A Handbook
Insights, Tips and Tools for First Time Managers
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Work in the 21st Century

Our work life is rapidly changing. Lifelong employment is rare, flexibility and mobility is celebrated, and the focus on ideation, creation, authenticity, originality, autonomy and networking has increased.

Today we are expected to be online 24/7 and to update our network - and ourselves - at a much greater speed and ratio than ever before. Most of us lead an ocularcentric lifestyle, digesting vast amounts of sporadic information being continuously delivered by the various digital platforms.

We are accustomed to the steady stream of information that is automatically brought to us by social media, online news, video and mobile games, and smart apps that all fight for our attention and time spent online.

In our work life, many people refuse tedious or mundane tasks and demand high levels of personal attention and 'catering' from their managers. But on the other hand, employees are expected to be enthusiastic, highly involved, flexible, versatile, employable, autonomous, not prescriptive, in touch, tolerant and online in all perspectives.

We consider both our private life and our work life as a succession of projects. And the more they differ from one another, the more valuable they become as we believe this makes us more unique, employable and indispensable.

Last but not least, tales flourish about the ‘new heroes’ recently created in the tech-industry’s unicorns. Fantasies about becoming a co-founder or one of the first 20 lucky employees with great equity programmes lure in the tech-atmosphere and drive many to make swift career shifts in fear of becoming dispensable or obsolete.

Fear not!

Being a leader doesn’t have to be as daunting as it seems. Here at Duuoo, we feel that despite the almost continuous screen attachment, people still appreciate human 1-on-1 and face-to-face interaction, communication and feedback.

At Duuoo, we have spent some time thinking about how we can leverage the new platforms, technologies and ideas to build a tool that enable us to work and manage in new ways.

This handbook was written to give new managers valuable insights, tips, and tools on how you can act and stay relevant as a leader in the 21st Century.
This Handbook

This handbook was created from theoretically based research, in conjunction with the experience and interviews from the hundreds of companies, leaders and employees that we have worked with during the last couple of years building our solution to support the modern manager; Duuoo.

It offers a range of hands-on experience as well as theory based knowledge turned into simple, applicable tools and learnings that help assist managers on a Hero’s Journey towards becoming a more insightful leader of the future.
THE FUTURE LEADER
We have shortlisted 8 areas that you, as the future leader, should consider.

1. IDEALS: we all appreciate freedom, autonomy, authenticity, flexibility, mobility and the ability to influence the way we work. Use that when you lead!

2. TECHNOLOGY is helping us work smarter, without boundaries, and with a high degree of mobility. Find the tools that help you work smarter and stand out as a foresighted leader.

3. THE INFORMATION FLOW is faster than ten years ago and both individuals and organizations spend more time and effort being present on internet platforms relevant to their field. Work smart - communicate with your people and be honest and transparent.

4. SETTING GOALS and achieving them have changed from an annual circle approach to sprints with a much higher frequency.

5. FEEDBACK is expected to happen fast - if not instant - and not only top-down but also bottom-up and horizontally. It is supposed to have a “feedforward” function so that we can implement our learnings in our future work.

6. WHAT MOTIVATES AND DRIVES us has also changed the last couple of decades. We used to find our motivation and satisfaction mainly in the monetary compensation (salary), in long-term (or even life-long) contracts, titles, prestige, and perks that the job provided whereas today we’re more focused on intrinsic drivers and on building something rather than becoming someone.

7. LEARNING is essential - but diving deep into a subject is often not enough. We need to be able to learn fast, communicate strongly, and distribute our learnings and make them entertaining on the fly.

8. PERSONAL LEADERSHIP includes not only learning new “hard” skills such as Python, JAVA, or html, but more often includes “soft” skills such as coaching and personal leadership.

If you feel that you have these 8 bullet points already covered, then this handbook is probably not for you. However, most people who find themselves in their first management position without any formal leadership training maybe could use a helping hand on the way.
Strategic Leadership
DIALOGUE
Being a leader today requires Honesty and Openness towards all stakeholders. One needs to communicate the Hows and Whys and be open about the decisions you make in the team, company, or organization that you are in.

Engaging in dialogues with people around you rather than assuming that you know all the answers will help create honesty and openness in the team.

ASKING UNTIL IT MAKES SENSE
Try to understand the Hows and Whys of the people that you are surrounded by. Show them real respect by making the effort to hear them out. You hired each and everyone of your team members for a reason. They are good at what they do - experts. Take the time to learn from them and to hear what everyone can chip in on. That way you direct the focus on utilizing and optimizing the human resources on your team from day one, which is a great investment for you, as the leader, and for the company or organization as a whole. It shows that you act responsibly towards the resources extended to you and that you take the leadership role seriously.

As a leader you don’t need to agree with everyone but you have a responsibility to try to understand them. That is what Asking Until It Makes Sense means.

