

The Leading Reference for technology-based products

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Welcome

Leading the way for product managers/marketers

As the manager of a team of product managers, how would you answer these questions – are we set up right, and are we doing a good job?

As with many aspects of the role, the right setup and best ways to measure performance depend on your situation – your products, markets, and company structure. This Journal will point you in the right direction, give you some insights and show you examples of best practice.

And you don't have to be a team leader to benefit from this Journal. It explains what your role is about, how you're managed, and how you're measured. And it will help prepare you for the day when you're leading a team.

We hope you find this Journal interesting and useful.



Who's who?

The *Product Management Journal* is published by Product Focus as an independent publication for product managers with technology-based products. Product Focus was founded and is run by Ian Lunn (top) and Andrew Dickenson.

The founders continue to deliver many of Product Focus's training courses and reviews alongside their team of senior consultants.

To get all our previous journals, and receive the latest copy, sign-up at www.productfocus.com



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The role

What does a product manager do anyway?

In the world of product management, job titles don't always help when trying to understand what someone does. In our experience, the product management and product marketing roles are markedly different as you move from company to company.

At Product Focus, the approach we take is to look at all the activities that should take place in a business that sells products. Based on that, it is possible to work out what you and your team are responsible for and what others should be doing.

To make things simple, we divide the activities into three main areas (see Fig. 2). The first is **Strategic Product Activities**, i.e., working out what the right product is for the business. **Inbound Activities** are the

set of activities that helps the business deliver the product. This is typically a more technical role working with the development team. The final area is **Outbound Product Management** which includes the activities that help the business sell the product. This tends to be a more commercial or marketing role.

In the framework, we list the specific activities that would typically fall into each area. We use the terminology we've come across when working within the industry, but definitions vary, and some of these activities are difficult to pin down into just one area. The important point is that in **every** business that sells products, these activities **need to be done** by someone.

