

FIRST PRINCIPLES

Management & leadership training for startups

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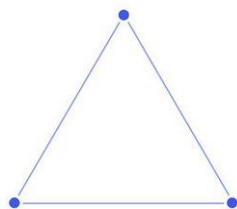
CONCEPTS:

Metcalfe's Law & Scaling
Management AND Leadership
Project Aristotle
Project Oxygen
Psychological Safety
5 Dysfunctions of a Team

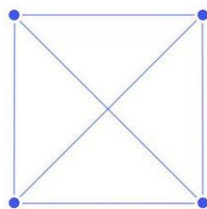
BREAK

SKILLS & FRAMEWORKS:

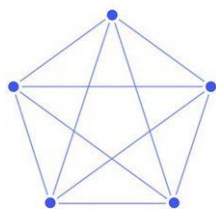
JTBD: Manager
Manager / Leader as Coach
Great Questions, Effective Listening
Feedback Frameworks
One-on-Ones



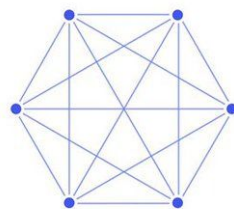
3 people
3 connections



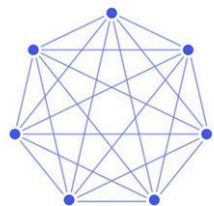
4 people
6 connections



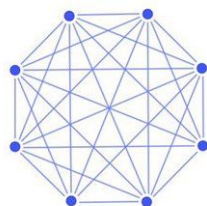
5 people
10 connections



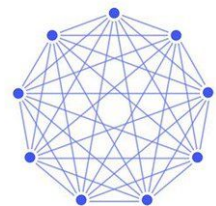
6 people
15 connections



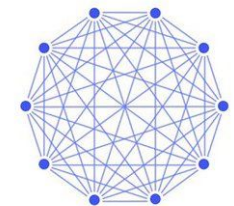
7 people
21 connections



8 people
28 connections



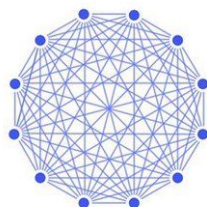
9 people
36 connections



10 people
45 connections



11 people
55 connections



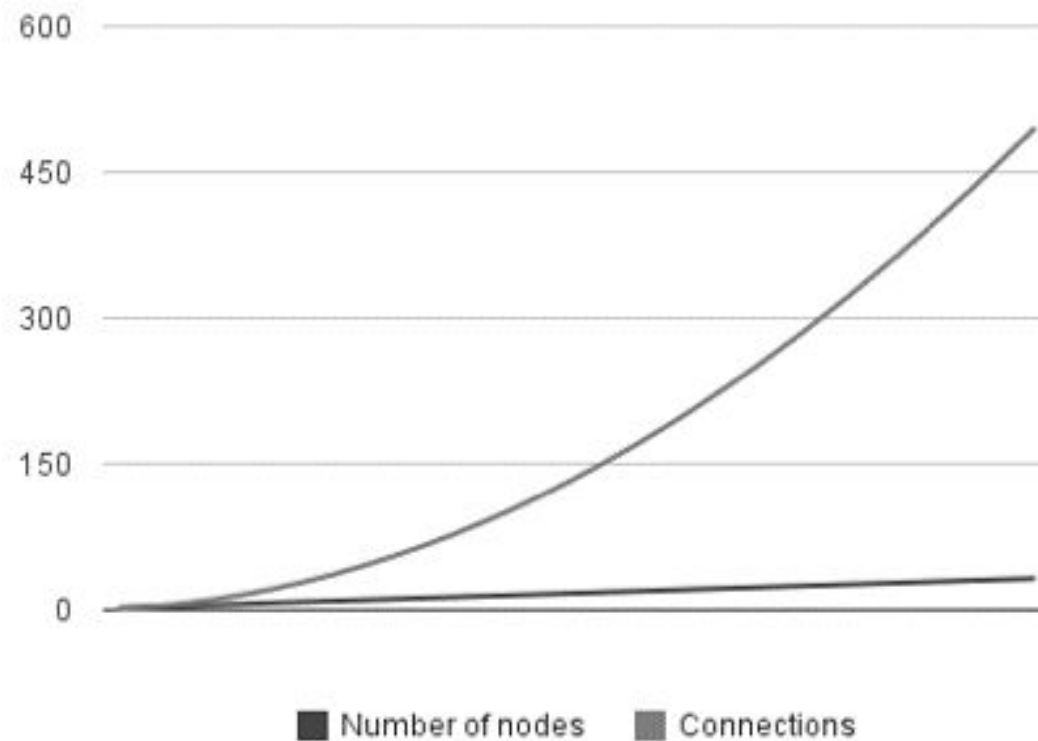
12 people
66 connections



13 people
78 connections



14 people
91 connections



	Hunting Party	Family Huts	Village	Town
People	2-7	8-50	51-150	150+
Structure	Flat	Group leaders	Sub-groups also have leaders	More formal heirarchy
Processes	Almost none	Basic	Developing	Formalised
Internal communications	Mostly 1 to 1	Broadcast as needed	Planned and orchestrated	Strategy needed
Role of leaders	Do	Do plus lead	More delegation	Mainly delegation & setting direction

Management AND Leadership



Great leaders put forth a vision and set lofty goals that inspire others to forge ahead, even when the path isn't always clear. The clarity of their vision keeps everyone focused on the big picture and sustains participation and motivation. Leaders don't have to be managers, but if they aren't, they need to know how to work with and hire managers to build the right teams to execute that vision. It often feels like leaders are asking for just a bit too much but, in the end, that's what provides motivation.

