager?

Answer:Your first three months as a manager are crucial for building relationships, understanding team dynamics, and establishing your leadership style. It's a time to listen actively, learn, and ask questions to create a strong foundation for your role.

2.Question

How can new managers use their initial period to their advantage?

Answer:New managers can use their early weeks to ask questions, seek help, and observe team processes without the pressure of having to know everything. This window provides them with a chance to gather context and build necessary relationships.



3.Question

What common challenges do new managers face when transitioning from colleagues to leaders?

Answer:New managers often find it awkward to shift dynamics with former peers. Conversations about performance and feedback become more complex as they navigate their new roles, requiring them to embrace their responsibility without losing personal connections.

4.Question

How should new managers approach feedback after transitioning to a managerial position?

Answer:New managers must evolve from suggesting improvements as peers to providing direct and constructive feedback as a leader. They should be clear and supportive in these conversations while maintaining trust.

5.Question

What should new managers focus on during their first few weeks on the job?

Answer:New managers should prioritize understanding team goals and dynamics, asking for clarity about roles,



responsibilities, and expectations, and gradually establishing a supportive and trusting environment.

6.Question

Why is it important for new managers to communicate their needs during their transition?

Answer:Communicating needs helps new managers establish trust and receive support from their team. It sets realistic expectations while acknowledging that a period of adjustment is necessary.

7.Question

How can new managers make the most of their blank slate?

Answer:By approaching relationships and team dynamics with an open mind, new managers can build strong, trust-based connections from the start. They should give team members the benefit of the doubt and work collaboratively to define their leadership style.

8.Question

What advice can you give to new managers regarding individual contributor responsibilities?



Answer: New managers should plan to scale back individual contributor responsibilities as their team grows. Trying to do both effectively often leads to burnout and decreases quality in both areas.

9. Question

What is the significance of being a pioneer in a new management role?

Answer: Pioneering offers the chance to shape team culture and processes from the ground up. It allows managers to select their team members and define success in a way that reflects their values and vision.

10. Question

How should successors handle the pressure of living up to a previous manager's legacy?

Answer: Successors should focus on leading authentically rather than trying to replicate their predecessor's style.

Acknowledging the past is important, but they must embrace their strengths and leadership style to drive the team forward.

Chapter 3 | Leading a Small Team | Q&A



1.Question

What is the primary focus in managing a small team according to Julie Zhuo?

Answer:The primary focus is on developing strong manager-report relationships and creating an environment of support. Management involves influencing purpose, people, and process, with people being the most critical element.

2.Question

Why is trust important in the manager-report relationship?

Answer:Trust is essential because it allows team members to feel safe sharing their challenges and mistakes. A trusting relationship ensures open communication, where reports can be honest about their struggles, allowing the manager to provide the necessary support.

3.Question

How can a manager ensure that their feedback is effective?

Answer:A manager should strive for honest and transparent



conversations, focused on the report's growth and success.

This involves understanding the report's perspective, sharing critical feedback in a constructive way, and fostering an environment that encourages vulnerability.

4.Question

What role do one-on-one meetings play in effective management?

Answer:One-on-one meetings provide dedicated time for managers to focus on their reports' needs, aspirations, and challenges. They are an opportunity to build trust, offer support, and align on expectations for success.

5.Question

Why is it critical to address low performers on a team promptly?

Answer:Addressing low performers quickly helps maintain overall team morale and effectiveness. Keeping underperforming employees can hinder team productivity and create a toxic environment, so it's crucial to either support them towards improvement or facilitate a transition



to a more suitable role.

6.Question

How should managers handle difficult conversations about performance?

Answer:Managers should approach difficult conversations with honesty and empathy. They should provide clear feedback on performance, allowing the report to understand their standing and where improvements are needed, ultimately fostering growth.

7.Question

What can managers do to help their team members play to their strengths?

Answer:Managers should identify individual strengths and interests, creating opportunities for their team members to utilize these strengths in their roles. This not only enhances performance but also increases job satisfaction and motivation.

8.Question

What is emphasized about the relationship between a manager and their reports?



Answer: The relationship should be based on mutual respect and care; managers must show that they care about their reports as individuals and their success, not just as employees. This requires ongoing investment of time and authentic communication.

9. Question

What is the 'No Asshole Rule' and why is it significant in team dynamics?