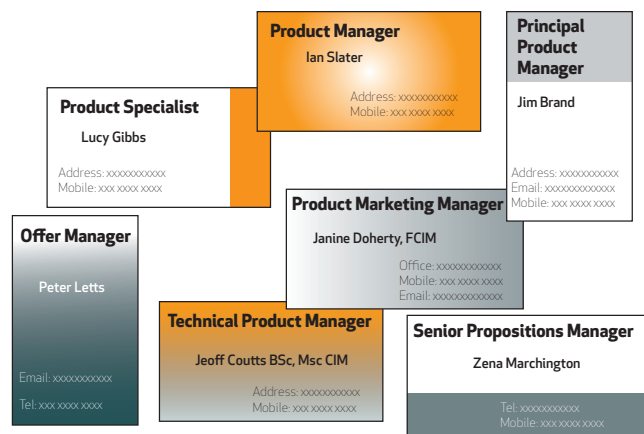


Fig. 1 Job titles can be misleading

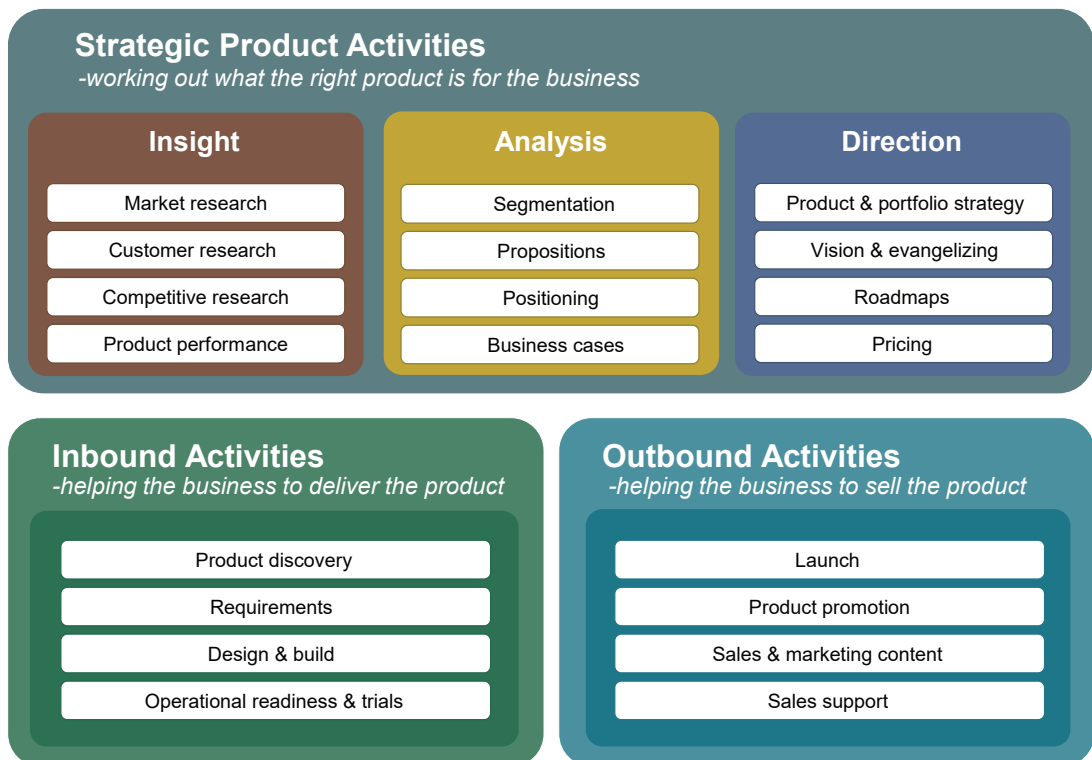


Fig. 2 Product Management Activities Framework

Even in very small organizations, it's unlikely that one person is responsible for all of these activities. Normally there are a variety of individuals spread across the company who cover these tasks. However, to succeed, this virtual product team must collaborate closely.

It's also important to make the distinction between being responsible for an activity versus being accountable. If you're responsible, you're the one who does the work and delivers the output. If you're accountable, the business expects you to ensure the activity meets the business needs. For example, as a product manager, your research department may be responsible for commissioning customer research, but you are accountable for ensuring they get answers to the questions you need answering to make the right product decisions.

You can use the RACI tool (see Fig. 3 on the next page) to define who does which product activity in your business. Each activity is listed in a matrix, and people are assigned as either responsible, accountable, consulted, or informed. It's common to find gaps, uncertainty, and overlap and these are often the root cause of many problems.

Wise Words

"Nothing strengthens judgment and quickens the conscience like individual responsibility."

Elizabeth Stanton,
 American suffragist

THE ROLE

There are three models commonly used to think about the structure of product management (see Fig. 4).

Full ownership

This model says you have full ownership of the product in the business. You are responsible for managing all dimensions of your

product and driving all the activities that contribute to its success.

We believe this is a good approach as it fosters a can-do attitude. However, realistically, most product managers don't have direct control over all the resources and factors that can contribute to their product's success, such as discounting by sales or allocating development resources. They have

R	Who is Responsible	The person assigned to do the activity
A	Who is Accountable	The person who makes the final decision (sign-off) and has ultimate ownership of the activity
C	Who is Consulted	Someone who should be consulted before an activity takes place
I	Who is Informed	Someone who should be informed after an activity has happened but does not need to be consulted

Fig. 3 RACI tool

to use their powers of influence to make things happen.

Partnership of peers

In this model, the inbound product manager is responsible for running the product, understanding the technology, defining the roadmap, worrying about costs and profitability. They partner with a product marketer who understands the market, develops propositions, works with the marketing guys, and worries about sales volumes, pricing, and revenue targets. These two roles work together in an equal partnership and, through a healthy tension, deliver the best market offer.

This is a common approach implemented by many companies and works well if responsibilities are clearly defined. When there is confusion over who does what or who makes the final decision, the danger is that healthy tension can develop into an unhealthy conflict.