Great managers run teams that do the actual building. Management is all about human-centric execution. Great managers know how to define goals and set operational cadences, all while helping each report have a clear view of their current performance and future career aspirations. Teams with great managers have a high level of trust, experience the challenge and reward of hard work, and feel like they're making progress both as individuals and as a team. Great managers don't initially have to be great leaders, but the more senior a manager becomes, the more important it is that they also develop leadership skills. Eventually, managers need to be able to set a vision and direction for their team-and potentially make the team uncomfortable with a bit of heat or they'll hit a ceiling in their careers.

Project Aristotle - characteristics of a successful team

Psychological Safety



A shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences.



Project Oxygen – what makes a great manager?



5 Dysfunctions of a Team



JTBD: IC > Manager



My job is not to get a task done, but to help my team win.

Manage your time better

Manage communications up and down

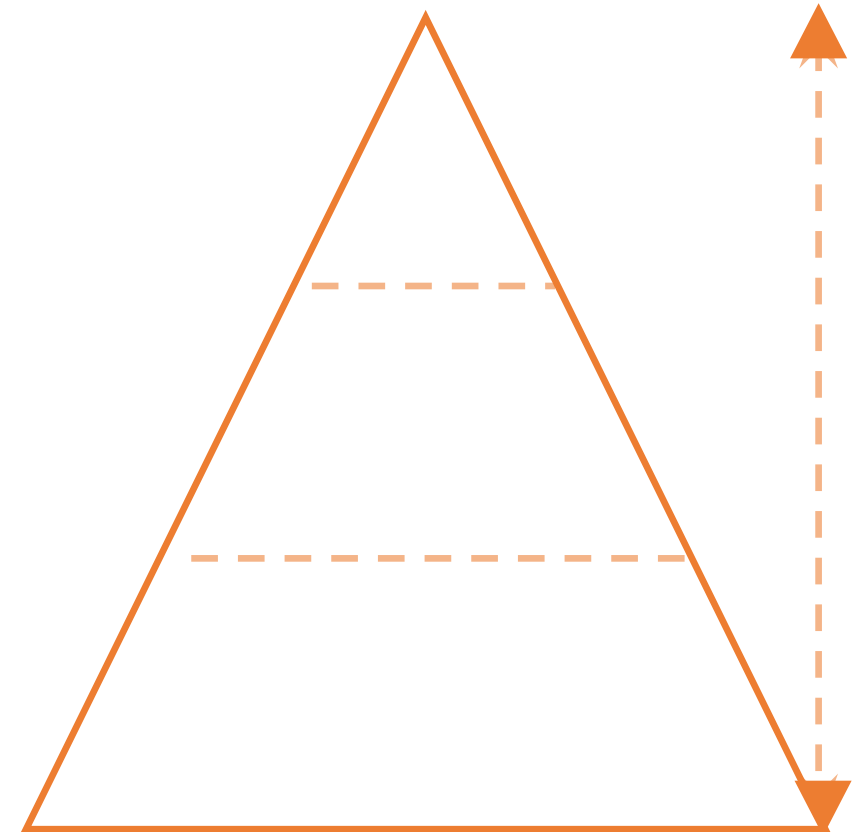
Lead by Example, be Authentic & Vulnerable

Take responsibility for developing your team

- [Give away your Legos](#)
- Set Clear Expectations
- Delegate and Empower
- Goal Setting and Performance Metrics
- Coaching and feedback

[What I learned about people that scale](#)
[Time Management Techniques for Leaders](#)

Shreyas Doshi LNO Framework



JTBD: Manager – Delegation ([Scaling People](#))

Bottom-line the assignment

Set context and why the assignment is important. Set expectations and goals for the work.