META-COMMUNICATION
Consider a part of yourself as a researcher or a journalist who is trying to uncover a certain topic. Gather all the information, ask all the questions, and then assess and communicate.

Once you understand the background and have analyzed the Hows and Whys you can communicate your decisions with confidence, knowledge and leadership.

The principle of Asking Until It Makes Sense will make you stand out as a respected, strong and competent leader who has the ability to assess the situation and to implement solutions.

COMMUNICATE THE BIG PICTURE
Go out of your way to communicate the big picture to help everyone understand your decisions. Express what you have learned along the way, who you have talked to and lay out the plan with the strategy behind it.

TIP
If you are unaccustomed to this way of working, it’s a good idea to rehearse a little speech to sort of “taste the words” before speaking to a crowd, even if it’s only to a few people.

If it sounds clear and concise when you speak aloud, you will come off more confident and professional, naturally earning the respect that is so important to have as a leader.
THINK STRATEGICALLY

Working by the principle of *Asking Until It Makes Sense* can also help you to be more strategic. Spending time on asking the right questions helps you understand people’s mindset and expands your sources of input.

As a leader, a key responsibility is to be the one who sees the big picture and lays out the Strategy. Practise that side as often as possible. Ask yourself how things fit into the big plan and make sure that everyone knows the plan.

Remember the old saying:

“If you don’t know where you’re going, how will you know when you get there?”

That goes for both your team, your people, and your product. Help everyone understand where they are going and why.

Once you excel in thinking and communicating strategically, aside from being a great people leader, you will have also accomplished one of the hardest parts of marketing - *Storytelling*.

The narrative of the company and the product is essential not only to the people who work there but to all of its stakeholders - including the customers. If your story is credible and honest, people will acknowledge your company’s identity more easily.

As a leader you are responsible for communicating to all of the relevant stakeholders. Thinking and working strategically helps ensure a better dialogue with them.
STAKEHOLDERS YOU MIGHT CONSIDER

- Team members (e.g. employees, volunteers)
- Other managers or departments
- Sponsors, Investors, Banks, Creditors, etc
- The customer (individual or organization)
- Suppliers of strategic material or other strategic resources
- Unions or other labor platforms
- City, community, or other geographic region
- Professional organizations/ NGOs (environmental, political, legislative, etc)
- Any individual or group impacted by the project or product
- Any individual or group in a position to support or prevent project success

Consider, understand and develop all internal stakeholders with our smart 1-on-1 assistant.

Try Duuoo for free today.
MISSION STATEMENTS

Many leaders are stuck in the process of making the company’s Mission Statement as short as possible. Instead, try to make it as explicit as possible - yet still spot on. Start by thinking about Objects and Key Results (OKRs) that work specifically in the group of people that you lead.

An effective Mission Statement should provide daily guidance about what people should accomplish. If you work in a big organization each department should have its own Mission Statement.

It tells everyone why they come to work, what they need to do while they are at work, and how they know they’ve succeeded and it should include the two words that are needed to live and breathe: revenue and profit.

Here is an example that Steve Blank (author of several books on startups and lecturer at U.C. Berkeley, Stanford University, Columbia University, NYU and UCSF) used when he helped a fast growing startup in the tech-industry create their Mission Statement.

EXAMPLE

"Help Sales deliver $25 million in sales with a 45% gross margin. To do that we will create end-user demand and drive it into the sales channel, educate the channel and customers about why our products are superior, and help Engineering understand customer needs and desires. We will accomplish this through demand-creation activities (advertising, PR, tradeshows, seminars, web sites, etc.), competitive analyses, channel and customer collateral (white papers, data sheets, product reviews), customer surveys, and customer discovery findings. This year, marketing needs to provide sales with 40,000 active and accepted leads, company and product name recognition over 65% in our target market, and five positive product reviews per quarter. We will reach 35% market share in year one of sales with a headcount of twenty people, spending less than $4,000,000. Generate end-user demand (to match our revenue goals)."

The Mission Statement was based on 5 simple bullet points:

• Drive that demand into our sales channels
• Value price our products to achieve our revenue and margin goals (create high-value)
• Educate our sales channel(s)
• Help Engineering understand customer needs

“That was it. Two paragraphs, Five bullets. It didn’t take more”. - Steve Blank

Source: https://steveblank.com/2017/03/15/why-some-startups-win/
Personal Leadership
MACRO BEFORE MICRO
Putting strategic leadership before personal leadership is intentionally. The risk of losing sight of the big picture because of daily distractions such as completing long lists of goals and checking KPIs is something that every leader needs to be aware of. What truly separates the leader from the rest is the strategic focus.

Try to set aside time every day to think strategically - imagine making all the small puzzles fit into the master plan. Step back and ask yourself the question: How does it all fit into our strategy?