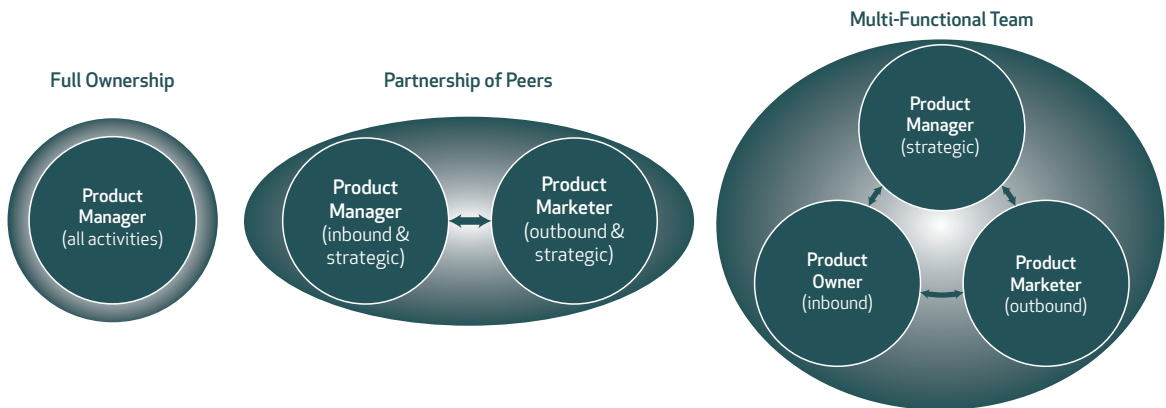
Multi-functional team

In this model, a team works together to manage a product – or more commonly, a portfolio of related products. The simplest setup might be

“I aim to keep a good team balance. Some individuals are more technical, some more commercial, and some better at project management, but across the team, we've got all the bases covered.”

Matthew Vizor,
Head of Mobile
Broadband,
Vodafone Group

to have a product manager running the team and handling the strategic product management activities. They would be supported by an inbound role working with Development - typically a Product Owner. If the product is big enough, there might be a dedicated Product Marketer; however, our experience is often that they handle multiple products at the same time.



This can evolve so that elements of product management are hived off into specialist teams and no longer report into product management. For example, a separate team focused on pricing or product commercials. These teams can bring great expertise to activities that product managers might only do once in a while. The danger is that decisions are made without a holistic view of the product. This also creates the challenge of providing product leadership across a widely dispersed virtual team of people working in areas with different agendas.

Fig. 4 How product management is structured

Conclusion

No one model for product management fits every organization, and we believe a number of models can be made to work. It depends on the company size, portfolio of products, and philosophical approach to product management.

However, if you lead a team of product managers or work in a product management team, make sure you're **clear on who is responsible for what** and that somewhere, someone is tackling all the product-related activities.

If you run a product management department and would like to chat about your current setup, please give us a call on +44 (0) 207 099 5567

Leadership tools

To help you do your job better

Product manager personas are useful in that they help to communicate the types of behavior a product manager needs to exhibit to be successful. These will change depending on where their product is in its lifecycle and the business context. Which ones are important for you and your team?



Fig. 5 Product manager personas

20 things that make a great product leader

There's an old adage that 'employees join a company, but they leave a manager.' So, if you want to be a great product leader check, through the list below:

Product Team Leadership	
1	Dedicated to creating a great product and great user experience
2	Always maintains a positive attitude – never loses their cool, never gives up
3	Actively fosters a creative, fun working environment
4	Listens sincerely, speaks thoughtfully
5	Criticizes privately and constructively, praises publicly and generously
6	Is completely dependable – does what they say they will
7	Keeps their manager informed (to the degree their manager wants)
8	Brings the whole management team along on major decisions
9	Proactively raises issues to their manager – no nasty surprises
10	Discusses problems with their manager discreetly and constructively
11	Expresses opinions honestly but once a decision is made is fully on-board
12	Hires great people, develops them and cares about their careers
13	Builds great teams and treats every employee with respect
14	Quick to take blame if things go wrong but credits others when they go well
15	Dedicated to self-improvement – reviews mistakes and learns lessons
16	Never gossips or complains about management or co-workers
17	Always demonstrates profound respect for the customer
18	Considers longer-term strategic issues as well as short-term tactical issues
19	Personifies the company's values through words and deeds
20	Always works to build the long-term value of the company
Based on a blog entry by Marty Cagan at www.svpg.com	

Starting up

Introducing product management

If you're the founder of a start-up or running a growing product-based business, at some point, you'll ask yourself... at what point do I bring in a product manager? Is it worth paying for someone with experience, or will someone keen but less expensive do? Whom should they report to, and what should I expect them to do?

The early days

Most start-ups are driven by a founder with a strong vision. They have a clear insight into their customers' problems and a great idea to

solve them. They quit their job, hire a friend, and set off to make their millions. In a product-based company, they take the lead – selling to customers, driving development, and marketing the vision. The company starts to grow, and before long, they find their time is filled with investor meetings, hiring, and 101 other things. They don't have time anymore to take the product lead.



