

To Make Your Management Style Clear, Create a User's Manual



Your longtime employees understand your peeves and preferences so acutely that pleasing or annoying you is rarely done by accident. But what about new hires? How can they quickly learn what it's like to work for you and your organization?

One zero-cost, highly replicable solution is to create a "user's manual" for your leadership style and distribute it to your incoming employees. Think of this manual as a one-page "cheat sheet" to intra-team transparency.

Recently, Adam Bryant of the *New York Times* described the user's manual of TravelPod founder Luc Levesque, who worked with *The Build Network* to craft a set of seven questions designed to pattern clear, tactical guidelines for the care and feeding of your CEO:

Questions to Ask & Answer For Your User's Manual:

1. **Which** do I value more, speedy work or deliberate work?
2. **What** are my expectations for commitment to the job beyond conventional work hours?
3. **What** are my idiosyncrasies--what are the individual quirks that anyone working with me should know about?
4. **How** will I help my employees get better at their jobs?
5. **What** weaknesses of mine should the team know about--and how can they help me improve?
6. **What** is my process for handling conflicts?
7. **When** it comes to mistakes, what's the best way for employees to come forward?

BLUEPRINT TO LUC AND HIS QUIRKS

Quirk: Noun (plural quirks), an idiosyncrasy; a slight glitch, mannerism; something unusual about the manner or style of something or someone

I've always wished I had a "blueprint" of how my boss works

His quirks, what he likes and what he doesn't. We usually stumble our way into figuring out our boss' quirks by trial and error which is no fun for anyone and just plain inefficient (speed wins, right?). I know myself pretty well by now... so I thought I would put this blueprint together to help people get to know me and what I value without any guess work.

Here are 12 honest, unfiltered, un-sugar-coated things about me

What I value.

What drives me nuts.

... and a taste of some of the things that define a top performer to me.

- Luc

1 I value speed

Go as fast as you can by focusing on real, productive effort and ruthlessly cutting out pieces of work that don't need to be done. If it's a big task, look to test it first by doing 5% of the work before committing to doing 100% of the work. If you feel that you're working on something that you feel is a waste of time, let someone know or come see me.

2 I value quick responses to emails

... off hours as well if possible. No one likes being held up waiting for someone's reply. Try not to let an email go more than 24h without a meaningful reply. The faster the reply, the better.

3 I'll help you become the best

I get a huge amount of personal satisfaction from seeing members of my team grow, improve, hone their talents, learn more, develop new skills... and just become: better.

I'll invest time, money, and do what it takes to help anyone on the team be the best at what they do.

4 I value the "shower ideas"

I won't make you work until midnight each day but I value members of the team who care deeply about what they're doing and think about it long after they've left the office for the day. In my experience, this is where the insightful and clever ideas come from and is something I value and reward.

"I value speed more than any other item on this list; all other points are valued because they increase our speed."

BLUEPRINT TO LUC/QUIRKS

CREATOR TRAVELPOD

VERSION 1.2

PAGE 1 of 2

www.luclevesque.com



Blueprint to _____ and _____ Quirks

Quirk: (noun) An idiosyncrasy; a slight glitch, mannerism; something unusual about the manner or style of someone.

I value...

Description

I value...

Description

I value...

Description

I value...

Description

