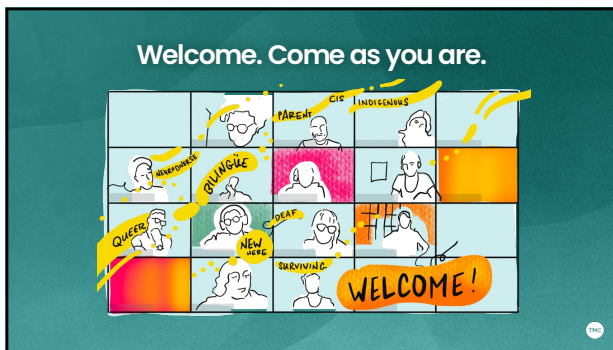


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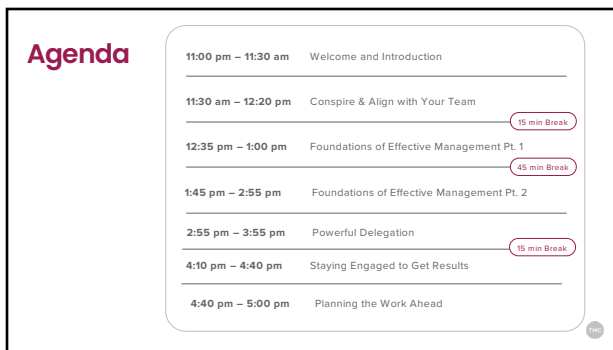
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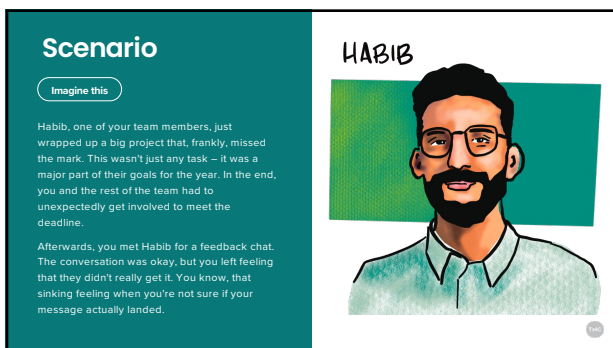
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4



5



6



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

7



Breakout #1

Giving Feedback to Habib

Group Size **3-4**

Time **8 mins**

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

9

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.



12



**Practice Activity
#1**

My Management
Values


Time 4 min







13

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





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**Breakout
#2**

Conspire and Align:
Our Experiences

Group Size 3-4

Time 8 mins


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




15

Effective Check-Ins

Key Idea

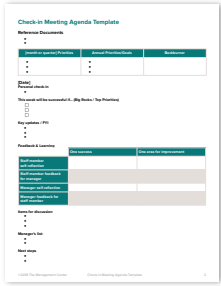
Checks-ins are the soil where a conspir-and-align management relationship takes root, grows, and thrives.



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Check-In Essentials

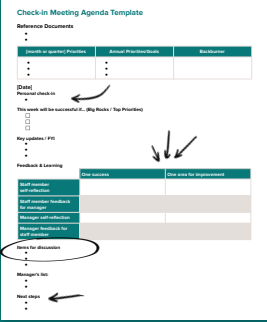
- Get what you need from each other
- Align on priorities and stay engaged
- Build connection
- Troubleshoot
- Provide and invite feedback



18

Check-In Tips

- Set a regular time and stick to it
- Be prepared and be present
- Use an agenda and focus the conversation
- Staff should own and drive their check-ins




19

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

— Grace Lee Boggs,
American author and activist




20



Practice Activity #2

Check-Ins

Time 2 min



21


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?

22


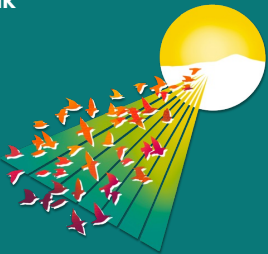
We're taking a break

We've covered


- Conspire and Align
- Check-ins

After the break

- Implicit Bias
- 3 Dimensions of Effective Management



24




Group Discussion

Belonging

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?



25

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



27

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/quality
- Have lower expectations
- Be less invested in them