Fig. 6 Things to watch out for when the product lead is handed to other parts of the organization

Then something starts to go wrong (see Fig. 6). It might be that there are multiple versions of the product in the market, and everyone

What happens next?

Someone else steps in and takes over, e.g., the engineering director and product activities spread across the organization.

realizes it's time to consolidate. Or existing customers start to complain, and someone needs to look at the priorities for improving customer satisfaction. Or delivery dates keep slipping as more and more is packed into each release. At that point, the CEO decides it's time to bring in a product manager.

Who to hire, and where do they sit?

This can go two ways – either a senior product manager is brought in who has the experience and know-how to take on a leadership role, or a junior product manager is hired to pick up some of the activities that are getting dropped.

It doesn't make sense for a junior product manager to report to the CEO, so they are put into Development, Marketing, or Sales. The danger then is that they become a support role for the primary objective of the department. If they report into Development, their focus will tend towards collating requirements and project-managing deliveries. If they report into Marketing, chances are they will spend much of their time providing content for market communications, and if they report into Sales, they will be used for demos and sales support.

The other option, and the one we recommend, is taking on a senior product manager who can provide true product leadership. It's a big role... understanding the market, articulating the product vision, and balancing short-term imperatives with long-term strategic goals. It also involves arbitrating between Development, Sales, Finance, and Marketing to make the best product decisions for the company. It's a senior role that needs senior-level sponsorship – ideally reporting to the CEO.

Not wanting to let go

Many CEOs find it hard to let go of the product leadership role. Their first product is like their first child, and they passionately want it to succeed. That's fine, and they can continue to provide guidance and vision. But, as the company grows, they will reach a point at which they have to let go. Maybe they don't have the time, maybe they're no longer close enough to the market, or they don't have the right skills. They need a product manager.

"Product management is the hardest role: you have to arbitrate between the differing objectives of Production/Development, Sales and Management with no direct control over any of them. In short, at times, it is a very lonely place to be."

Michael Dimelow,
Director of
Marketing
Processor Division,
ARM

If you need some advice on how to introduce product management into your business, we can help.

If you're the first product manager into the business, the next section looks at how to get off to a flying start.

Wise Words

"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."

Lee Iacocca,
American
automobile
executive

Get clarity on the scope of your job

The range of possible responsibilities for product management is enormous, and unless you're joining in a senior role, it's unlikely that this full scope will be, or should be, realized. The specifics need to be clarified with your manager as expectations may vary widely. A good starting place for any discussion is Figs. 2 and 3 in the first article.

For example, in a start-up, the CEO may continue to act as product visionary taking responsibility for strategy and market insight. They may also want to retain some degree of control over product direction so they can respond quickly to changes in the market. In these organizations, product management may be quite tactical, working closely with Development to launch the next version and Marketing to support Sales.

Get clarity on business expectations

While the role might be clear, you'll also want to clarify and manage the expectations of the business. Management is likely to expect improvements in a range of areas such as identifying better business opportunities, more efficient use of development resources, improved sales because of stronger propositions, and better product information on which to base their decisions. These diverse expectations need to be understood and managed before you can begin to set your priorities.

Get a senior sponsor

Are you at the management table? If not, you'll need a senior-level sponsor to help you get established. Product management will drive change in the business, and it is essential that its introduction has the backing of senior management. Without their buy-in, strategy development, development prioritization, and pricing can all fall foul of in-fighting between departments.



Talk to everyone

Unlike taking over an existing role, taking on the first product management position in a company can be like stepping into the lion's den. Your role has created uncertainty, is likely to change business processes and takeaway decision-making and other responsibilities from their current owners. The key is to get out and meet everybody, understand their product-related pain points, establish relationships, and build your credibility.

Focus, focus, focus

Many people want you to sort out their problems (see Fig. 7). This might get you some quick wins and a buzz of satisfaction, but there is always too much to do, and it's easy to get sidetracked into constant fire-fighting. So, focus on your priorities, be selective in what you work on and make sure you spend time to establish your vision, strategy, and credibility.

The first 100 days

The honeymoon period of the first 100 days lets you step back and review the fundamentals. While there will be many demands on your time, we advocate 3 areas on which to focus...

1. Take ownership of product strategy. This lets you open up discussions across the business on its direction and helps establish your leadership position. After completion, you should lead efforts with stakeholders to identify how they will support the product strategy.



