

Extracted from:

Behind Closed Doors

Secrets of Great Management

This PDF file contains pages extracted from Behind Closed Doors, published by the Pragmatic Bookshelf. For more information or to purchase a paperback or PDF copy, please visit <http://www.pragmaticprogrammer.com>.

Note: This extract contains colored text. This is available only in online versions of the books. The printed versions are black and white. Pagination might vary between the online and printer versions; the content is otherwise identical.

Copyright © 2005 Johanna Rothman and Esther Derby.

All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form, or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior consent of the publisher.

Contents

Foreword	1
Preface	3
Introduction	6
Week 1: Learning about the People and the Work	8
Monday Morning	9
Managing One Person at a Time	10
Tuesday Morning	11
Keep a Finger on the Pulse	15
Wednesday Afternoon	16
Friday Afternoon	17
Gather Data about Current Work	21
Now Try This	22
Bibliography for Chapter	22
Week 2: Bringing Order to the Chaos	23
Tuesday Afternoon	23
Create the Project Portfolio	28
Thursday	30
Fast-Forward	34
Matching the Roles with the People	34
Plan to Integrate New Team Members	39
Friday Morning, Sam's Second Week on the Job	39
Managing the Project Portfolio	41
Now Try This	44
Bibliography for Chapter	44

Week 3: Building the Team	46
Monday Morning	48
Thursday Morning	48
Creating Shared Goals	54
Monday Morning	54
Provide Timely Feedback	57
When Feedback Doesn't Correct the Situation	59
Now Try This	59
Bibliography for Chapter	60
Week 4: Managing Day by Day	61
Monday	61
Create Individual Goals for Each Person	63
Monday Midmorning	64
Coaching for Success	66
Later That Same Day	68
Learning to Influence	69
Monday Afternoon	71
Capitalizing on Feedback Opportunities	75
Now Try This	75
Bibliography for Chapter	75
Week 5: Discovering Lurking Problems	77
Recognize Messy Problems	80
Friday Morning	81
Solving Problems as a Management Team	86
Now Try This	87
Bibliography for Chapter	87
Week 6: Building Capability	89
Monday Morning	89
Learning to Delegate	92
Wednesday End of Day	94
Notice and Appreciate Changes and Contributions	94
Back to Monday	96
Manage Yourself	98
Still Monday	99
Develop the People in Your Group Every Week	100
Now Try This	102
Bibliography for Chapter	102

Week 7: Dealing with Corporate Realities	104
Tuesday Late Morning	104
Manage Your Boss, Stand Up for Your Team	107
Tuesday Just Before Noon	108
After Lunch	108
Thursday	109
Leading Your Team through a Change in Priorities	110
Now Try This	110
Epilogue	111
What Management Is	111
Now Try This	113
Bibliography for Chapter	114
Techniques for Practicing Great Management	115
1. Guidelines for Effective Coaching	118
2. Setup for Successful Delegation	120
3. Facilitation Essentials for Managers	122
4. Guide to Giving Effective Feedback	128
5. Welcoming New Hires	130
6. Setting SMART Goals	132
7. What Goes on Inside our Heads	134
8. Manage by Walking Around & Listening	136
9. Run Effective Meetings	137
10. Making One-on-Ones Work	144
11. Preparing for Influence	147
12. Solving Problems: Create New Situations	148
13. Project Portfolio Planning Tips	150
Bibliography for Chapter	152
Bibliography	153

List of Figures

1.1	Start of a portfolio	18
2.1	Showing unstaffed work in a project portfolio.	24
2.2	Patty's list of management deliverables	33
2.3	Completed project portfolio	42
3.1	Affinity grouping of ideas.	51
3.2	Action plan for update build system.	53
5.1	How requests enter the group.	82
6.1	Management task time	93
8.1	Coaching checklist	118
8.2	Delegation checklist	121
8.3	Alternative evaluation	125
8.4	Six-step process for feedback	129
8.5	Activities to complete upon offer acceptance	130
8.6	Activities in preparation for the first day	131
8.7	Activities for new hire's arrival on Day One.	131
8.8	Satir interaction model.	134
8.9	Meeting organization template	138
8.10	Return on investment votes	141
8.11	Return on investment histogram	141
8.12	Influence prep sheet	147
8.13	Creating desired outcome	149
8.14	Example four-week plan	151

List of Sidebars

You Can't Spend Too Much Time with People	12
Don't Offer Help If You Can't Deliver	14
Multitasking: Wasting Mental Cycles	19
The Fable of the Rising Young Manager	26
Product or Force Behind the Product?	29
Stepping Back from Management	31
Skills are Only Part of the Equation	35
See the Work with Big Visible Charts	40
How Is a Group Different from a Team?	47
Failure to Give Feedback Costs More than Money	56
Who's Responsible for Career Development?	62
Rule of Three	67
I'll Scratch Your Back If You Scratch Mine	70
Functioning as a Human Pressure Valve	73
Flipping the Bozo Bit	74
Sustainable Pace	78
Is Priority Business or Technical?	80
Focus, Focus, Focus	85
How Many People Can You Manage?	95
Building Self-awareness	97
Digging Yourself into a Hole	105