Explain why the work assignment is right for the person [[Task Relevant Maturity](#)]

Match the project to the individual's skill set or development goals.

Set clear deliverables

Explain what you'd like the finished project to look like.

Discuss timeline

When does the project need to be completed by, and is that reasonable given their other responsibilities?

Get buy-in

Take the time to ask if the project is something the person is interested in working on.

Outline next steps

Get them started: What first steps would you take on this project? Keep track. Agree on how you're going to stay informed on progress and when you will check back in.

JTBD: Manager – Delegation (Michael Hyatt's 5 Levels)

1. Do Exactly What I Say

Example: New hire installs software as you specified.

2. Research and Report Back

Employee checks competitors' prices. You decide the next step.

3. Give Options, I Decide

Team proposes marketing strategies, you pick one.

4. Make Decision, Inform Me

Manager chooses a vendor and then tells you.

5. Make Decision, No Need to Report

Skilled employee handles routine customer queries. No need to update you.

Manager / Leader as Coach



Twenty-first-century managers simply don't (and can't!) have all the right answers. To cope with this new reality, companies are moving away from traditional command-and-control practices and toward something very different: a model in which managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment.

The role of the manager, in short, is becoming that of a coach.

G

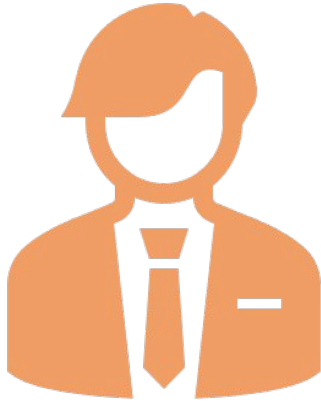
R

O

W

You

Questioning
Listening
Clarifying
Reflecting
Challenging
Building trust
Raising self-awareness