Fig. 7 Many people will want you to sort out their problems

STRATEGY

Wise Words

"If I had 1 hour to save the world, I'd spend 55 minutes defining the problem and 5 minutes looking for the solution."

Albert Einstein
German theoretical physicist

2. Prioritize issues within the portfolio. Prioritize product issues based on their business impact and alignment with strategy. This will set you up to effectively drive the development organization and best support your channels.

3. Do an audit. Look at the tools, processes, department interfaces, and documents that already exist. You can then decide what is *fit for purpose*, and what needs to be changed.

Putting effort into these areas will get you up to speed quickly, provide the context for your future decisions, and bring your company the focus it needs to align its resources around agreed priorities.

The months and years ahead

Beyond the first 100 days, as the company and the role grow, there's a risk that product management will become a bottleneck. To avoid this, it's important to regularly review the skills, structure, and objectives in product management and the processes it uses (see Fig. 8).

Growing the team by recruiting many generalists offers flexibility, but it's difficult and expensive to find these people – a move to a multi-function team may be a better option (see Fig. 4 page 7). It's also worth reviewing if Product Management should be a standalone team or report into Marketing or Development.

Processes can be another cause of problems. As the business grows and changes, processes can become cumbersome or ineffective. Key processes to look at include innovation, develop and deliver, launch, in-life review, and withdrawal.

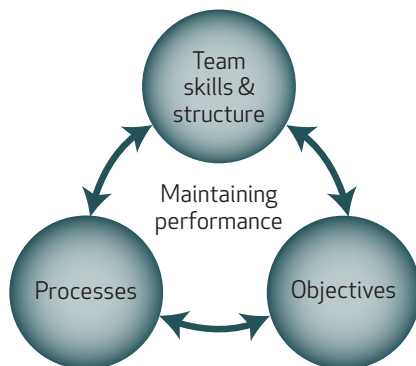


Fig. 8 Maintaining product management performance requires constant review

Conclusion

The first product manager has a great opportunity to make a broad-ranging and meaningful contribution to a company's success. There will undoubtedly be pressure to narrow your focus to sales support, feature prioritization, or launch control. Try to resist this and take the lead in developing the strategy and product-readiness of the business. *And don't forget to bring in some product experts if there's too much ground to cover or you need specialist support.*

How are we doing?

Measuring product management

Let's start by breaking this down into two questions. How do you measure if a product is successful? And is a product manager doing a good job?

Why revenue doesn't tell the whole story

At first glance, measuring product success seems relatively straightforward using financial metrics like revenue and profit. This is how senior management keep score and typically set top-down goals. But is it a good idea to measure product managers solely on the financial success of their product?

Financial metrics must always be viewed in the context of the overall market. For example, 50% revenue growth might be considered a great success, but if the market is growing at 200%, you might question if the product manager is doing a good job!

Targeting product managers on revenue also leads to a focus on short-term tactical activity that will bring in money quickly – often at the expense of profit. However, most product management roles require a balance between short-term tactical work and longer-term strategic projects that will drive success in the future.

Wise Words

"Any business or industry that pays equal rewards to its goof-offs and eager beavers sooner or later will find itself with more goof-offs than eager beavers."

Mick Delaney,
American football coach

Metrics: You Are What You Measure!

By John R. Hauser and Gerald M. Katz, *European Management Journal*, April 1998

This excellent paper explores the thesis that the metrics used by an organization will affect all the actions and decisions of employees until the firm becomes what it measures. This is fine if you get the metrics right, but it's very easy to get them wrong leading, to unintended consequences.

Example – customer call centers are often measured on the number of calls handled per hour, leading to rushed calls. The call center may meet its targets, but at what cost to the more important metric of customer satisfaction?

Past performances do not predict the future

Historical reporting on revenues and customer numbers is like looking out of the rear window as you drive your car. It shows you where you've been, but it isn't a very good way of finding out what's coming up ahead. To drive forward, you need to choose metrics to measure the activities that predict success and that you can get hold of early enough

BEST PRACTICE

to be useful, e.g., speed to launch, time to revenue, average order value, monthly churn, critical bug count, and roadmap refresh.

Setting business objectives

To start, you need to understand the key operational goals that are important for the product and their link to financial outcomes that senior management care about. A product’s maturity and market context will dictate what’s most important.

The next step is to create business objectives that link to these, for example, if the important operational goal is speed to market, the objective could be ‘Develop a launch strategy that gets to market at least a month before the top 2 competitors.’

