Welcome!

Please update your Zoom nametag to reflect name / pronouns / organization.

TMC

Managing to Change the World

1

Scenario

HABIB

Imagine this

Habib, one of your team members, just wrapped up a big project that, frankly, missed the mark. This wasn't just any task – it was a major part of their goals for the year. In the end, you and the rest of the team had to unexpectedly get involved to meet the deadline.

Afterwards, you met Habib for a feedback chat. The conversation was okay, but you left feeling that they didn't really get it. You know, that sinking feeling when you're not sure if your message actually landed.

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Reflection

Habib is now preparing for their next project. As Habib's manager, what would you do next?

ZOOM
Poll

A. Have an additional feedback conversation; and ask how you can better support them

B. Create space to reflect on the last project and set goals for the next one

C. Play a more active role in the planning and execution of the work

D. Reflect on Habib's strengths and weaknesses; re-delegate the more challenging aspects of the project to other team members with a stronger skillset

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Breakout #1

Giving Feedback to Habib

Instructions

First	Then	After
Introductions (share name, pronouns, org, role)	Share what you would do to address the situation and why	Whole group share and discussion

Group Size 3-4

Time 8 mins

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Welcome. Come as you are.

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About TMC

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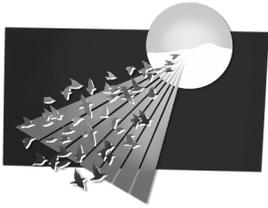## Hello I'm JK Nelson

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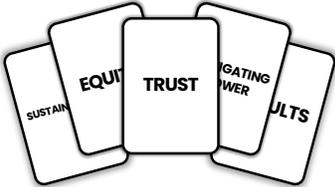## Conspire and Align with Your Team

Key Idea

A management approach that is rooted in values. We come together with our team for a collective purpose and get on the same page about realizing that purpose.
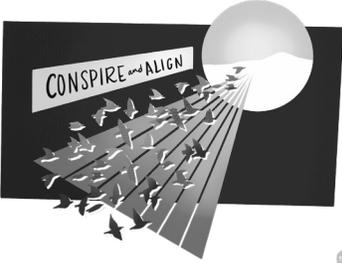
10

Practice Activity #1

My Management Values

SUSTAIN EQUIT TRUST IGATING WER JLTS

Time 4–5 min

11

When we **conspire and align**, everyone understands where we're going and what role they play in getting us there.

CONSPIRE and ALIGN

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Breakout #2

Conspire and Align: Our Experiences

Instructions

Share

Share a time that you practiced or experienced 'conspire and align' management (even if you didn't call it that at the time).

Then

Whole group debrief

Group Size 3–4

Time 6–8 mins

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Effective Check-Ins

Key Idea

Checks-ins are the soil where a conspire-and-align management relationship takes root, grows, and thrives.

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Check-In Essentials

- Get what you need from each other
- Align on priorities and stay engaged
- Build connection
- Troubleshoot
- Provide and invite feedback

Check-In Meeting Agenda Template

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"Movements are born of critical connections rather than critical mass"

— Grace Lee Boggs,
American author and activist

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Practice Activity #2

Check-Ins

Time 2 min

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Group Discussion

Check-Ins

How valuable are your check-ins right now? How have these meetings helped strengthen relationships within your team?

What might you try to do differently moving forward?

What questions do you have?

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We're taking a break

Time Remaining 15:00

We've covered
- Conspire and Align
- Check-Ins

After the break
- Implicit Bias
- 3 Dimensions of Effective Management

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Group Discussion

Belonging

ZOOM
Chat

Think about a time when you **felt like you belonged** in a group. What did it feel like?

Think about a time when you **did not feel like you belonged** in a group. What did it feel like?

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Margins and mainstreams change depending on context

People hold multiple identities. Margins and mainstreams change depending on context.

Our **responsibility** as managers is to be aware and account for bias or systemic barriers.

Mainstream
power to set the norms
Positional Power
Relational Power
Identity Power

Margins
power to see beyond the norms

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Implicit Bias Filters

"Like me" Filter	vs	I am less comfortable with them
"I like you" Filter	vs	We don't naturally "click"
Dominant Culture Fit	vs	People who are marginalized

Knowing this, when managing, we sometimes…

- Trust them more
- Assume the best
- Hear them more
- Expect them to succeed
- Be invested in them

- Trust them less
- Assume the worst
- Make them prove/qualify
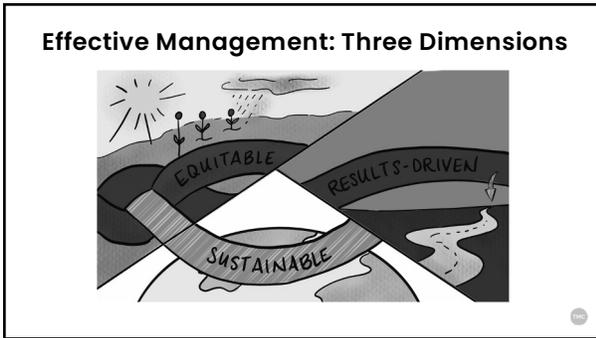- Have lower expectations
- Be less invested in them

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Practice Activity #3

Bias Check

Management Practices	People I manage				
	Amy	José	Kaya	Rini	Thuy
Check in regularly			X	X	X
Give them frequent feedback	X	X		X	
Assign rigorous work and support			X		X
Seek their perspective	X		X		X

Time 3 min

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Effective Management: Three Dimensions

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Padlet #1

What does it look, feel, and sound like when a team embodies the Three Dimensions of Effective Management?

