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Ver. 1.1, updated 6 October 2008

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These are **teaching notes**. They are written from the program leader's perspective, as if the program leader is speaking. They are detailed but not comprehensive. My goal is to give you all the concepts and tools of the program, along with a flavor of my teaching style. You should find here enough information to evaluate whether the program is useful for you, or enough detail to develop it for your own organization.

You'll also find teaching tips or clarifications shaded in gray.

These teaching notes make more sense if you've already read the **Program Overview and Setup** document. It's also best to read the session documents in order, because later sessions build on the work of earlier sessions.

Session 8 Topics

- Managing change by managing transitions
- Building a community of practice
- Questions
- Share your vision
- Be a great manager

Session 8 Key Concepts

- If you want change to be successful, manage the transitions well. Pay attention to the emotional components of ending, the neutral zone, and beginning.
- A community of practice is an enormous resource for information, ideas, shared experience, tools, and ongoing support.

These concepts are essential underpinnings of the Humans At WorkSM program. Do not substitute other concepts unless you are prepared to reconfigure the entire program accordingly. If you are not familiar with these concepts, don't lead this session. These skills should be introduced and demonstrated by expert practitioners who can model the behavior as well as describe it.

You'll find basic handouts for all sessions in the Tools and Materials document.

Homework assignments due for this session

1. **Managing Transitions** Practice Case exercise.
2. Read article "Communities of Practice."
3. Personal essay on your management vision and key concepts.
4. Final project statement.
5. Questions.

Session 8 Agenda

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|-------|------------|--|
| 9:00 | 8.1 | Open session (see notes) |
| 9:05 | | |
| 9:10 | 8.2 | Managing change by managing transitions (see notes) |
| 9:15 | | |
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| 10:20 | | |
| 10:25 | | |
| 10:30 | | BREAK (10 minutes) |
| 10:35 | | |
| 10:40 | 8.3 | Building a community of practice (see notes) |
| 10:45 | | |
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| 11:00 | | |
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| 11:20 | 8.4 | Questions (see notes) |
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| 12:00 | | LUNCH (1 hour) |
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| 2:40 | | |
| 2:45 | | |
| 2:50 | | BREAK (10 minutes) |
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| 3:00 | 8.5 | Share your vision (see notes) |
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| 4:20 | 8.6 | Session manifesto: Be a great manager (see notes) |
| 4:25 | | |
| 4:30 | 8.7 | Program wrap-up and celebration (see notes) |
| 4:35 | | |
| 4:40 | | |
| 4:45 | | |
| 4:50 | | |
| 4:55 | | |
| 5:00 | | Program ends |

Session 8 teaching notes

8.1 Open Session

- A. Brief review of Session 7 outcomes
- B. Session 8 goals

8.1 A -- Review Session 7

Last time we talked about managing conflict at work – how to have effective and productive conflict, and some strategies and tools for managing conflict when it becomes unproductive or personal. We also previewed some of the key concepts of transitions and change that you read about in your homework.

8.1 B -- Session 8 goals

Today is our last session. We'll talk more about managing transitions as the key to managing change.

We're ending with change because it will be one of the most common features of your work as managers, no matter where you work or what kind of team you are leading.

Helping your team with the kind of constant change that is a fundamental part of business today will take all your skills – clear priorities, good relationships, clear and plain communication, the ability to talk about feelings as well as facts, running meetings and dealing with people one-on-one, helping people clarify their roles and responsibilities, and your skill in making conflict effective.... All these things come together to help you manage the small and large changes that are a part of a manager's job every day.

Today we will also talk about how you can establish a community of practice in your organization, and become a part of a wider community, so that you can continue to support each other, and learn and grow as managers.

And finally, we'll talk more about any ideas we've covered in the program that you'd like to have clarified or spend more time practicing.