Operational Goal	Description	Business Outcome
Innovation	Bringing the right products to the right markets	Drives future revenues & profits
Speed to market	Getting from idea to launch faster than the competition	Quicker to revenue
Product adoption	Accelerating the product take-up rate	Faster revenue growth
Product optimization	Making the most of products already in market	Maximizes revenues & profits
Customer satisfaction	Increasing retention, recommendation and repeat purchases	Increases revenue

So how are product managers measured?

In our 2022 annual survey of product management, over 30% of respondents were measured on revenue. Around 15% mentioned full Profit and Loss (P&L) or margin responsibility. However, over 70% were measured by objectives – typically, these were a mixture of business and personal objectives.

“We have a strict development and feedback system based on objectives fed from the board. Key metrics for my product managers are customer wins, roadmap shaping/extension, gross revenue, product launches, and regular engagement with the top 10 customers. Customer engagement is critical to get the insights needed to keep our propositions relevant.”

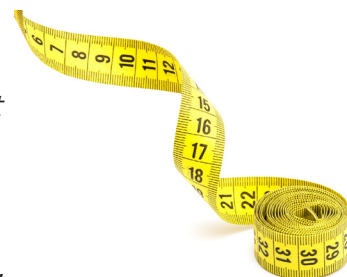
Michael Dimelow, Director of Marketing Processor Division, ARM

For example, non-financial business objectives tracked customer and internal engagement as well as key aspects of product performance. Other metrics included customer satisfaction, new wins, and channel support.

Internal performance was typically measured using techniques such as *360° feedback*, where a product manager collates feedback from their work colleagues, their boss, and any direct reports.

Setting personal objectives

We divide the knowledge and skills required to be an effective product manager into *knowing what to do* and being able to *get it done*. (See Fig. 9 below.) To be a great product manager you need to be strong in all areas. Setting personal objectives to develop behaviors and competencies might include meeting more customers to get a better understanding of the market (in Box A), studying to improve project management skills (in Box D), or even attending one of our training courses (Box C).



Why setting objectives is difficult

The annual review and objective setting process in large companies is controlled by HR. It runs to a set agenda and can suck up lots of time. Unfortunately, it often misses the mark.

Company changes and market developments mean objectives quickly become out-of-date. You need to turn this around and make sure this process works for you and your team, for example, reviewing objectives frequently during regular one-to-one meetings.

		Knowing what to do	Able to get it done
Knowledge and skills	Specific	Domain Knowledge A Products, customers, markets, technology, competition, suppliers	Organizational Knowledge B Processes, structure, contacts, governance
	General	Product Management and Product Marketing Skills C Roadmaps, Business Cases, Propositions, Plans, Pricing, Requirements, etc.	Soft Skills D Communications, leadership, stakeholder management, influencing, political

Fig. 9 Effective product management – you need to cover all the boxes

Conclusion

Measuring product management is not easy, and setting good objectives is difficult. However, as a team leader, you need to be prepared to answer the question "Are we doing a good job?" If you can demonstrate how individual and team objectives link to key operational goals that drive revenue and profit, then you're in a strong position. If you can't, your budget and headcount may be at risk.

"Often, the greatest difficulty in any assessment system is getting agreement across the management team on the role definitions and metrics for evaluating product management competencies. Put in the effort to get this right, and there's a big payoff with an assessment framework for reviews, pay and bonus setting that is transparent, fair and understandable."

Mike Beech,
Head of Product Marketing, RM

Carve-up

Responsibilities in multi-national companies

In any large organization, whether it's an army, a country, or even a multi-national company (MNC), there is a constant tension between concentrating power at the center and devolving it to local units.

Centralization gives economies of scale, consistency, and direct control. Decentralization gives the ability to react quickly and adapt to local conditions.

In multi-national companies, product management and product marketing are at the heart of this battle (see Fig. 10). And, if you have worked in an MNC for any length of time, you are likely to have experienced the pendulum of control for products swinging from the head office to the

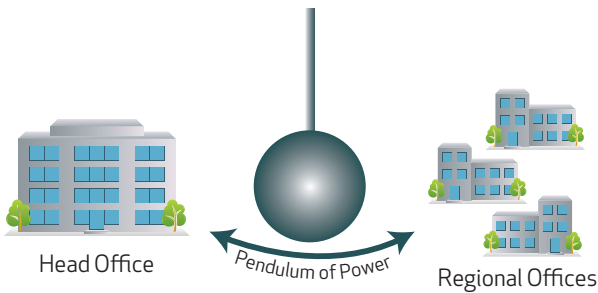


Fig. 10 Control and power oscillate between head office and regional offices

regions and back again.