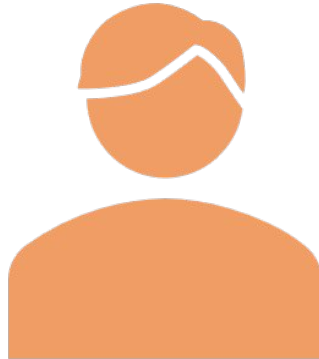


Directional

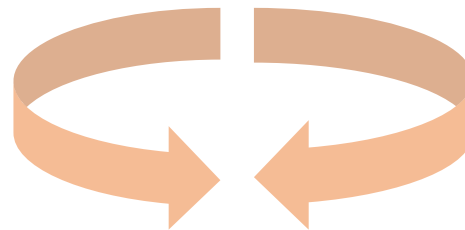


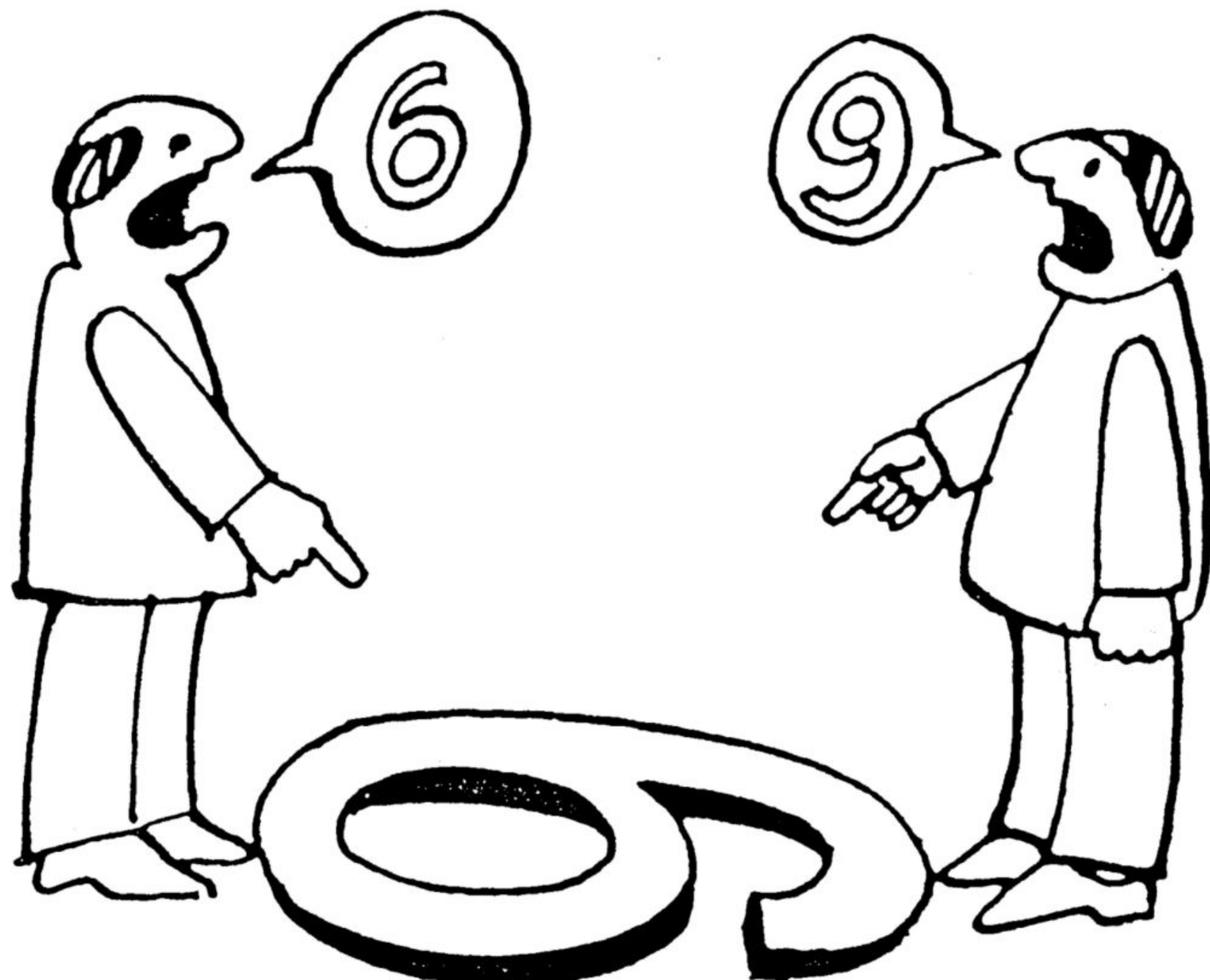
Your team

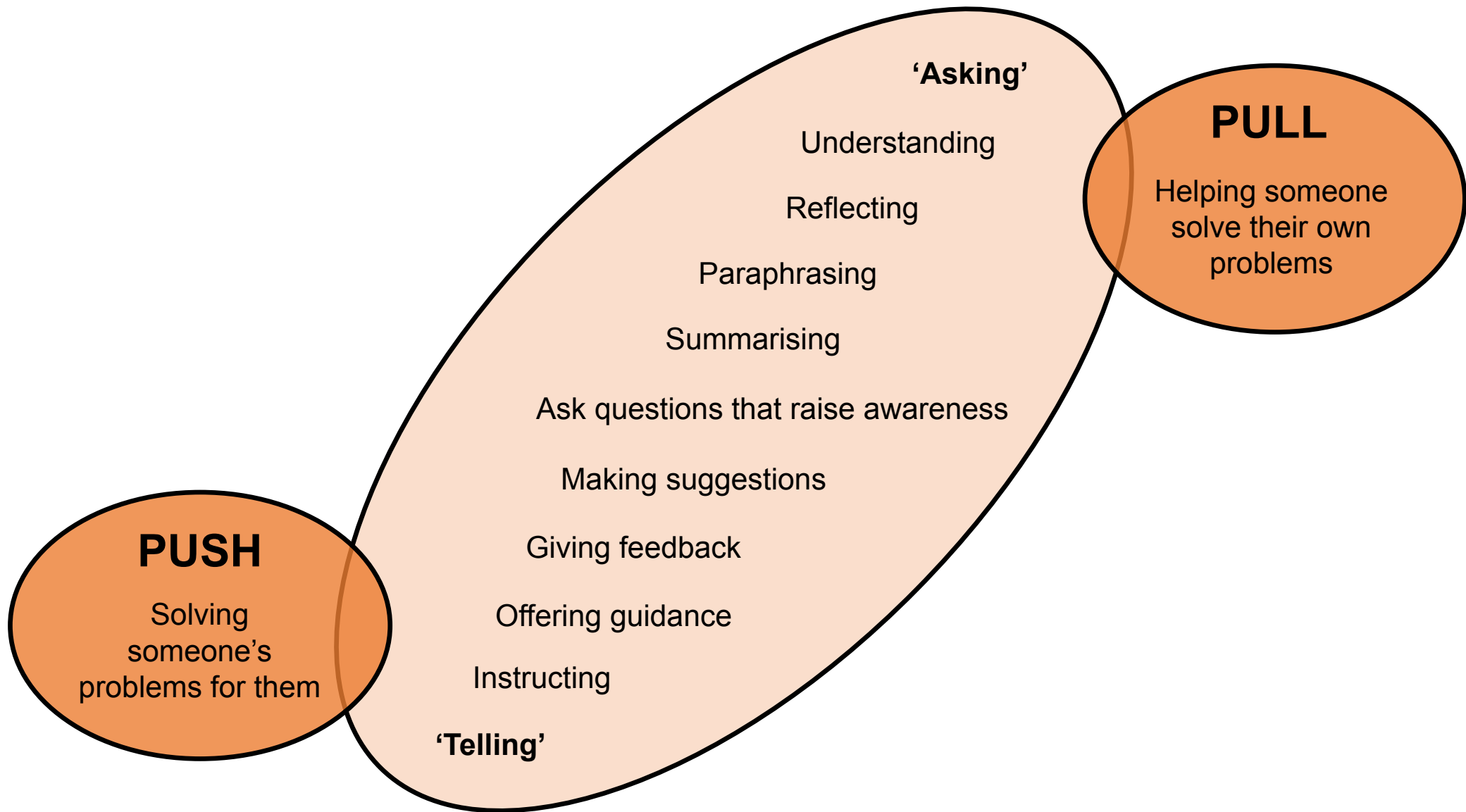
Learning
Discovering
Not being 'told'
Owning solutions
Defining next steps
Intrinsic motivation
Potential to performance



Dialogue







G

Where would you like to start?

What's on your mind that you'd like to talk though?

What's the best use of the next hour?

What would you like to leave this conversation with a better understanding of?

R

Tell me more about...

Can you give me an example?

How long has this been going on for?

How does it make you feel?

O

What have you already tried to address this?

How else might you tackle this?

What have other people recommended you do?

If none of the options you've mentioned were available to you, what else could you do?

W

What do you think you need to do next?

What is your immediate next step?

When do you need to do this by?

Do you need the support of anyone else to make this happen?

Great Questions

Open - *Why, Why not, How, Go on, Tell me more, Explain, Describe...*

✗ **Closed** – ‘Yes’ or ‘No’

✗ **Leading** – “So you didn’t like the way Tom treated you?” or “Can I just clarify, did you or didn’t you like the way Tom treated you?”

Hypothetical – What if, “Assuming you had budgetary signed off for that...?”

Opposing – “What would an unsafe team feel like?”

Permission – “Can I make a suggestion?”






Scoring – “On a scale of 1 to 10, how would you rate your performance on the project?”

When you start shifting your behavior from giving advice and providing solutions to asking questions, you will feel anxious. “I’m just asking questions. They’re going to see right through this and minute now.”

Learn to recognise the moment when you ask the question and there’s a pause, a heartbeat of silence when you can see the person actually thinking and figuring out the answer. You can almost see the neural connections being made.

[Do these 2 things to get better at coaching your employees](#)

Effective Listening

-  1. Interrupting
-  2. Hijacking
-  3. Advising (listening to solve)
-  4. Attentive
-  5. Active