Answer: The 'No Asshole Rule' emphasizes that disruptive team members, even if talented, should not be tolerated.

Their negative impact on team morale and collaboration outweighs their individual contributions, and a healthy team culture is vital for collective success.

10. Question

What does it mean to be compassionate when letting someone go?

Answer: Being compassionate involves approaching the termination process with empathy and respect, recognizing that it's not a personal failure. Focus on supporting the



individual in their next steps and reflecting on how management decisions may have contributed to the situation.

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Chapter 4 | The Art of Feedback| Q&A

1.Question

What is the key lesson about giving feedback that Julie Zhuo learned from her former report Robyn?

Answer:Julie learned that feedback should be relationship-focused and transparent. Robyn made Julie realize that a manager's support should not waver based on their employee's performance, and trust is paramount in maintaining a productive working relationship. Rather than merely giving suggestions for improvement, it's essential to show consistent backing even during challenging times.

2.Question

How can feedback at its best transform individuals?

Answer:Great feedback inspires individuals to change their behavior positively, leading to personal growth and improved performance. Julie's transformative experience with Robyn's feedback exemplifies how meaningful feedback can shift one's perspective on management and personal development.



3.Question

What constitutes effective task-specific feedback?

Answer:Effective task-specific feedback is timely, specific, and focuses on what the person did well or could improve upon after completing a task. The goal is to be precise and to address actions rather than personal traits, making it less likely to be perceived as an attack.

4.Question

Why is it important to set clear expectations at the beginning of a project?

Answer:Setting clear expectations helps avoid misunderstandings about project goals and performance. It ensures everyone involved knows what success looks like, making it easier to give and receive feedback throughout the project's lifecycle.

5.Question

How can managers make feedback more effective and well-received?

Answer:To make feedback more effective, managers should approach conversations with openness, avoiding overly



critical language or emotional judgments. Present feedback in a clear, non-threatening manner and foster an environment where the receiver feels safe and supported.

6.Question

How can collecting 360-degree feedback enhance the effectiveness of managerial feedback?

Answer:Collecting 360-degree feedback provides a more comprehensive view of an employee's performance by gathering insights from various colleagues. This broad perspective can highlight strengths and weaknesses that a single manager might overlook, making the feedback more objective and actionable.

7.Question

What does Julie suggest is crucial when delivering difficult feedback?

Answer:When delivering tough feedback, it's crucial to be direct, specific, and to clarify the issue without being emotional or confrontational. This requires careful framing of the message to ensure it is constructive rather than



punitive.

8.Question

What strategy does Julie suggest for ensuring that feedback leads to positive action?

Answer:To ensure feedback leads to positive action, it should be specific, clarifying what success looks like, and suggest actionable next steps. This reduces ambiguity and empowers the recipient to understand how to improve based on the feedback received.

9.Question

What does Julie imply about the nature of feedback in developing a team?

Answer:Julie emphasizes that feedback is a vital tool for personal and professional development within a team. It should be viewed as a gift that helps individuals grow by guiding them to improve their skills and achieve their goals.

10.Question

What is the significance of maintaining a balance of positive and constructive feedback?

Answer:Maintaining a balance of positive and constructive



feedback is critical. Positive feedback reinforces good behaviors, while constructive feedback provides opportunities for improvement, creating a well-rounded and supportive environment that promotes growth.

Chapter 5 | Managing Yourself| Q&A

1.Question

What are some initial feelings many new managers experience upon starting their managerial journey?

Answer:Many new managers often feel overwhelmed and uncertain, grappling with imposter syndrome and doubting their abilities.

They may feel isolated in their struggles, as if they are the only ones who feel lost or unsure of themselves.

2.Question

How does the process of self-reflection benefit new managers?

Answer:Self-reflection helps new managers identify their strengths and weaknesses, providing clarity in their



management style and approach. It fosters understanding of their emotions, leading to better decision-making and improved team support.

3.Question

What actionable steps can managers take to understand their strengths?

Answer:Managers can reflect on their past successes and ask trusted colleagues for feedback on their perceived strengths.

Tools like StrengthsFinder or journaling about positive feedback can also highlight areas where they excel.

4.Question

Why is it important for managers to confront their inner critic?