Each time the pendulum swings, responsibilities change, teams expand or contract, and boundaries of control get redefined. This often leads to resentment, confusion, and stalled performance.

The case for central control

Proponents of centralization point to various efficiencies. Developing products once rather than letting each local unit do their own thing saves money. Central control makes it easier to globalize local successes and share them with other markets.

A head office product manager can see the 'big picture' and share market research and best practice to deliver the best solution for the business as a whole.

A further advantage comes from consolidating each country's buying needs centrally so the company can drive better deals with suppliers.

The case for local control

The supporters of local control point to the need to adapt products, propositions, and product marketing to suit the local market, but this needs local knowledge.

In-country product managers can provide insights into local competitors and pricing, specific regulatory and legal requirements, and customer priorities. This is much more difficult for centrally based product managers.

A further advantage of local control is the passion that it engenders – *'it was invented here.'* The local product owners' passion and belief provide the foundation for success in their market – something easily lost in products controlled by central dictate.

Finally, centralization can slow things down. When being first to market is important, devolving control allows local product groups to react more quickly.

Getting the balance right

A common model is to have the inbound product management activities, such as development, take place centrally and have local product teams take care of product marketing (see Fig.11). Global teams provide the overall product strategy, roadmap and disseminate best practice. Local teams provide market insights, product reporting, and roadmap suggestions.

Many US companies operate in this way in the UK.



"The balance between the group and local roles will vary from company to company, but it's all about leveraging economies of scale and creating a global brand with consistent products. So, for example, creating products once and sharing them, aggregating purchasing and vendor influence, and sharing best practice."

Teodora Quiroga,
Head of VGE
Products,
Vodafone

Conclusion

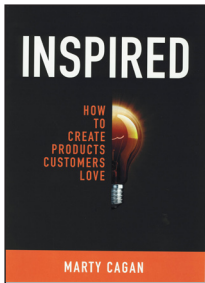
When product management and product marketing is carved up across international boundaries, there is a clear danger of overlaps, duplication, and confusion. The decision-making and implementation of localization require excellent communication between the local and global teams. The trick is to be clear on who is responsible for what, and the RACI tool (see Fig. 3 page 6) can help.

Fig. 11 Effective communications between remote teams is critical

The Review

Reviews and feedback for product managers

Book Review



Inspired – How to create products customers love, by Marty Cagan, (SVPG Press, 2008)

Wise Words

“Engineering organizations are typically designed to focus on building a product right, rather than building the right product.”

Marty Cagan

The book is aimed at software product teams. Marty Cagan draws on his experience at Netscape, HP, and eBay, along with many years of consulting and blogging at www.svpq.com, to provide a great set of guidelines, insights, and checklists.

The major emphasis in this book is on building products that customers actually want. The book contains lots of practical advice on how to go about doing just that.

For example, he advocates that, as part of discovering the product requirements, a product software team should always create ‘high-fidelity’ prototypes that can give a realistic representation of the proposed user experience. With the tools available today, he believes prototypes should be cheap, easy, and quick to do. He also believes they are a great way of providing unambiguous specifications to development and getting useful feedback from target customers.

He also says that you should set out to launch a minimal product. This means discovering the minimal functionality necessary to have a successful product and being clear that’s what’s needed at launch. This avoids the common trap of cutting features to hit a launch deadline only to find you’ve compromised the whole proposition, i.e., ‘if you remove that leg, the dog won’t hunt.’

Marty also has some interesting views on how to measure your product. His favorite is a metric called the Net Promoter Score (NPS). You ask your customers how likely they would be to recommend your product to others on a scale of 0–10. Those who rate 9 or 10 are considered ‘promoters,’ those who rate 6 or less are called ‘detractors.’ Subtracting the detractors from the promoters gives you your NPS score and tells you if you have more people cheering for you than against you. Many companies already use this metric (see www.netpromoter.com), and the companies that rate highly won’t surprise you, e.g., Apple, Amazon, Google, and eBay.

An excellent book – well worth getting hold of.

