



Supervisors Circle first video- take one. Tony. Good to be here. I want to commend you all first of all for whether you're a new manager or whether you've been doing it for a while, and you want to elevate a little bit. I commend you off for recognizing the need to do something different, to be someone different in order to generate different results. So, kudos to you for investing in this forum.

I want to make three quick points here. Why three?

Well, three's memorable, three's a nice number.

So, let's do three for right now.

First point- there's no one way to manage.

This is a very obvious point, you know, it's somewhat intuitive. When you think about a football team, for example, there's no one way to manage that team. Different teams have different personalities, different personnel, different compositions, different needs and all that changes over time. So, of course there can't be one way to successfully manage the team. So again, there's something very obvious about this point.

Here's why it's worth elevating to this discussion. The word is flexibility.

When I was starting out many years ago managing, my inclination was, 'look I don't know how to do this. So let me look at some examples of people who either do it well or don't do it well and either try to emulate or avoid different things that that they're doing.' And I think just starting off, that's okay. You got start from somewhere.

I think where I live in myself is in fixing on that approach that seems to work well and maybe becoming a little inflexible or rigid when a different set of people or different context or different whatever it was called for me to be somebody different. I didn't have it in me at that point to be flexible because I had understood, you know, 'this is the way to do it'. There's no one way to do it.'

And I think as you evolve, you'll undoubtedly figure out several different ways to do it and you'll be able to pick from your toolkit depending on what a certain situation needs.

So, first point, there's no one way to do it.

Second point- this can probably be split into like 2a and 2b-as a manager, you should not need to know everything, and you should not know everything.

Again, the if I go back to my experience when I first started managing, I saw myself maybe rightfully so in a position of authority where I sort of went off track. I was taking that to mean that I had to have all the answers, that the people that I was managing didn't have anything to offer me as far as knowledge. And when you're in that position, you know that can close off a lot of avenues for not



just my continued learning but also putting people in a position where they can contribute to me and where they could elevate, where they could progress.

And there's a lot of people in my career and I think the most gratifying experience that I've had as a manager is seeing people who I was in charge of elevate and frankly become better than me at something.

There's nothing more gratifying than knowing that I developed a person. So, the point where they could do my job and part of that is realizing that the other people have something to contribute.

You ever been around somebody who thinks they know everything?

It's not the type of people I want to be around.

So just imagine you know, when you're in a position with your teams that you're leading how they might feel when you're suggesting implicitly or explicitly that it's only you who has something to offer.

No, that's not part of managing well. And you know, it's not how you get the best out of the people that you are in a position of leadership over. So, keep that in mind. You don't have to know everything, and you shouldn't know everything.

Don't be afraid to ask.

Don't be afraid to say, I don't know.

And you might be surprised how well people respond to that and how that makes them or at least invites them to contribute in a way that they otherwise might not.

Third point- this can probably be like a one-hour conversation alone. I'm just going to touch on a few facets of it here. There's a big difference between managing and leading. They're both very, very important. So, by no means am I privileging one over the other. I'm just saying that there's a big difference between managing and leading.

We think about managing. Typically, people don't choose their manager. They don't choose who they report to. You know, there's an element of formality or compulsion or obligation.

You contrast that with leading where typically people do choose who they're going to follow. A lot of factors, you know, that come into that decision. It's values. It's whether you can inspire- a lot of different stuff comes into it, but typically there is an element of choice or will when someone chooses who they want to follow.

Look, there's some managers who are not leaders. There are some leaders who are not managers and there's some people who play both roles. Reason I'm bringing this point up is that when I was first starting to manage a team several years ago, I



didn't know that there was a distinction, and I couldn't quite articulate what it meant to be a leader. So again, this might go beyond the balance of this strict conversation. But if you are thinking about that distinction between managing and leading, know going into it that there is a different set of aptitudes, of capabilities that comes into the picture when you talk about leading.

So again, I think someone in the community that we have here will be able to supplement this point a little bit. If not, I'm happy to do a one-hour sort of lecture on this thing supposed to be managing and leading but for right now just know that both are very important, both are very different, and the more you can do to keep them separate and approach them very differently, I think you'll be better off for it and your people will as well.

All right, that's video number one in the books and see you next time!