Answer:Confronting the inner critic is vital as it allows managers to challenge negative narratives about their abilities. Recognizing that feelings of inadequacy are common can help normalize the experience and reduce anxiety.

5.Question

How can visualization techniques assist managers in

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overcoming moments of self-doubt?

Answer: Visualization techniques can help managers mentally prepare for challenging situations, such as presentations or tough conversations. By vividly imagining success, they can build confidence and reduce anxiety during the actual experience.

6.Question

What role does seeking feedback play in a manager's development?

Answer: Seeking feedback is crucial for a manager's growth as it offers insights into their performance and areas for improvement. It helps calibrate their self-perception with others' views, fostering a growth mindset.

7.Question

How can establishing personal boundaries contribute to a manager's effectiveness?

Answer: Setting boundaries allows managers to maintain a balance between work and personal life, preventing burnout. Engaging in self-care ensures they have the mental and



physical energy necessary to lead their teams effectively.

8.Question

What is the significance of acknowledging and celebrating small wins in management?

Answer:Acknowledging small wins helps build confidence during challenging times. It shifts focus from shortcomings to accomplishments, reinforcing positive behaviors and motivating managers to continue striving for larger goals.

9.Question

How does understanding personal triggers influence a manager's performance?

Answer:By knowing their triggers, managers can anticipate negative reactions and choose to respond thoughtfully rather than impulsively. This self-awareness enhances emotional regulation and improves their interactions with their team.

10.Question

What moves a manager from feeling like an imposter to recognizing their competence?

Answer:Gaining self-awareness through community support, mentorship, continuous learning, and reflecting on personal



successes can empower managers to trust their capabilities and move past feelings of inadequacy.

Chapter 6 | Amazing Meetings| Q&A

1.Question

What did you learn from your experience with status meetings that didn't go well?

Answer:I learned that simply having a purpose for a meeting is not enough; understanding what a great outcome looks like is crucial. My initial goal was to keep everyone informed, but I realized I wanted to foster better collaboration and relationships. This awareness led me to switch to email updates instead, which transformed how we communicated.

2.Question

How can managers create better meetings?

Answer:Managers can create better meetings by being clear about the meeting's purpose and desired outcome, inviting only necessary participants, allowing preparation time, fostering a safe environment for contributions, and seeking



feedback to continuously improve.

3.Question

Why is it important to invite the right people to meetings?

Answer:Inviting the right people ensures that those essential for the decision-making process are present, fostering engagement and accountability. This minimizes distractions from unnecessary participants and enhances the overall effectiveness of the meeting.

4.Question

What strategies can be used to encourage participation in meetings?

Answer:Strategies include using structured formats like 'round Robin' discussions, Post-it note brainstorming, and actively managing airtime to ensure all voices are heard.

Additionally, establishing norms for participation can help invite contributions from quieter team members.

5.Question

What should be considered when sending out meeting materials in advance?

Answer:When sending out materials before a meeting, it is



important to ensure clarity and context so that all participants can prepare adequately, leading to more informed discussions and better decision-making during the meeting.

6.Question

What is the significance of follow-up after meetings?

Answer:Follow-up is crucial as it reinforces accountability, clarifies next steps, and maintains momentum on decisions and action items discussed during the meeting. It helps ensure that outcomes are implemented effectively.

7.Question

Why should some meetings be canceled or revamped?

Answer:Meetings that lack purpose or contribute little to team goals should be canceled or re-evaluated to prevent wasting participants' time and resources. Focusing on quality meetings boosts morale and productivity within the team.

8.Question

How can managers ensure that meetings are a good use of time?

Answer:Managers should conduct an audit of their meetings to assess their value, ensure they have clear agendas and



desired outcomes, and solicit feedback from participants.

Making every meeting purposeful elevates team energy and effectiveness.

9.Question

What effect do well-planned meetings have on employees?

Answer: Well-planned meetings positively impact team performance and employee well-being, fostering an environment of trust and collaboration. Conversely, poorly planned meetings can lead to frustration and burnout among team members.

10.Question

What was your experience with unnecessary meetings?

Answer: After evaluating my calendar, I found that nearly 40% of meetings didn't require my presence, allowing me to reclaim time for more impactful tasks. This reflection taught me the importance of being selective with meetings to enhance productivity.





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Chapter 7 | Hiring Well| Q&A

1.Question

What is the single most important task a manager can do for their organization?

