



# Making the Manager of Managers Mindset

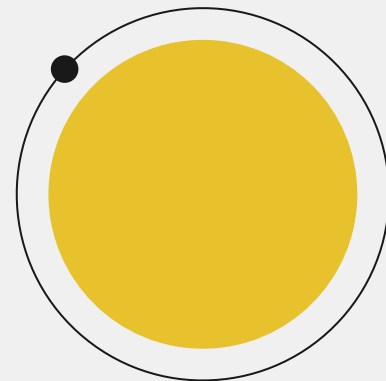
Suzan Bond



# Manager of managers

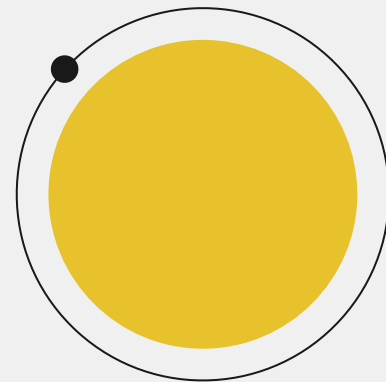


**“The team is most important.”**



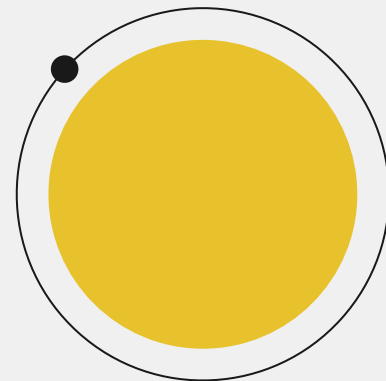


**“Shipping is most important.”**



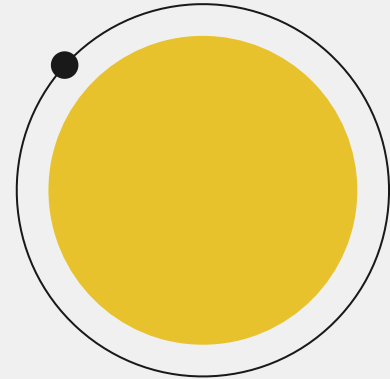


**“Shipping is most important.”**



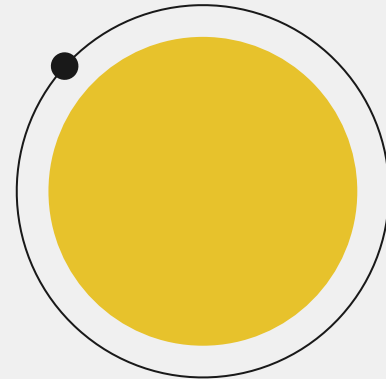


**“Manager autonomy is most important.”**





**“Manager autonomy is most important.”**



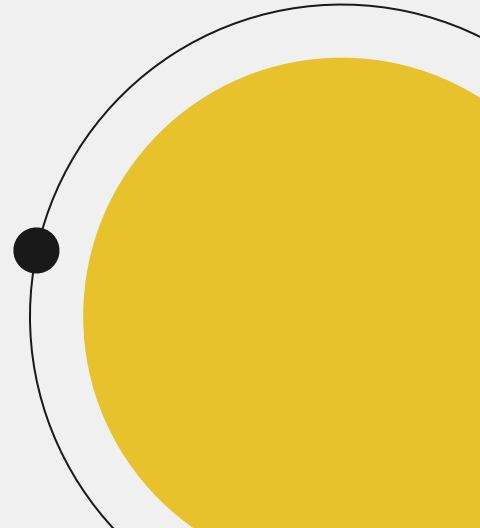
**It's not more  
of the same**



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# What we know how to do (as managers)

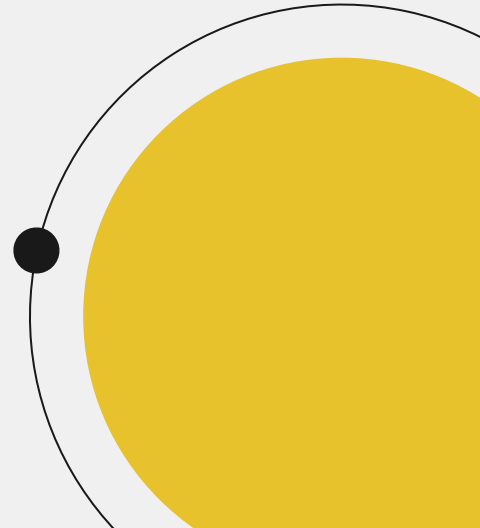
- Manage the work
- Use our functional expertise
- Team alignment
- Understand how to get ICs unstuck



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# What we need to learn (as mgrs of managers)

- Work at the organizational layer
- Take responsibility, yet give right amount of autonomy
- How to manage the sandwich
- How to help managers develop their own management style



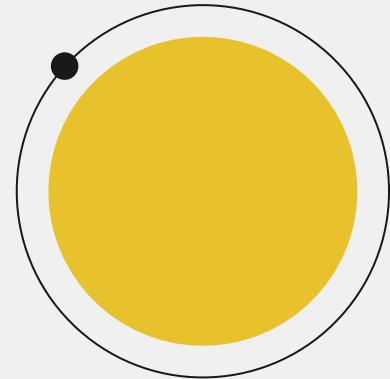
# Narrowing the gap

# Change vs transition



“Transition always starts with an ending. To become something else, you have to stop being what you are now; to start doing things a new way, you have to end the way you are doing them now; and to develop a new attitude or outlook, you have to let go of the old.”

**—William Bridges, Transitions**



# Mindset shift

**Managing the work**

**Coaching managers**

# Mindset shift

People as multiplier

Org as multiplier

# Mindset shift

**Protect the team**

**Connect the team**



# Mindset shift

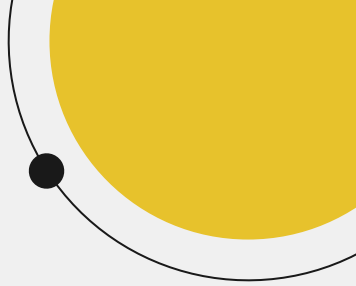
Having answers

Having questions

# A few reminders



- It's a transition
- Job is to help managers be their best
- Work the organizational layer
- Distinguish between people & org issues
- Lean into learning



**Get support!**



# Thank you

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