WHEN PLANNING YOUR DAY MAKE SURE THERE IS A BALANCE BETWEEN:

INFORMATION COLLECTION
Stakeholder interviews, 1-on-1s, facilitating evaluation meetings, updates from other departments, reading articles, reviews, books, and attending conferences, visiting clients, investors & specialists, etc.

IDEATION & CREATION
Being a part of the ideation and creation process is a key assignment for the leader. If you don’t possess the creative skills yourself make sure to facilitate an environment where creativity and ideas are cornerstone and integrated in all processes. Remember the saying: “Progress or perish.”

EXECUTION
(Micro planning: Short term.)
The completion of tasks and finding the answer to KPIs, goals, OKRs etc. Attending meetings, team building, working on blogs, articles, posts and presentations. Making P&L statements and budgets.

STRATEGY
(Macro planning: Long term.)
Assessing and analysing resources and input from your information collection process.

TEAMS & PEOPLE MANAGEMENT
Doing regular team meetings, building social capital, trust and loyalty, doing regular 1-on-1s, facilitating ongoing personal development & team development, team trips, and the 3 Ps of motivation; Perks, Ping Pong tables and Parties.
PERSONAL ORGANIZATION

Just like you as a leader spend time helping people in your team plan and organize their workflow, also try to set aside time to look at your own workflow.

Try to section your day into the five areas:

1/5 INFORMATION COLLECTION
1/5 IDEATION & CREATION
1/5 EXECUTION
1/5 STRATEGY
1/5 TEAMS & PEOPLE MANAGEMENT

WHAT IS YOUR DISTRIBUTION BETWEEN THE FIVE AREAS IN YOUR WORK AS A LEADER?

Common to all leaders, it’s necessary to cover multiple areas. However, many leaders get stuck at the execution part. If your workflow doesn’t fit into these five areas, try to come up with areas that are more relevant to you.

To help yourself out of the execution-followed-by-more-execution-cycle make an active choice on how much time you wish to spend on each area. Our advice is to spend approximately 20% on each area. From our experience and research, we know that most leaders spend up to 90% of their time on the execution which leaves them only 10% for the crucial three other areas.

For some leaders this new awareness requires a drastic redistribution of the time spent on execution versus other areas - but think about what it really means to be a leader. How are you able move forward and develop your department, team or organization if you never take the time to really steer the super tanker?

Being a leader requires the willingness to put yourself at stake and to take the risks for your team and to keep fighting for them to stay relevant. To do that, spending time to make the right decisions on behalf of all the stakeholders is essential.
CHECKLIST:
ASSESS YOUR WORKFLOW

• Spend time every week on reviewing your workflow.
  How did I spend my time?
  On what did I spend my time?
  Can I do something smarter? (Remember always to work smarter – not harder.)
• Setup categories that are relevant to you and divide your time amongst those.
• Make an active decision about what your ideal time distribution looks like.
• Have a planning meeting with yourself before you do it with others.
• Set goals – weekly, monthly, quarterly, and annually.
  (If it makes sense in your situation.)
• Who would I like to talk with?
  Who can I learn from?
  Who inspires me?
• Make your own IDP (Individual Development Plan)
  (Your own development is just as important as the rest of the team’s.)

SOME USEFUL APPS:
Todoist and Hubspot tasks: reminds you to get tasks done.
BambooHR: keeps track of sick leave and time off in the team.
Dropbox and Google Drive: access team files fast and easy online.
Team Leadership
YOUR TEAM AND THE PEOPLE ON THE TEAM
Once you have control over your day, you will be present, body and mind, and really be able to fight for your team.

There is probably a range of different experts on your team that all represent a crucial element to the common success of your department, team or organization. **The key to a good team is the common understanding that the success of the team (and the leader) relies on the success of each individual team member.**

Driving and leading a team is not a ‘me-project’. The greatest leaders know this and possess the ability to look beyond one’s own micro needs. They are successful in creating a framework where the team is viewed as an organism consisting of individuals - all working together towards a common purpose.

The true leader stands up for each of its team members, and even fights for each one of them if necessary - all for the greater good of the team, the organism. This way the leader creates a high level of social capital that ties the team together built on a solid foundation of loyalty and trust between the team members and the leader.

This team spirit can be used to acknowledge and recognize both the strengths and the weaknesses of each individual on the team. As a leader, you should be willing to take the first step and show vulnerability by being honest about your own weaknesses, and by doing, encourage people to do the same. Speak openly about what you are good at and where you need help from the team.

EXAMPLE
You have no fear when it comes to public speaking and you always have the full attention of the room when presenting, but you may have dyslexia.

Don’t be ashamed about that or try to cover it up. Reach out to the copywriter on the team - or whoever posses those skills on your team - and ask him or her to help you on the copy. This way you really take advantage of the resources in the team and end up with a greater result than you could have reached on your own. **At the end of the day, being a leader is about using the resources available in an optimal way.**
Setting up the right team is paramount to success. Once you have set the right team - which of course is an ongoing and dynamic process - take the time to really talk to and on-board each and everyone on the team.