28



Practice Activity #3

Bias Check

Time 3 min

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

29

We're taking a break

We've covered


- Implicit Bias Filters
- 3 Dimensions
- Choice Points
- Delegation Cycle

After the break

- Aligning on Expectations

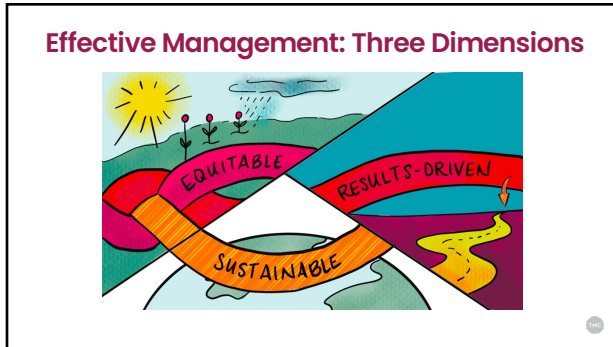
Time Remaining

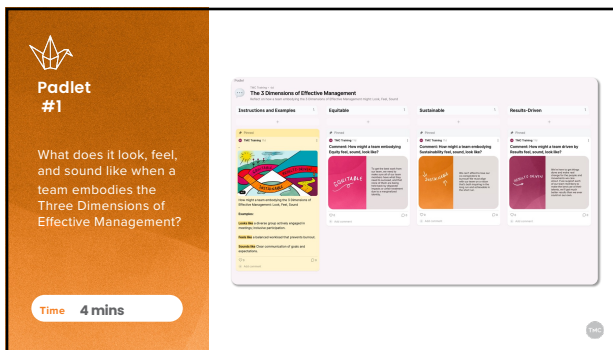
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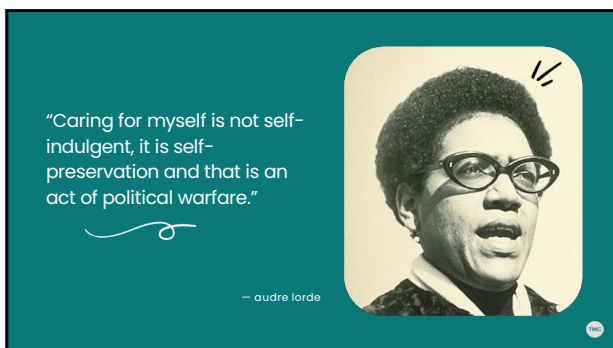


30

8







Choice Points

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

race forward

35

"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*

36

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

37

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?

38

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.

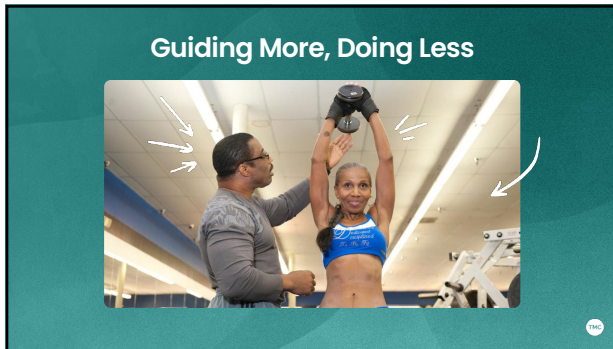


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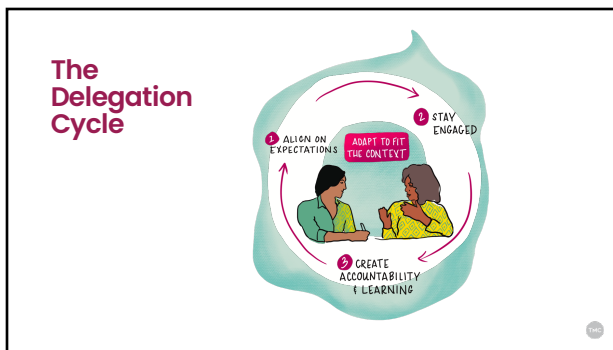
Delegation in Action



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Practice Activity #4

Delegating
Effectively, Part 1

Time 1 min

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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?

45

MOCHA

HELLO
MANAGER

HELLO
Owner

HELLO
CONSULTED

HELLO
HELPER

HELLO
APPROVER

Assigns work to the owner, holds accountable and supports

Responsible for the project

Should be kept in the loop, or asked for advice or input

Will help do a part of the work

Has final sign-off or approval on parts of the project

46

Making the Implicit Explicit

Search

Home

Calendar

Chat

Settings

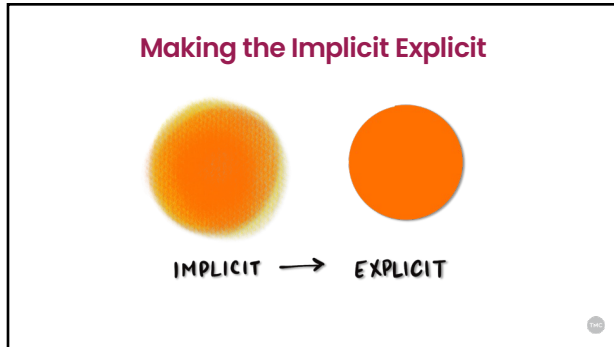
Welcome Janet •• Hanna Westly

Tue 10 June 2024

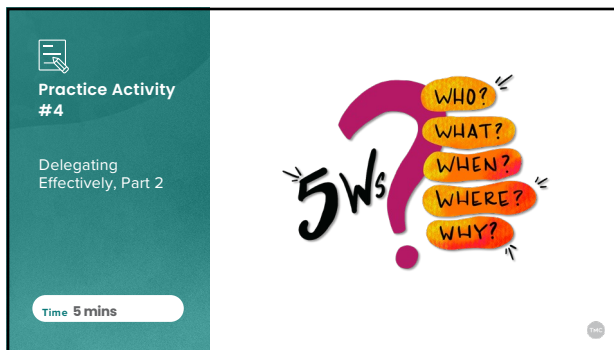
Search

And these earrings sound good!