Time 4 mins

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Choice Points

Decision-making opportunities where some paths replicate the status quo and others advance equity, inclusion, and belonging

race forward

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Slide 32

"We bring the things that shape us, consciously and unconsciously, everywhere we go. Unless we are intentional about interrupting what we've learned, we will perpetuate it, even as we are working hard for a better world."

—Alicia Garza,
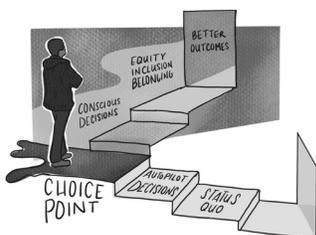*The Purpose of Power*

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Slide 33

Choice Points

Everyone on my team has the opportunity to grow, regardless of how close we are.

I intentionally give regular feedback to everyone on my team.

Who do I give feedback to?

I tend to give more feedback to people I'm more comfortable with.

People I'm not as close to miss out on opportunities to grow

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Slide 34

Navigating Choice Points

Who does this [decision] benefit, build power or opportunity for?

Who will it disempower or disadvantage?

Thinking about different identities on my team, how might individuals in the margins experience this decision?

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Delegating Effectively

(Key Idea)

Effective delegation is much more than giving someone a to-do list. It requires conspiring and aligning on what success looks like and how to achieve it.

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Delegation in Action

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Guiding More, Doing Less

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The Delegation Cycle

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Practice Activity #4

Delegating Effectively, Part 1

Time 1 min

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We're taking a break

Time Remaining **45:00**

We've covered
- Implicit Bias Filters
- 3 Dimensions
- Choice Points
- Delegation Cycle

After the break
- Aligning on Expectations

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Aligning on Expectations

WHAT?	What does success look like?
WHEN?	When is the assignment due?
WHERE?	Where else can you go for resources?
WHY?	Why is this task important?
WHO?	Who should be involved?

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MOCHA

MANAGER	Assigns work to the owner, holds accountable and supports
Owner	**Responsible for the project**
CONSULTED	Should be kept in the loop, or asked for advice or input
HELPER	Will help do a part of the work
APPROVER	Has final sign-off or approval on parts of the project

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Making the Implicit Explicit

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Making the Implicit Explicit

IMPLICIT ⟶ EXPLICIT

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Practice Activity #4

Delegating Effectively, Part 2

5Ws?
WHO?
WHAT?
WHEN?
WHERE?
WHY?

Time 5 mins

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Multiple Paths to Success

P REFERENCE	*I prefer updates in writing.*
T RADITION	*We do these weekly and send them over email.*
R EQUIREMENT	*All team members have the information they need to make decisions, feel connected, and collaborate.*

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Seeking Perspective

Which name do you hear?

48

Group Discussion

Seeking Perspective

How might this activity relate to effective management, particularly when it comes to understanding and valuing the diverse perspectives of your team members?

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Seeking Perspective

Sample Questions

✓ Here's what I'm thinking. What do you think?

✓ Have you done something like this before? What worked? What didn't?

✓ What are you excited about? Anything you're nervous about?
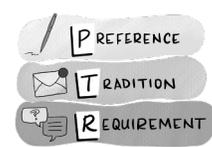
✓ Is there anything else you want to discuss?

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Try this! Delegating with Clarity and Ease

TMC

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Practice Activity #4

Delegating Effectively, Part 3

P REFERENCE

T RADITION

R EQUIREMENT

Time

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Instructions

Breakout #3

Delegation Role-Play

4 mins	**Person A** delegates to **Person B**
3 mins	Debrief
4 mins	**Person B** delegates to **Person A**

Group Size 2

| 3 mins | Debrief |

Time 15 mins

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We're taking a break

Time Remaining   15:00

We've covered
- Check-In Meetings
- Choice Points
- Delegation
- Implicit > Explicit
- PTR & Seek Perspective

After the break
- Staying Engaged with Slices

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Staying Engaged to Get Results

Key Idea

Slices are small samples of the work in progress. Take slices early to help surface points of misalignment, gaps, questions, potential risks.