If you still haven’t formulated the Mission Statement - now is the time. (If needed, return to the previous pages on how to think strategically and how to communicate the big plan to each new team member.)

When you get a new team member, it’s a good occasion to review and communicate with them your mission and strategy. Does it still make sense - and do people get it? In many companies most employees don’t even know the Mission Statement and in even fewer companies do people actually know where to find it.

Spend time on leading the team. Remember - don’t get caught in the 90% execution trap.

CHECKLIST:
ENSURE OPTIMAL RESOURCE MANAGEMENT ON THE TEAM

- Proper on-boarding: Does everyone know our Mission statement? (See example on page 5.)
- Make Sprints to align the team: eg. weekly, biweekly, monthly etc.
- Implement good development methods like SCRUM, AGILE, etc.
- Whiteboards illustrations, tables, canvases or what is the right workflow for your team
- Team meetings
- Individual 1-on-1s
- Set goals / OKRs / KPIs - depending on industry, see what suits you, but do it.

SOME USEFUL APPS:
Duuoo: become more insightful with easy and constructive 1-on-1 conversations.
Slack and Hipchat: facilitates brilliant team communication.
Bear and Evernote: take notes and share them easily with the team.
Trello, Asana and Basecamp: organize daily, weekly, monthly work and tasks.
Doodle and Lastpass: get organized with date scheduling and share logins
Using 1-on-1s as a Leadership Tool
USE 1-ON-1S TO BUILD TRUST AND TO GAIN NEW KNOWLEDGE

1-ON-1:
A personal conversation between team member & manager.

If you have ever had a boss who simply gave you orders on what, when and how to do your job, you probably remember how that management style made you feel.

Using questions instead of imperatives invites people to reflect and think about the situation, and is much more motivational than commands or orders.

“One of the reasons why it’s good to be asking questions is because questions elicit a response. They generate a connection and relationship because there is a profound background expectation in our culture that when you’re asked a question you’re obliged or expected to respond. When people orient themselves to questioning, or asking questions, there is an entry and a willingness to engage and to be in connection. That’s the beginning of a co-constructive process.”

- DR. KARL TOMM, PROFESSOR OF PSYCHIATRY, UNIVERSITY OF CALGARY

The art of asking the right questions is delicate and takes a lot of practice, background knowledge, and intuitive skills. Use questions to support your curiosity - don’t be afraid to take a moment to think about a question or to ask multiple follow-up questions.

TRY IT FIRST
Think about yourself as a consultant, journalist or coach trying to understand a problem by asking questions and then use your knowledge and experience to add insightful questions on how else the matter could be viewed or solved.

Sometimes you feel that you hit the spot once you ask the right question. Keep Asking Until it Makes Sense!

ETHICS, RESPECT AND MORAL
Always remember to do 1-on-1s with high ethics, moral and respect to the person sitting with you. And respect the privacy that the employee is entitled to. Taking that into consideration, 1-on-1 sessions can be really fruitful for both you and your employees. If you don’t already have a code or if the current code doesn’t cover the 1-on-1 interaction between leaders and employees, you can consider making the outlines for a code that includes how the 1-on-1 interaction comply with your overall company code.

“A sensible question is neither a delight nor an annoyance.”

- ERNEST HEMMINGWAY
1-ON-1S SUMMARY
Good 1-on-1s are built up around insightful and relevant questions and require three main skills:

1. Asking the right questions.
2. Make the other person feel comfortable in the situation.
3. Keeping moral and ethics high.

Our research at Duuoo shows that when done properly, doing regular 1-on-1s with your employees have multiple positive outcomes:

- Trust and Loyalty
- Productivity
- Efficiency
- Team spirit
- Profit
- Physical and psychological well-being
- Level of innovation, creation & ideation
- Development of personal skills
- Feedback & feedforward culture

INCREASE

- Employee churn rate
- Misalignment
- Retrogress
- Sick days/sick leave
- Stress
- Loneliness
- Recruiting and hiring expenses
- Resistance to changes
- Knowledge gap
1-on-1 structure

Basically a 1-on-1 could be structured in four steps like these.

**STEP 1**
Prepare for 1-on-1 meeting

**STEP 2**
Conduct 1-on-1 meeting

**STEP 3**
Make agreements

**STEP 4**
Schedule next 1-on-1

[www.duuoo.io](http://www.duuoo.io)
Your smart 1-on-1 assistant
CASE STUDY

In 2015 Deloitte made a giant investigation of their 65,000 employees and leaders in the organization to identify a new and better way to optimize than their existing annual performance reviews. After having identified best-practice in all the departments, this is what Deloitte concluded:

“Research into the practices of the best team leaders reveals that they conduct regular check-ins with each team member about near-term work. These brief conversations allow leaders to set expectations for the upcoming week, review priorities, comment on recent work, and provide course correction, coaching, or important new information. The conversations provide clarity regarding what is expected of each team member and why, what great work looks like, and how each can do his or her best work in the upcoming days—in other words, exactly the trinity of purpose, expectations, and strengths that characterizes our best teams.”