8.2 Managing change by managing transitions

Participants will be facilitating most of this segment, so be sure you pay careful attention both to coaching them and to making sure that all the important elements of managing transitions come up. You can do this by directing the conversation as necessary without stepping back into a full facilitator role (e.g., lobbing in questions, suggesting ideas to add to the list, etc.)

Group discussion: What did you learn about managing transitions?

Select a participant to facilitate this discussion. Coach them as they work.

Prepare four flip chart pages headed "Ending", "Neutral Zone", "Beginning" and General. Ask the facilitator to record ideas and comments under the appropriate heading, so it's easier for participants to see what's been covered.

The goal here is for the group to teach you the topic. Encourage exploration, clarification, etc. Don't help with content unless absolutely necessary.

When it appears that most or all of the key elements are on the board, select a new facilitator and move to the next discussion.

Group discussion: What skills do you need to manage transitions? How do they apply?

Examples could include:

- Clear sense of priorities
- Good key relationships
- Communicate plainly
- How decisions are made about issues related to change or transitions
- Running transition meetings.

When it appears that key elements are on the board, move directly to the next discussion.

Group discussion: How can you use your skills to help your team be ready for change?

Examples could include:

- Make "response to change" part of the interviewing process
 - Cross-training
 - Train people in the elements of transition
 - Set ground rules for how you will communicate about change.
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8.3 Building a community of practice

- A. Building and maintaining a community of practice
- B. Next steps for your community

8.3 A -- Building and maintaining a community of practice

Group discussion: What is a community of practice? How could you as a group use a community of practice to help you be great managers?

Facilitate this yourself, and be prepared to give specific examples of communities of practice (from your experience or business cases).

Let the discussion take as long as necessary for participants to explore how a community of practice could support them in their continued learning, and how it could help spread learning to other parts of their organization.

Group discussion: What do you want to do to build your community of practice in your organization?

One of you will be facilitating this discussion, but before we get a volunteer, let's talk about how we should approach the discussion. You're the manager, you're leading a team meeting in which you have to discuss getting an initiative off the

ground. How do you structure the discussion?

The goal is to make sure participants understand this as a "planning meeting" – requiring brainstorming of ideas, then some kind of prioritization process, then assignment of accountability.

Select a participant to facilitate this discussion.

Some specific ideas may include:

- Maintain this email list. Use it to communicate about issues, questions, successes, wacky ideas, to schedule get-togethers for the group, share resources such as books or articles, workshops, etc.
 - Stay in touch face-to-face as well as online. Have lunch or drinks after work. Drop by each other's desks. Walk around the parking lot together to talk out a problem or exchange ideas.
 - Start with regular (face-to-face, or through the group email list) updates on your management projects. You've got a lot of great resources in this group – use them to help your projects be successful.
 - Continue cultivating informal relationships with the managers that you interviewed and shadowed during this program.
 - Join the community of practice on the Humans At Work website – there are blog discussions about ideas and resources, and an email group of people interested in building community.
 - Teach skills to other people in your organization. Offer lunchtime brown-bag seminars in a specific skill or idea, or find out if your HR department is interested in organizing more formal training that you can help with.
 - Don't forget the power of story. Using stories to share information, and to teach others, is one of the powerful and effective tools you have.
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8.4 Questions

Group discussion: What would you like to talk more about, understand better or practice more before the program ends?

You'll have advance notice of some of these issues through the group email list. Be ready with stories, examples, additional tools or concepts, additional handouts or resources, and exercises. But encourage participants to answer questions for each other first – let them lead, and step in only when it's clear that you can provide additional clarity to an important point, or when the group is obviously stuck.

Do not use a participant facilitator for this discussion.

8.5 Share your vision

Group discussion: One at a time, please share your vision of yourself as a manager, the values that are meaningful to you, and some points of the program that have been meaningful for you. You don't have to read your entire essay – it's fine to highlight a few of the key points – but please share your complete vision statement.

You've already read each other's essays posted to email. But it's important for you to publicly commit to your vision and to say whatever you are moved to say about what you've learned, what you've discovered, and what you want to do next. This is your opportunity to testify.