Answer:Hiring well is the most critical task, as the people you bring on set the stage for your organization's future.

2.Question

How can a manager improve their approach to hiring?

Answer:By viewing hiring not as a problem to solve but as an opportunity to build the future of the organization.

3.Question

What exercise can managers do to prepare for future hiring needs?

Answer:Create a future organizational chart to identify gaps in skills, strengths, and necessary roles.

4.Question

Why is it essential for managers to take responsibility for hiring?

Answer:Managers have a unique understanding of their



team's needs and can better assess the specific skills required for a role.

5.Question

What should hiring managers do to create an effective interview process?

Answer:They should collaborate closely with recruiters, develop a clear job description, and focus on delivering an excellent candidate experience.

6.Question

What common mistake can lead to hiring mediocrity?

Answer:The danger of 'weak hires' occurs when candidates receive unanimous approval without passionate advocacy from the interviewers.

7.Question

How should managers utilize feedback from past work examples during interviews?

Answer:Examining candidates' previous work and testimonies from trusted references helps in forecasting their potential performance.

8.Question

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What is the value of diversity in hiring?

Answer:Diversity leads to more innovative ideas and can significantly enhance team performance and decision-making.

9.Question

Why is it advantageous to hire candidates with potential for more responsibilities?

Answer:Hiring individuals who can grow into larger roles ensures they can adapt to the evolving needs of the team and the organization.

10.Question

How can relationship-building impact the hiring process for top talent?

Answer:Building relationships with strong candidates over time can yield opportunities later, even if they initially decline job offers.

11.Question

What strategy can managers use to ensure they are not the sole point of failure in their team?

Answer:Fostering a great bench of capable individuals who



can step up in a manager's absence creates resilience within the team.

12.Question

What role does culture play in hiring?

Answer:Establishing a culture that prioritizes hiring well ensures that all team members take responsibility for building remarkable teams.

13.Question

What is the significance of approaching hiring as a long-term investment?

Answer:It recognizes that recruiting top talent requires ongoing effort and relationship-building, as great candidates become available over time.

Chapter 8 | Making Things Happen| Q&A

1.Question

What is the core lesson from Kevin's experience with Burbn that eventually led to the creation of Instagram?

Answer:Kevin and Mike learned that success is not achieved through a straight path but rather through exploration and adaptation. By observing user



behavior, they pivoted their app to focus on what users actually found valuable—photo sharing—leading to the remarkable success of Instagram.

2.Question

How important is having a concrete vision for a team?

Answer:A concrete vision is essential as it provides clarity and direction for the team. It allows everyone to understand what success looks like and fosters a shared purpose, making it easier for team members to align their actions towards the common goal.

3.Question

What are some effective strategies to craft a believable game plan?

Answer:An effective game plan should be realistic and based on an understanding of the unique strengths and weaknesses of the team. It should focus on high-priority tasks, leveraging the team's skills, and detailing specific responsibilities to avoid ambiguity.



4.Question

What is the significance of prioritization in management?

Answer:Prioritization ensures that the most critical tasks receive the necessary focus and resources. By concentrating on fewer, high-impact objectives, teams can achieve greater results rather than spreading themselves too thin across many initiatives.

5.Question

Why is clear ownership vital in a team decision-making process?

Answer:Clear ownership prevents confusion and ensures accountability. When team members know who is responsible for what, it minimizes delays and guarantees that tasks progress effectively, reducing the risk of important steps being overlooked.

6.Question

How can breaking down big goals contribute to success?

Answer:Breaking down large goals into smaller, manageable tasks makes progress feel achievable and enables individuals to maintain motivation. It enhances focus, clarifies priorities,



and creates a practical pathway to reaching the ultimate goal.

7.Question

What does good execution mean in the context of project management?

Answer:Good execution means effectively implementing a plan quickly and accurately. It focuses on carrying out tasks in a way that achieves desired outcomes, learns from failures, and adapts to change, maximizing the likelihood of success.

8.Question

How can managers balance between short-term needs and long-term vision?

Answer:Managers can balance by defining a clear long-term vision while also recognizing immediate tasks. Incorporating a portfolio approach that allocates time and resources for both short- and long-term initiatives ensures sustained productivity and strategic growth.

9.Question

What role do debriefs play in improving processes?