- DELOITTE, HBR, APRIL 2015.

Want to learn more? Read our article on performance management.

Conclusion:
When Deloitte investigated how they could optimize their overall performance in their organization, the conclusion was that the check-ins, conversations, dialogues, face-to-faces, 1-on-1s, or whatever one may call the verbal meeting between the leader and its subordinates, were absolutely essential when seeking to optimize performance.

Deloitte went forward and asked themselves what they should do in the future:

How can we equip our leaders to have insightful conversations? Our question now is not: What is the simplest view of you? But: What is the richest?” (ibid.)
DOING YOUR FIRST 1-ON-1

If you are new to the discipline of doing 1-on-1s, here is an example on how a 1-on-1 between a new manager and employee could unfold.

You should set aside approximately 45 minutes for your first 1-on-1 and make sure to be well prepared and mentally ready for the meeting.

TIP
Clear your head a few minutes before starting the 1-on-1 and make sure there is water available. (Some people also appreciate a cup of coffee or tea but try to keep it simple and healthy in terms of snacks and beverages.)

It’s an advantage if you can send out the agenda including the Talking Points in advance to the employee so that he or she can prepare their notes before the 1-on-1 takes place.

Please consider to find a suitable location to do the 1-on-1. It could be in a meeting room, a silent space or in the office.

TIP
Try to make it comfortable for both parties and make sure no one is seated in a higher position than the other one. There is an inherent power asymmetry between a leader and his/her subordinate but try to eliminate this feeling during a 1-on-1 by making the employee feel secure and comfortable.

Once you are ready to start the 1-on-1, spend a few moments to talk about the reasons and conditions for the 1-on-1. Why did you take the initiative to do 1-on-1s, how long do you expect it will take, how often will you do it, who will hear about it, what will happen to the notes and are any actions required after the 1-on-1?

It is highly recommended to take notes and to make agreements including actions to be taken and to keep a timeline of the actions.

These are some of the thoughts that are helpful to share when you start the first 1-on-1 with a new employee. The time spent on meta-communication (explaining the reasons behind the 1-on-1) is simple but important, and will result in better and more enriching 1-on-1s.

TIP
If you don’t use a smart app like Duuoo, make sure to keep track of all the notes and agreements and remember to follow-up on them at your next 1-on-1.
For full transparency, make copies and share them with the employee.
In Duuoo, a 1-on-1 meeting consists of four Talking Points + an ‘Anything Else’ question. In total these 5 questions are up to the employee to prepare and it’s only him/her who can type in answers here.

A Talking Point in Duuoo’s is a special type of open ended question that works as a starting point for a conversation about a certain topic or theme. There are six themes that the Talking Points touch regularly on a year span.

In Duuoo we recommend to do 1-on-1s with either on a weekly, biweekly or monthly frequency. Never less than monthly as a lower frequency than that can result in major gaps and outdated knowledge about the employee’s situation.

3 - 7 days before the next 1-on-1 (depending on the meeting frequency) Duuoo will send out an agenda to the manager, who can then decide to either use the four Talking Points that Duuoo suggested, change them or even enter their own Talking Points.

The agenda is then sent to the employee who is nudged to prepare Notes to each Talking Point before the meeting.

Through this procedure Duuoo secures full transparency about the agenda of the 1-on-1 to both the manager and the employee. It also allows both parties a chance to add his/her own Talking Point to the agenda.

While discussing each Talking Point it is possible to create an Agreement so both parties know what has been agreed on and who is to do what.

All previous Talking Points, Notes, and Agreements created in Duuoo can be accessed and viewed by both parties at all times in the Duuoo app and an easy time-line displays the content.
Example of a 1-on-1 Agenda
... for a New Manager

1st

TALKING POINT

[Manager] would like to get to know you a little bit. Tell [manager’s name] about your morning and how a perfect morning looks like to you.

POSSIBLE FOLLOW-UP QUESTIONS

• Are you an early riser or do you prefer to sleep in?
• What do you usually eat for breakfast?
• Do you drink tea or coffee?

MANAGER INSIGHT

This Talking Point is your first talking point with this team member. Furthermore, as it is your first 1-on-1, talking about a neutral topic, like “a perfect morning,” the first time you have a 1-on-1 meeting is an excellent way to break the ice and to share a little of your personal life with each other without it being too intimate. As an extra perk, you will probably learn a little about the team member’s family status, which is nice to know - even if it’s just the basics. The morning ritual - for most people - is important, so talking about that may be the first step to building trust between the two of you.