Clarify for the group that supportive comments are welcome, but this is not a request for "input." These statements are personal. They don't need to be disagreed with or "fixed."

8.6 Session manifesto: Be a great manager

Please read the Manifesto section in the Program Overview and Setup for more guidance about the session manifestos.

Put the manifesto in your own words. Testify. And remember that your purpose is to show participants how today's concepts and ideas are related to each other, to the work of previous sessions, and to good management in general. This is where you bring it all together.

Start every manifesto with a personal story.

Today, tell a few brief stories of great manager moments. The first one or two stories should be "famous" stories of good management – stories you've found in magazines or online about a manager doing a great job.

The final story should be personal -- how the best manager you ever had made you feel, or a story of an incident in which you were a great manager for your team. If you don't have any stories like this, why are you teaching this program?

I've just given you some stories of great managers. And here's the thing: these people don't have any special superpowers. What they have is solid clear values and great skills honed through lots of experience.

All of you have the ability to be great managers too. You've got a base of awareness and a framework of skills. Now it's your job to get the experience. To go practice.

And as you practice, remember that the employees you're practicing on are real human beings. What you do affects them. It matters how you treat them.

Be clear.

Be transparent.

Be authentic.

Be specific.

Remember everything is relationship.

Listen, always listen.

Be brave.

Support each other, and be kind to yourselves. Managing is hard – sometimes very hard. You're going to make mistakes. Sometimes you're going to feel inadequate, incompetent, overwhelmed or just too tired and stressed.

In those moments, remember to take a deep breath and step back, and give yourself a break. You're learning. This is part of it. You have the skills to get through these transitions – because that's what they are – and come out stronger on the other side.

And have fun. Managing has a huge potential to create real joy for you and the people around you. Imagine being that manager that you've described in your vision statements. Imagine the people around you feeling and saying those things about you. Imagine giving people the gift of feeling that who they are and what they do is supported, valuable, respected, encouraged to grow. That who they are and what they do makes a real difference to the business, because **you** are there to make sure that happens.

I guarantee it's a great feeling. I'm confident that every one of you will find out what it's like.

8.7 Program wrap-up and celebration

Post the program road map that you used in the beginning of Session 1.

It's impossible to summarize this entire program in a few minutes, and I don't intend to try. I just want to review the highlights of the journey. Here are the things that you've built a base in over this program:

- The core values of good managers: clarity, transparency, authenticity

- How to prioritize and maintain good working relationships
- How to communicate clearly and effectively
- The importance of being specific and speaking plainly
- How to set team accountabilities and identify and manage your priorities
- A variety of decision-making models, and how to make and communicate decisions effectively.
- Running effective meetings, including brainstorming and group decision-making techniques.
- Key tools and concepts for building your team and establishing team culture, including ground rules, roles and responsibilities, and team meetings
- How to bring the right people on board through behavior-based interviewing
- How to effectively integrate new members onto the team
- Delivering performance reviews and dealing with performance concerns
- Having effective business conflict, and dealing with conflict when it becomes personal
- Managing transitions in order to manage change
- Building a community of practice.

We've covered a huge amount of information and learning. And you'll find that some of it sticks immediately, and some of it will need more time to integrate. Trust the integration process. A month or six or a year from now, you'll find yourself in a situation as a manager, and a piece of knowledge or a tool will suddenly come back to you. It's all in there. It'll be there when you need it.

Thank you all so much for being a part of this program.

Close with the following details:

- Remind participants that you will be scheduling a follow-up individual coaching session with each of them.
- If participants are interested in a deep dive session with you on a particular topic, let them know who they should talk to in their company to make that request.
- Let participants know that you will be removing yourself from the group email list, but that you are available to them individually by email or phone.
- Hand out completion certificates.
- Have a brief celebration ready – cake, beer, whatever is appropriate to your group and location.