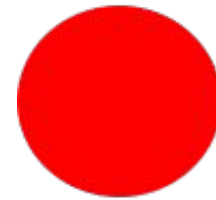
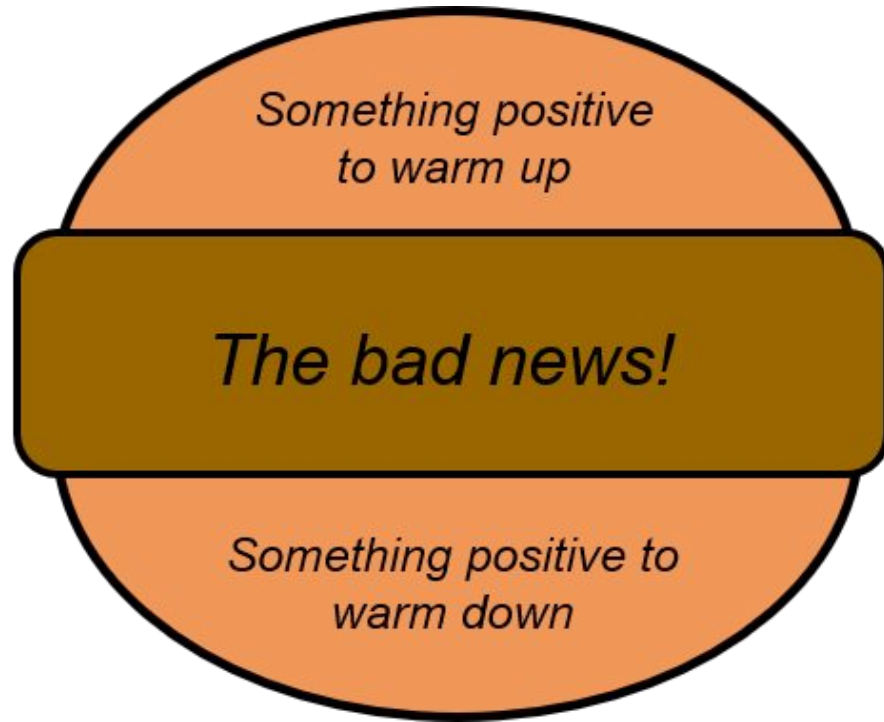


Feedback Frameworks

"Feedback is the lifeblood of change in a complex world. Without a constant diet of data and perspectives from those around them, people are trapped inside their own perspective and the quirks of their own, beautifully human brains. The ability to give and receive feedback, and to organise work and conversations so that feedback is richly available, is a core change capability"



Feedback Frameworks



Stop



Start



Continue

Feedback Frameworks

Situation

Anchor time or place

Behaviour

Observable action

Impact

What I felt / thought

At the client meeting on Monday afternoon, you ensured that the meeting started on time and that everyone had handouts in advance. All of your research was correct, and each of the client's questions was answered. I'm proud that you did such an excellent job and put the organization in a good light. I feel confident that will get the account, thanks to your hard work.

In working on a few projects together over the last two weeks, you only asked me to review and provide the feedback the day before the deadline. As a result, I had to work over the weekend to support you. If you could loop me in sooner I could provide higher quality feedback karma and be less stressed.