TIP

Offer to talk about your morning first. This way you are the first to open up and share a little story from your personal life. If you haven’t tried this type of exercise before, consider practicing before your first meeting.

The Talking Point is a small exercise and might seem banal or silly but putting yourself out there shows a willingness to engage with your employee and is an important first step to building trust between the two of you.
2nd TALKING POINT

[Manager] would also like to get to know the team a little bit. How do you feel the other team members see you in the team?

Is there anything you would like me [manager] to know or something that would be nice to change?

POSSIBLE FOLLOW-UP QUESTIONS

- Is there somebody you like to work with more than others?
- Who do you think is the biggest contributor to the team?
- Recently, what was the most significant achievement of this team?

MANAGER INSIGHT

This Talking Point reveals part of the team member’s narrative about herself/himself and some of the dynamics on the team. It gives you valuable insight into what the team member thinks is important for you to learn about her/him and also discloses her/his reflective skills.

Spend time listening and also try to get a sense of the things that aren’t brought up. Make sure not to appear to take sides with anybody, but recognize the issues that may surface - or lie just below the surface - during this talking point.
3rd TALKING POINT

What works on the team and what doesn’t?

Is there something you would suggest [new manager] to address or highlight?

POSSIBLE FOLLOW-UP QUESTIONS

- Can we somehow use what you are saying to improve our team?
- Is there anything that you think is vital for me to know about the team?
- What would be your best single piece of advice to me for our team?

MANAGER INSIGHT

The stories about the things that already work on the team can be used to develop a positive team spirit further.

Keep in mind that allowing room to talk about the negative elements that may exist on the team can be valuable - as long as the talk is steered towards constructive outcomes. It’s a delicate balance, and it’s the manager’s role to both recognize the problems and to move forward in the conversation with a positive focus.
4th

TALKING POINT

What is the coolest thing we did on our team the last three-six months?

It could be a product success, a human accomplishment, a social event or anything else that you want to highlight.

POSSIBLE FOLLOW-UP QUESTIONS

- How could we use this experience to move forward with our team?
- What is the main strength of our team?
- If you should give our team a new name or a slogan, what would it be?

MANAGER INSIGHT

The previous Talking Point gave the opportunity to talk about the good and the bad things on the team. As a new manager you probably weren’t part of preceding wins, conflicts or issues, so now it is time to open a new chapter. A previous success acts as a segway between the past and the present and gives you a good starting point as the team’s new leader.
Motivating Your People
Utilizing the resources optimally is a cornerstone to the leader and motivating the people on the team is the best way to utilize resources. It is often said that “your people are the product”. If you hold that thought for just a moment, you’ll find that there is a lot of truth in it. As a leader, your product is the people.

Your stakeholders hold you accountable for company performance, which means that the success (or failure) of your team is ultimately your responsibility.

By helping, guiding and motivating your people, your product ultimately becomes better, faster, and smarter.

**HOW TO MOTIVATE**

People respond differently to different actions and events. Motivation is often divided into three main motivational drivers that extend way beyond the common three Ps of motivation (Perks, Parties & Ping Pong tables).

- **Biological drive**: Reproduction (and carnal urges), hunger, thirst.
- **Extrinsic Rewards** (and punishments): Monetary compensation, wages, pay, job-titles, awards, benefits, perks, and verbal praise.
- **Intrinsic Rewards**: Mastery, autonomy, enjoyment and purpose.
BIOLOGICAL MOTIVATION: A PAID HOUR A WEEK FOR SEX?

The New York Times recently brought this story;

“A local official in Sweden has a novel proposal to improve work-life balance and lift the local birthrate: give municipal employees an hourlong paid break each week to go home and have sex.”

- THE NEW YORK TIMES, FEB 23, 2017

Normally we don’t associate sexual drive with motivation in the workplace. Sweden is known for its nationwide gender equality and long parental leave which is meant to motivate and retain people at work. Swedish parents are entitled to 480 days of paid parental leave and of those, 90 days are reserved for the father. Sweden also has gender neutral kindergartens. So maybe a paid hour a week for sex should be considered an obvious future motivational benefit for employees.

Other biological workplace motivation drivers are more well-known and include: lunch deals, (healthy) snack bars, freshly squeezed juices, barista coffee, fruits, etc.

Some companies also offer physical health benefits such as massages, physiotherapy, spinning classes, yoga, mindfulness etc. Here at Duuoo we even encourage people to do the plank exercise together everyday.

You should consider what is relevant and feasible on your team - some of these biological drivers are easy to provide and can help create a great team spirit and increase productivity and maybe even the health on the team. The physical exercises can also add a lot of humor and laughs to the team and help build a connection between the body and soul in an age where they are often detached.
**Extrinsic Motivation: Does Money Really Affect Motivation?**

Extrinsic motivation refers to behavior that is driven by external rewards such as money, fame, grades, and praise. This type of motivation arises from outside the individual, as opposed to intrinsic motivation, which originates inside of the individual.