Answer:Debriefs foster a culture of reflection and learning. By collectively reviewing what went well and what didn't,



teams can identify successful strategies and avoid repeating mistakes, ultimately leading to more effective processes.

10.Question

Why should teams connect their tasks to a higher-level vision?

Answer:Linking individual tasks to a higher-level vision helps team members understand their work's broader impact, fosters motivation, and aligns daily actions with long-term goals, facilitating a cohesive and goal-oriented work environment.

Chapter 9 | Leading a Growing Team| Q&A

1.Question

What does it mean to effectively delegate as a manager?

Answer:Effective delegation is the art of knowing when to step in and when to step back. It requires understanding the strengths of your team members, trusting them with important tasks, and empowering them to take ownership of their work. It's a balance between micromanagement, where



you excessively involve yourself in the details, and being an absentee leader, where you leave your team without support. Aim to give your team challenging problems that encourage growth and accountability while being present to provide guidance as needed.

2.Question

How can a manager create a shared vision within a growing team?

Answer:A manager can create a shared vision by first identifying the team's most significant priorities and discussing them openly with all team members. Then, they should ensure that everyone understands the purpose behind these priorities, what success looks like, and how each individual's role contributes to achieving that vision.

Regularly communicating these key points and aligning on team dynamics fosters collaboration and clarity, enabling the team to work towards common goals.

3.Question

What is the role of trust in delegation?



Answer: Trust is crucial in delegation because it signifies that a manager believes in their team members' capabilities to handle significant challenges. Trust empowers individuals by giving them ownership of their tasks and helps them to innovate and grow. A manager should openly communicate their confidence in the team's abilities, setting up an environment where they feel safe to tackle hard problems.

4.Question

Why is it important for a manager to acknowledge changes in team dynamics as the team grows?

Answer: As a team expands, the dynamics change significantly: direct personal relationships may become strained, and a manager may need to operate at a higher level rather than getting involved in the details of every task.

Acknowledging this is important because it allows a manager to adapt their management style, develop leadership within their team, and ensure effective communication and performance align with the evolving needs and structure of the team.



5.Question

What should a manager focus on in a fast-growing team to remain effective?

Answer:In a fast-growing team, a manager should focus on developing leaders within the team, maintaining open lines of communication, and adapting management strategies to foster collaboration. They need to prioritize their actions based on what adds the most value to the organization and delegate appropriately to free themselves to think strategically about the team's direction and challenges.

6.Question

How do you handle conflicts within the team involving prioritization of resources or personnel?

Answer:When conflicts arise regarding prioritization, it is essential for the manager to intervene by assessing both projects' needs from a broader organizational perspective. They should gather input from involved parties but also make the final decision based on what aligns best with the company's priorities, ensuring that both projects are



supported adequately without compromising the overall objectives.

7.Question

What is a key takeaway about the evolution of a manager's role as the team scales?

Answer:As a team scales, a manager's role increasingly shifts from direct oversight to strategic guidance. The focus transitions from individual contributions to empowering others, establishing clear goals, and fostering an autonomous work environment. This evolution requires continuous learning, flexibility, and the willingness to delegate effectively to improve team capabilities and outcomes.



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Chapter 10 | Nurturing Culture| Q&A

1.Question

What defines a team's culture according to Julie Zhuo?

Answer:A team's culture is described as the norms and values that govern how things get done within the team. It's like the team's personality, existing whether or not it's actively acknowledged. Culture is shaped by how team members interact, make decisions, and accept responsibility for actions.

2.Question

Why is it important for managers to understand the existing culture of their team?

Answer:Managers need to understand their team's culture to identify strengths, areas for improvement, and alignment with broader organizational values. By understanding the current dynamics and addressing any issues, managers can effectively nurture a positive culture that aligns with the team's and organization's goals.

3.Question

How can managers effectively communicate the team's



values?

Answer:Managers should frequently and passionately discuss their values, embracing various communication methods—one-on-ones, emails, group meetings—to reiterate what is important. Consistent messaging can foster authenticity in leadership and motivate team members to align with those values.

4.Question

What is the consequence of failing to align actions with stated values?

Answer:When a manager's actions do not align with their stated values, it leads to a loss of trust and can cause team members to disregard those values altogether. This inconsistency can undermine the manager's influence and the overall integrity of the team culture.