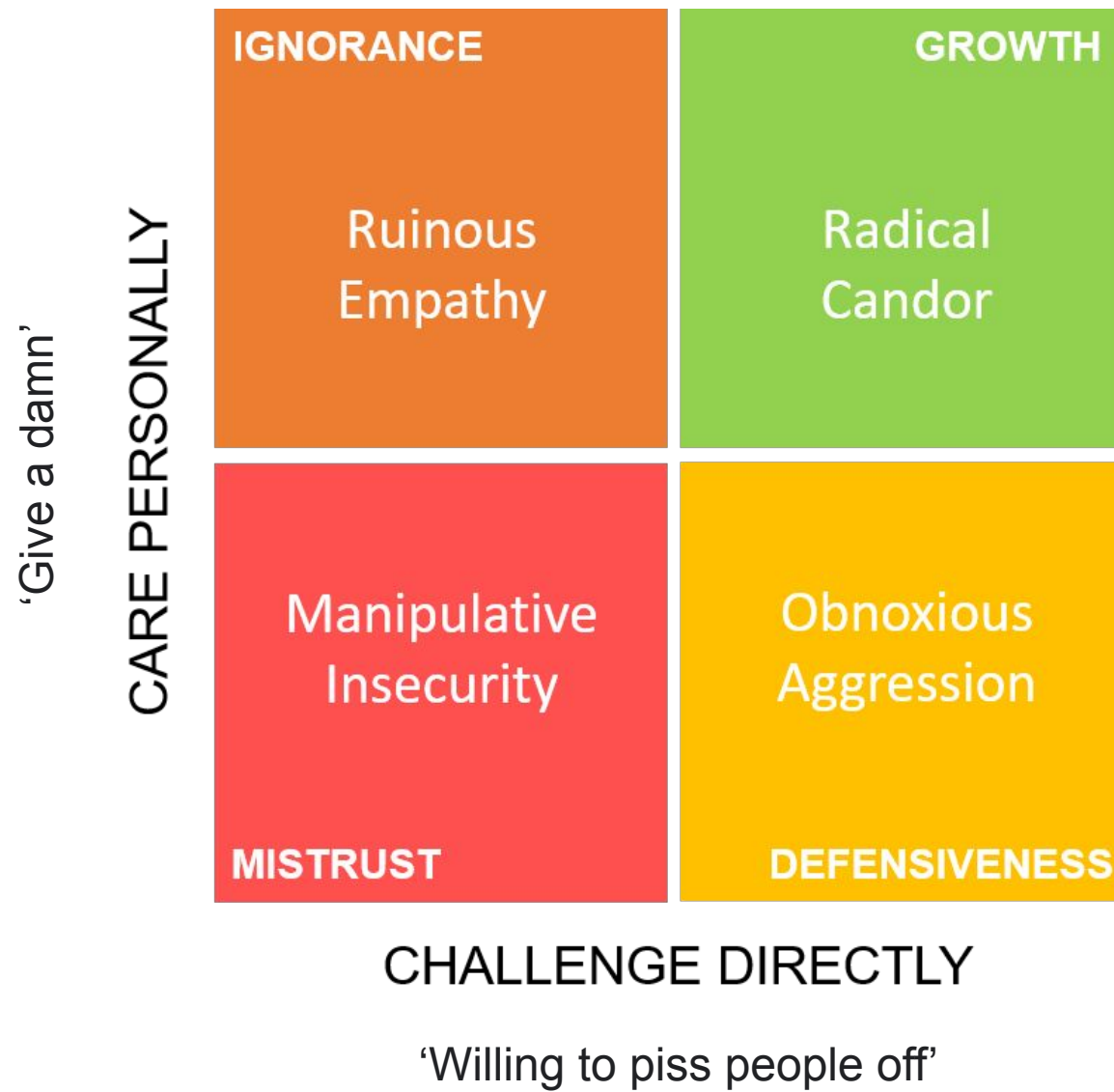
Avoid generalities



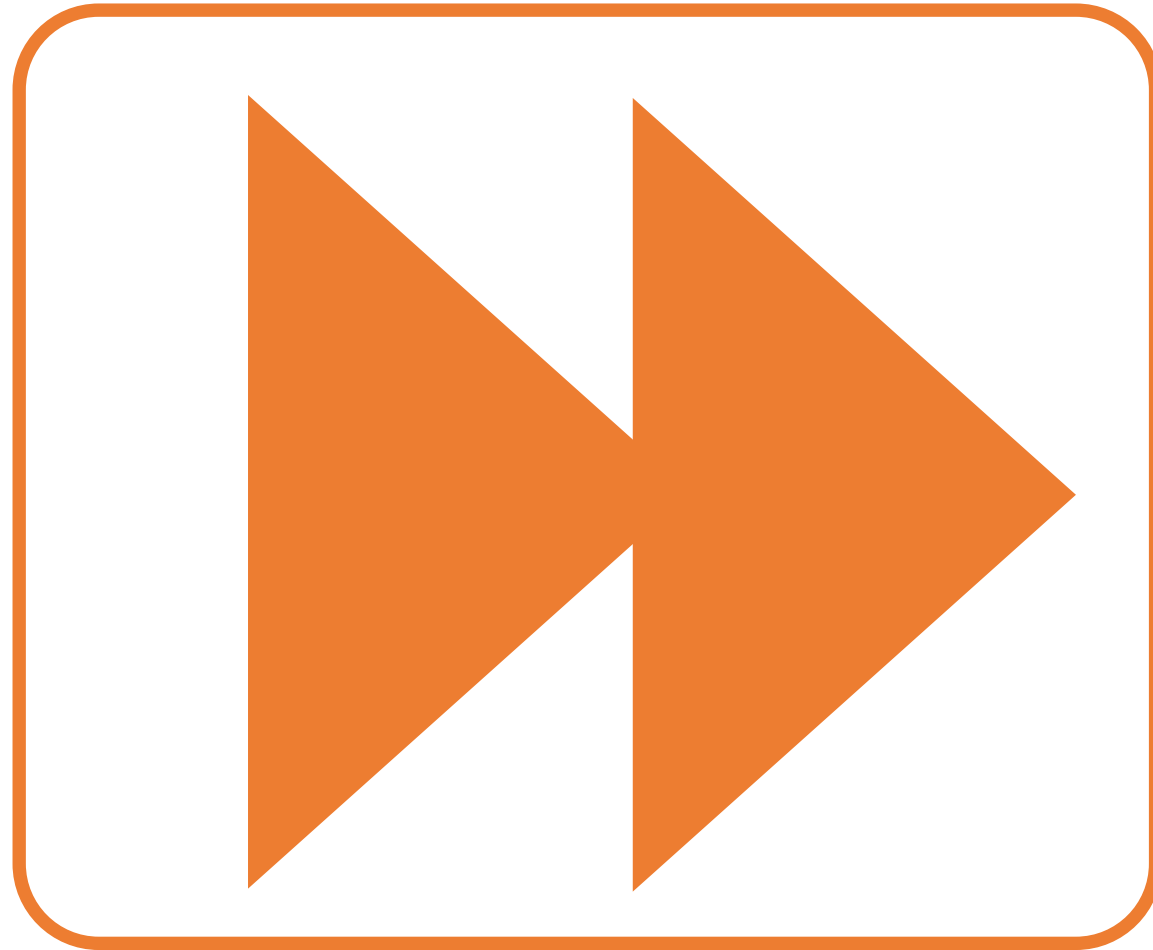
Keep to the facts



Don't insert opinions or judgments



Feedback Frameworks



[Feedforward](#)

One-On-Ones

STRUCTURE:

- Ideally 1 hour, at least 45 minutes
- Report sets the agenda
- Be flexible:
 - Start with a check in
 - What do you want to discuss today
 - How should we divide up the time?
- Leave with clear action points, and clarity on who owns them

“The key to a good one-on-one meeting is the understanding that it is the employee’s meeting rather than the manager’s meeting. This is the free-form meeting for all the pressing issues, brilliant ideas, and chronic frustrations that do not fit neatly into status reports, email, and other less personal and intimate mechanisms.” Ben Horowitz

PRINCIPLES:

- Get meetings in the diary, for at least next Quarter
- Decide on frequency
- Cancelling meetings:
 - If you have to cancel, rearrange immediately
 - Don’t get into habit of frequently cancelling, not a ‘nice to have’ meeting
 - If you don’t have time for them, reflect on why?
 - Think about how this might impact your report?
- Focus on employee’s career, development, wellbeing etc
- NOT a status update
- Them > You

[A Good Place to Work – Ben Horowitz](#)

[One On One – Ben Horowitz](#)

[150+ One On One Meeting Questions Great Managers Ask Their Teams](#)

One-On-Ones

REFLECTIONS:

If we could improve in any way, how would we do it?

What's the No. 1 problem with our organization? Why?

What's not fun about working here?

Who is really kicking ass in the company? Who do you admire?

If you were me, what changes would you make?

What don't you like about the product?

What's the biggest opportunity that we're missing out on?

What are we not doing that we should be doing?

Are you happy working here?

QUESTIONS:

- How are you currently running on-on-ones?
- What works well, not so well?
- How might you change the way you run one-on-ones from now on?

Commitment:

What one thing are you going to take away from today and commit to start incorporating into your management and leadership?

Distributed Teams – One-on-One Questions

How long have you been working remotely? What were the most challenging and surprising things when you first started?

What helps you feel connected to others and counteract the potential loneliness of working remotely?

What do you do to recharge each day?

What's your setup like for working? Is there anything you feel you're missing?

Do you feel the company supports remote staff effectively? How could we improve?

Do you think our decision-making process includes those that work remotely well? Have you seen a decision drag out for too long lately? (Decision making is hard and usually longer in remote teams and is worth constantly monitoring the pulse on.)

How well do you feel you know your coworkers?

Do you feel like you have opportunities for "water cooler" type discussions with the team to help you spur on ideas?

Do you feel you could go to anyone asking them for help?

What's most challenging for you in your daily work routine?

What about our team / company do you want to learn more about? (They may not pick up as much missing office chatter)

How well do you feel you know your coworkers?

How do you manage distractions during the day? Is it a challenge for you?

When you have a creative idea or epiphany, what do you do with it? (The kinds of things that would get openly discussed in an office could be missing!)

How is your work-life balance right now? What would you like to change about it?

How do you feel your energy levels are at work right now: strong and motivated, okay, or feeling kind of run down or burnt out?

How have your routines changed since you shifted from office work to working remotely? What's worked better? What do you want to change?

How often do you take breaks during work? What helps you recharge when you do?

What routines or habits help you be at your best and work sustainably?

What's your favorite part about working remote? (Understand what drives them)