“Extrinsic motivation refers to our tendency to perform activities for known external rewards, whether they be tangible (e.g., money) or psychological (e.g., praise) in nature.”

- Brown, Psychology of Motivation

Most creative knowledge workers are paid enough to live reasonably well and their pay is fairly easy to compare with people in similar positions. An article brought in Harvard Business Review recently explores the correlation between pay and motivation in the workplace:

“The results indicate that the association between salary and job satisfaction is very weak. The reported correlation (r = .14) indicates that there is less than 2% overlap between pay and job satisfaction levels. Furthermore, the correlation between pay and pay satisfaction was only marginally higher (r = .22 or 4.8% overlap), indicating that people’s satisfaction with their salary is mostly independent of their actual salary.”


The results depicted in the article illustrate the limitations of extrinsic rewards. Other studies, for example one by Edward Deci, Professor of Psychology at the University of Rochester, indicate that extrinsic motivation at work tends to have a short term effect.

Deci’s work shows, that motivation at work actually declines once specific tasks are rewarded directly by monetary compensation. On the other hand, unexpected extrinsic rewards can be useful when treated with care.

**Example**

Your team has overcome a major challenge and the leader decides to treat the employees with a nice dinner at a Michelin Star restaurant. The reward came unexpectedly and the whole team talks about it for a long time but don’t expect it next time something similar happens. If so, then the effect will be absent as the reward will be considered contingent, and thereby have either a very short term or even negative effect.
OTHER EXTRINSIC REWARDS
Aside from monetary compensation extrinsic motivation also includes:

- Status
- Prestige
- Fame
- Grades
- Praise
- Job titles

These motivational elements work in a more sustainable way than the strictly monetary extrinsic rewards but the effect on today’s knowledge worker is still weak and short termed.

The management methods of rewarding tasks or assignments 1:1 with pay or other contingent extrinsic rewards, is often called Transactional Management and was especially popular in the twentieth century.

Transactional Management was commonly recognized and was believed to be an effective way to motivate and lead human beings. However, over the years the method has proven to have either very little effect or even a negative effect on the modern knowledge worker.

Instead, the leader should try to encourage and support motivation that comes from inside the individual - Intrinsic Motivation.
Intrinsic Motivation & Rewards

THE KEY TO UNDERSTANDING MODERN MOTIVATION IN THE WORKPLACE
The last of the three drivers for motivation in the workplace is called *Intrinsic Motivation*, *Intrinsic Rewards*, or *Intrinsic Drivers*. These terms are coined by scientists in the field of psychology and sociology and are heavily studied and have been proven to be very effective.

If you want to learn more about intrinsic motivation you can read our article: Motivation in the Workplace.

Intrinsic rewards come from inside of oneself and is a result of the pleasure of the task or nature of the work in itself. Intrinsic motivation cannot be ‘bought’ but managers can try to *stimulate*, *facilitate*, and *encourage* intrinsic rewards.

Here are six examples of intrinsic drivers:

- **Creative expression** – Creativity isn’t just for artists. Many professions require creativity when it comes to finding new work practices or problem solving. It may be marketing campaigns, developing an interesting lesson plan or building an exciting front-end UX.
- **Autonomy** – A high level of autonomy or independence is generally important for most employees, but certain careers allow for more freedom than others.
- **Social interaction** – For most people, social interaction is an essential part of their daily life. Being around other people energizes the individual and boosts performance.
- **Mastery** – i.e. the ability to continuously improve in a specific field or topic. Giving time and space to refine, cultivate and hone skills is highly motivational.
- **Purpose** – Having a purpose in life is critical to everyone. One may say that you are never done finding purpose at work.
- **Building/Creating/Ideation** – An urge to get new ideas and to build and create something pioneering. It’s the entrepreneurial spirit. **Today, many people are not motivated by becoming someone but by building and creating something great.**
Intrinsic rewards are in some ways in direct opposition to extrinsic rewards and requires leaders to approach team members with a different kind of management.

Managing with the awareness of intrinsic motivation requires openness, vulnerability, honesty, connectivity, a high level of communication and employee involvement and these of course should be driven forward and encouraged by the modern leader.

When acknowledging the effects of intrinsic rewards and intrinsic motivation, the leader becomes more of a consultant than an inspector to its team.

**SOME USEFUL APPS:**
Duuoo, Culture Amp and Officevibe: get insights on what matters and motivates the entire team as well as the individual team members.
Asking Your Customers
One of the most important lessons learned from many years of experience as a leader and as an entrepreneur is how important it is to get out of the office to meet with stakeholders, employees and customers.