Have your view

We've had thousands of people attend our product management and product marketing training course.

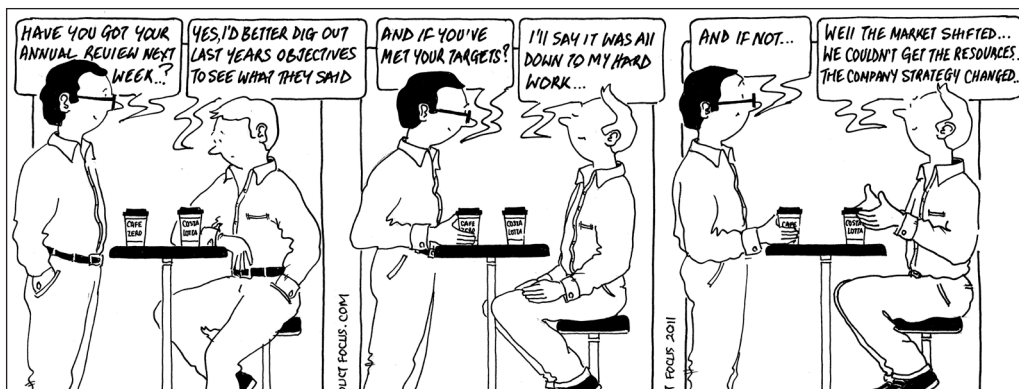
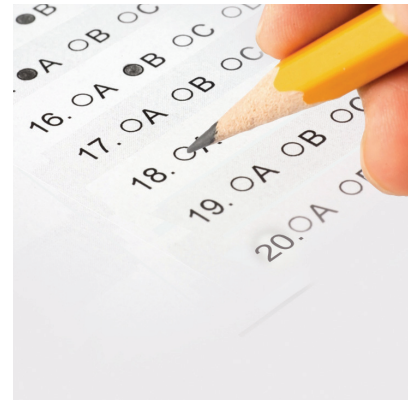
We're often asked ... well ... what else can you offer?

We know that every business has a slightly different view of the roles of product management and product marketing. We think that makes it important to be able to apply product management ideas and best practice to whatever situation you find yourself in. There is no one right way to do something – you need a big tool bag and to be able to pull out the best tool for the job that needs doing.

If you complete our course, we have an exam that will lead to our Product Management Certification. This certification demonstrates a level of competence and ability to apply product management concepts and best practice to real-world situations.

If you lead (or aim to lead) a product management team, department, or function, why not learn the skills you need on our Leading Product Management course?

Finally, if you're leading product management and want to check how you're doing, we offer our Product Management Review. This is a structured analysis of your product management by Product Focus as independent experts. The output is a set of practical recommendations on how to set up product management if you're just starting off or, with an existing team, a roadmap of recommendations to help you move to world class performance.



The Insight

Motivation – How happy is your donkey?



Have you thought about what motivates you and your team? Of course, no one believes it's as simple as controlling a donkey, with a carrot as a reward and a stick as punishment.

A happy donkey thrives and is more productive. And for people doing highly skilled jobs like product management, it's about internal rewards: feeling good about what we do.

Product management and product marketing roles can be very rewarding. There is always lots to do, and you're usually at the center of things. It's a role that can endlessly stretch your abilities and gets you involved with all parts of the business.

Frederick Herzberg's theory on job motivation talks about hygiene factors. These are things that make us unhappy if they're missing but don't necessarily motivate us if increased. For example, if a company's policies are unfair or pay rates are considered poor, it can affect our performance. However, once we're happy with them, further improvements won't persuade us to work any harder.

What does motivate us are things like completing important tasks, being recognized for our achievements, and successfully taking on responsibility. For most of us, it's more than just these – it's being in control of our own destiny, creating new things, and usefully contributing to something bigger than just ourselves.

So as a manager, it's not about control; it's about trust. Set the goals, step back and let your team deliver.

Here's a quick checklist of things you can do to help...

- ☐ *Clear roadblocks for the team so they can get on with their jobs.*
- ☐ *Provide the tools and space so they can really perform.*
- ☐ *Shield the team from senior management vacillation.*
- ☐ *Provide feedback and training to help them improve themselves.*
- ☐ *Provide the big picture so they can see how what they do matters.*
- ☐ *Make work a fun and enjoyable place to be.*

Wise Words

"Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity!"

General George S. Patton, US Army Commander in WW2

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