5.Question

What are some common incentive traps that managers should avoid?

Answer:Managers should be wary of incentives that:



1. Reward individual performance over team collaboration.
2. Favor short-term gains over long-term investments.
3. Discourage the expression of conflicts, leading to hidden resentments.
4. Reward the loudest voices or those who create urgency without addressing the root causes of issues.

6.Question

What role do traditions play in nurturing team culture?

Answer:Traditions and rituals create tangible actions that reinforce team values and help build camaraderie among members. They provide opportunities for bonding, celebrate successes, and cultivate an environment that embodies the team's principles.

7.Question

How does Julie Zhuo suggest managers should approach hard conversations?

Answer:Julie emphasizes that managers should engage in hard conversations openly when tensions arise. By addressing issues directly rather than avoiding them,



managers demonstrate that they care about team dynamics and are committed to creating a constructive dialogue.

8.Question

What can leaders do to ensure team values are upheld in practice?

Answer:Leaders must model the behavior they expect from their teams. They should actively engage in the practices they promote, recognize and reward behaviors that align with team values, and address any actions that diverge from those values immediately.

9.Question

Why is frequency in discussing values important for team culture?

Answer:Frequent discussions about values help engrain them into the team's consciousness, making them more likely to be reflected in everyday behaviors. Regularly revisiting these themes strengthens comprehension and commitment within the team.





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The Making of a Manager Quiz and Test

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Chapter 1 | What Is Management?| Quiz and Test

1. Julie Zhuo believes that the main role of a manager is to provide feedback and solve problems.
2. Great managers can consistently achieve exceptional outcomes for their teams.
3. Management is always considered a promotion in an organization.

Chapter 2 | Your First Three Months| Quiz and Test

1. A new manager should avoid seeking support from their manager during their transition period.
2. During the first three months, it is important for a 'New Boss' to listen and understand the team's dynamics before making changes.
3. The 'Successor' role comes with decreased responsibilities in the initial transition period.

Chapter 3 | Leading a Small Team| Quiz and Test

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1. Effective management is more about processes than people.
2. Trust is crucial in the manager-report relationship.
3. Toxic behavior can enhance team dynamics and effectiveness.

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Chapter 4 | The Art of Feedback| Quiz and Test

- 1.Feedback is only about giving praise and should not include any criticism.
- 2.Setting clear expectations at the beginning is essential to prevent misunderstandings and disappointments.
- 3.Delivering critical feedback should involve emotional reactions and personal opinions.

Chapter 5 | Managing Yourself| Quiz and Test

- 1.Julie Zhuo believes that understanding oneself is crucial for supporting a team.
- 2.Imposter syndrome is a rare feeling that only a few managers experience.
- 3.Self-reflection and seeking feedback from others are important for effective management.

Chapter 6 | Amazing Meetings| Quiz and Test

- 1.Many managers see meetings as a necessary evil, leading to engaging and productive sessions among participants when executed well.
- 2.A great outcome for a meeting is simply having a purpose.



3.It is essential to invite stakeholders who are necessary for the meeting outcome to ensure high energy and engagement during the meeting.

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Chapter 7 | Hiring Well| Quiz and Test

- 1.Hiring is merely about filling vacancies in an organization.
- 2.It is important for hiring managers to create specific job descriptions to highlight necessary skills of candidates.
- 3.Interviews are the most reliable indicators of a candidate's future performance.

Chapter 8 | Making Things Happen| Quiz and Test

- 1.Successful business strategies rely solely on having a single brilliant idea.
- 2.A concrete vision should use vague language to allow for flexibility in interpretation.
- 3.Effective execution is more important than having a perfect strategy.

Chapter 9 | Leading a Growing Team| Quiz and Test

- 1.As teams grow larger, managers can maintain personal relationships with every team member.
- 2.Effective delegation requires finding the right balance between micromanagement and absenteeism.



3. At higher management levels, the focus moves from leadership skills to technical expertise.

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Chapter 10 | Nurturing Culture| Quiz and Test

1. Culture within a team is only influenced by individual preferences and not by shared values or norms.
2. It's important for a manager to communicate constantly about core values to embed them into the team's culture.
3. Establishing rituals and traditions in a team has no impact on fostering bonding and reinforcing team values.





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