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Taking Slices, Early

When your staff is launching an email campaign:

Review the plan and schedule of emails

When your staff is conducting a workshop series:

Review proposed session outcomes

See one workshop outline

When your staff is maintaining a program budget:

Look at budget categories and line items

Review items above $500

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Slices in Action

In your project plan, identify critical points in which slices would be most helpful.

Check-in meetings are a great space to share and review slices.

Slice by asking probing questions: What are the key benchmarks you've met since our last check-in? What obstacles have you encountered?

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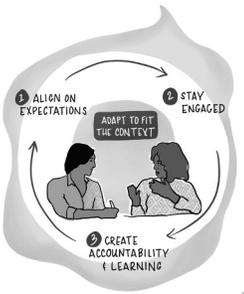**Practice Activity #5**

Taking Slices

Time 2 mins

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Creating Accountability and Learning

(Key Idea)

When managers commit to regular feedback and debriefs, they can exponentially increase their staff members' growth.

① ALIGN ON EXPECTATIONS

② STAY ENGAGED

ADAPT TO FIT THE CONTEXT

③ CREATE ACCOUNTABILITY & LEARNING

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Debriefing Projects

✓	Compare results to expectations
⩗	Celebrate wins and unpack best decisions
▦	Capture lessons learned and think about what should be done differently next time
☁	Seek and share feedback

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The Importance of Feedback

Choice Point: How **frequently** we give feedback, and **to whom**

Feedback can build or break **trust and relationships**

We can't get **great results** without providing feedback and guidance along the way.

"Inaccurate, unhelpful, or unclear feedback (even when motivated by the desire to be kind) can end up obscuring critical growth opportunities and [result in fewer] important job assignments, raises, or promotions."

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What Feedback Can Look Like

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Practice Activity #6

A Feedback Conversation

What is **working** in this feedback conversation?
What could Jami have done **even better**?
What would you **replicate** or try in your work?

Time **8 mins**

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Tips for Giving Feedback

Give feedback **early and often**

Focus on **observation + impact**, not assumptions or judgement

Make it **routine** (in check-ins, or debriefs)

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Tips for Giving Feedback

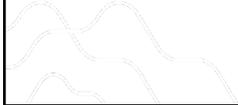Offer **praise** (and be generous)

Don't just dish it – **ask for it**

Bias-check it: who is getting regular feedback, and what types?

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Planning the Work Ahead

(Key Idea)

Management is a practice. We never really arrive, we learn and evolve with the world, the organizational context we're in, and the people we are entrusted to manage.

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Our Toolkit

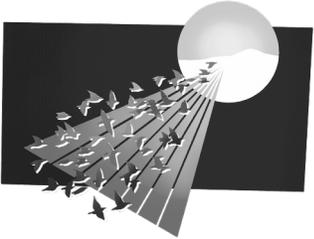## Tools and Concepts We Covered Today

- Conspire and Align
- Check-Ins
- 3 Dimensions of Effective Management
- Margins & Mainstreams
- Bias Filters
- Choice Points

- Delegation: the 5Ws
- PTR (preferences, traditions, requirements)
- Making the Implicit Explicit
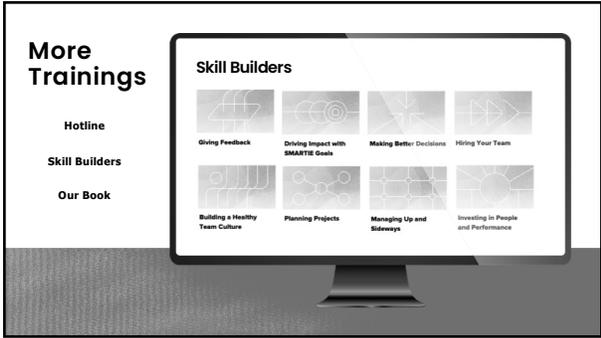- Seeking Perspective
- Taking Slices
- Giving Feedback

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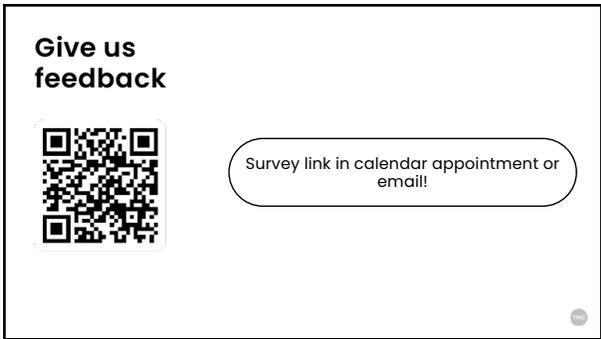**Practice Activity #7**

Creating Your Action Plan

Time 6 mins

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More Trainings

Hotline

Skill Builders

Our Book

Skill Builders

Giving Feedback

Driving Impact with SMARTIE Goals

Making Better Decisions

Hiring Your Team

Building a Healthy Team Culture

Planning Projects

Managing Up and Sideways

Investing in People and Performance

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Give us feedback

Survey link in calendar appointment or email!

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