THE MOM TEST
As for meeting with customers, Rob Fitzpatrick, a passionate technology advocate, writer, and startupper himself, has written an entire book about how to ask the right questions to your customers. He calls it The Mom Test. The principles are the same as for the Principle of Asking Until It Makes Sense. Asking open ended and unbiased questions that reveal the Hows and Whys behind every action. It takes skills and practice but it is worth the effort and with a little training, possible to learn.

A FEW QUESTIONS FOR NEXT TIME YOU TALK TO POTENTIAL CUSTOMERS (OR OTHER STAKEHOLDERS):

• How do you do X (e.g. a certain behavior/action) now?
• How does that work out for you?
• When was the last time you did X?
• Please, talk me through how you do things now.
• Can you give me an example on how you did X last time?
• What else have you tried?
• In your opinion, could it be solved in another way?
• Who else would you suggest I talk to?
• Is there anything else I should have asked you?
• Do you currently have a solution that solves X?
• If yes, what would happen if you didn’t have that solution?
• How much would you pay for a solution that solves X?
• Would you put down a $50 deposit right now to have a product that solved X?

TIP
What you don’t want is to reveal your solution. Asking is about listening and learning and only then, assessing what you hear. It’s a privilege to get to ask the questions - and especially to listen to the answers.

You most probably won’t like everything you hear - but that’s the whole point. Not asking until it makes sense is lazy and can ultimately end up costing you much more than the time you didn’t spend on asking the right questions and listening to the potential unpleasant answers.

Getting past your own take on things and expanding your sources of input will provide real insights and help you obtain key competitive advantages.
Summary
The Future of Work
-a Summary-

The information and attention economy is transforming the way we work. From a world ruled by economies of scale favouring large organisations, we are transitioning towards a world where smaller companies and individuals can leverage the latest technologies and take a front row seat in driving economic growth. At Duuoo, we appreciate companies that enable and promote this process.

EVERYBODY IS ‘AN FREELANCER’
The centre of gravity is moving from the organisation (the company) to the individual (the employee). Even in larger organisations people are acting increasingly as “free agents”, with a much higher degree of freedom than they used to enjoy. The implications are many. On the personal side, the distinction between work and life becomes artificial. We bring our entire network with ourselves to work and we bring our career development needs to home in the evening and during the weekend. On the company’s side, it creates a bigger need for coordination, alignment and motivation. Proximity is no longer a necessity in order to be part of an organisation but collaboration (internally and externally) becomes essential.

TOOLS THAT HELP, NOT ENSLAVE
Most people in their companies hate their IT systems. They are clunky, slow and nothing compared to the beautiful apps we use in our everyday life. This is not just about nice graphics but about rethinking the way certain tasks are accomplished. The first generation of business tools digitised existing workflows, the new one will redesign them hiding the complexity behind technology and design. Software should feel like a service, simply taking care of repetitive tasks and allowing people to focus on what they do best.
Throughout this handbook, we have suggested modern apps that help you work smarter and become smarter. Check them out for yourself - welcome to the future!

Here is a shortlist of all the apps that make being a manager in the 21st century so much easier.

### TEAM COMMUNICATION
Apps that make our lives easier by facilitating brilliant team communication:
- Slack and Hipchat

### TEAM COLLABORATION
Apps that help us organize our daily, weekly, monthly, etc. work:
- Trello, Asana and Basecamp

Apps that help us access team files fast and easy:
- Dropbox and Google Drive

Apps that help us get organized and share logins:
- Doodle and Lastpass

### NOTES, PERSONAL & TEAM
Apps that help us remember what we planned:
- Bear and Evernote

### TASK ORGANIZATION
Apps that reminds us to get tasks done:
- Todoist and Hubspot

### HR
Apps that makes our lives more insightful by managing our 1-on-1 conversations, keeping track of sick leave and time off and helping work out employee analytics and engagement:
- Duuoo, BambooHR, Culture Amp and Officevibe

### MISC
Apps that sets the mood for a productive workday
- Spotify and Soundcloud
About Duuoo

A SMART SOLUTION THAT SUPPORTS YOUR 1-ON-1S
Duuoo is a smart solution that supports your 1-on-1s. Through research-based Talking Points, follow-up agreements and bite size Manager Insights we make it easy for you to develop your employees.

Duuoo was created in 2015 in Copenhagen, Denmark and is driven by a dedicated and creative team of people currently originating from six nationalities with various backgrounds.

We hope you enjoyed the handbook - a small token from us to the future leaders.
Would you like to try out Duuoo?

Start your free trial today.

www.duuoo.io
Magnus Stawicki Blak works at Duuoo as a business psychologist and process & team coach. Magnus has 15 years+ experience with leadership and entrepreneurship and has conducted hundreds of coaching and 1-on-1 sessions, as well as a vast number of research interviews. Magnus holds a Graduate Business Diploma from Copenhagen Business School, a B.A. in English Linguistics from Haifa University and will finish his M.A. in Business Psychology later this year from Roskilde University. He is also a certified coach from Roskilde University.