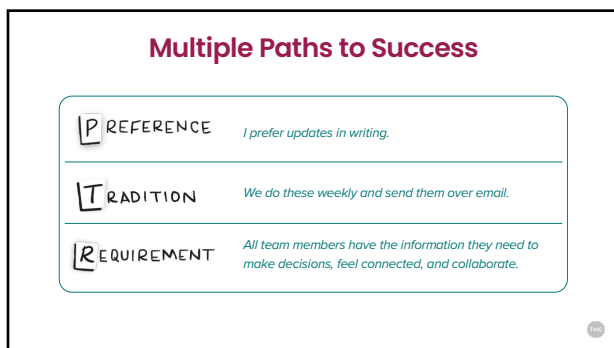
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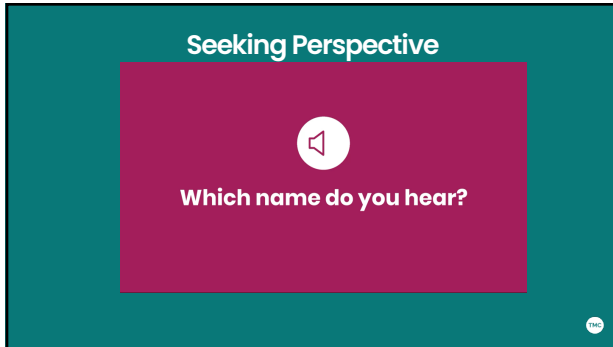
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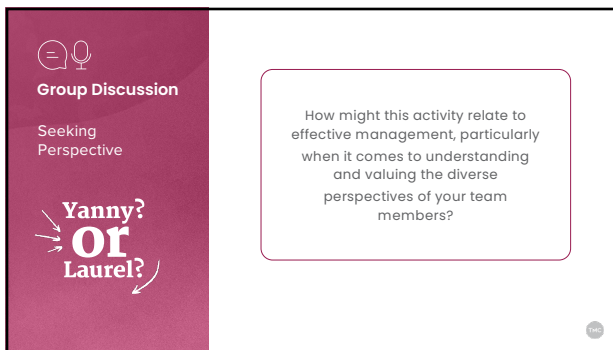
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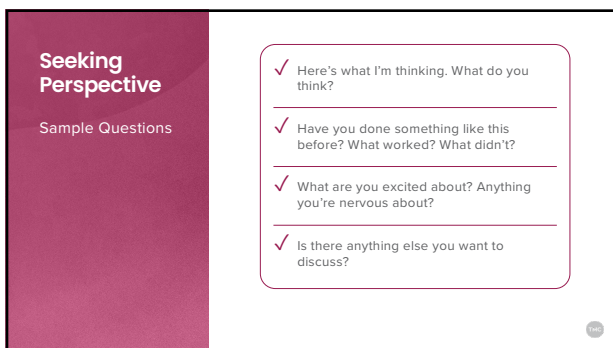
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52




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Try this! Delegating with Clarity and Ease


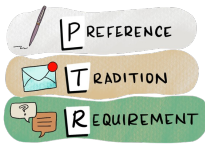


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 **Practice Activity #4**

Delegating Effectively, Part 3

Time



55

 **Breakout #3**


Delegation Role-Play

Group Size **2**

Time **15 mins**

Instructions

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



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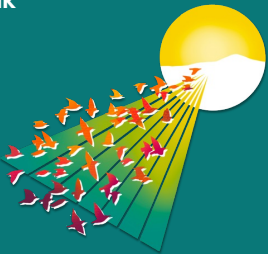
We're taking a break

We've covered

- Check-In Meetings
- Choice Points
- Delegation
- Implicit > Explicit
- PTR

After the break

- Staying Engaged with Slices




58

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

60


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


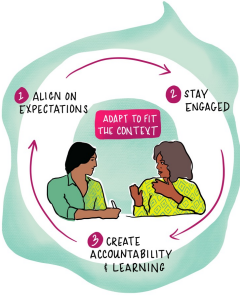


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Creating Accountability and Learning

Key Idea

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



63

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

64

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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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)

66

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?

67

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.



71


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 5 mins



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More Trainings

Website

Skill Builders


Our Book

Skill Builders

 <p>Giving Feedback</p>	 <p>Driving Impact with SMARTIE Goals</p>	 <p>Making Better Decisions</p>	 <p>Hiring Your Team</p>
 <p>Building a Healthy Team Culture</p>	 <p>Planning Projects</p>	 <p>Managing Up and Sideways</p>	 <p>Investing in People and Performance</p>

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Give us feedback



t.managementcenter.org/dv8

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