

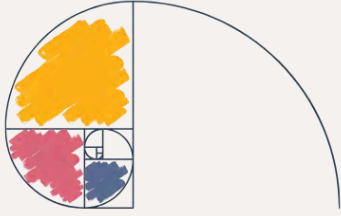
art of management

J E A N N E S U P I N

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# Management Roles, Responsibilities, Tools, and Tasks





## art of management

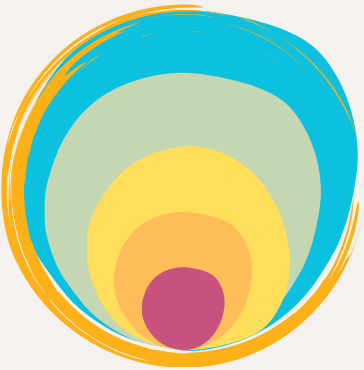
Delivering creative management training and support to inspire confidence, skill, and, dare we say, joy.



## jeanne supin

Founder, CEO

30+ years helping courageous managers and leaders leap into audacious goals and transformational change.



## the fivefold way

Inspiring **belonging, wellbeing, engagement, achievement, and expansion.**



## keep growing

Discover more courses and community [here](#).





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# The Fivefold Way

# THE FIVEFOLD WAY

## *Principles & Framework*



Jeanne Supin's unique framework – *The Fivefold Way* – empowers managers to bring five core values to life:

1. Belonging
2. Wellbeing
3. Engagement
4. Achievement
5. Expansion


Through this framework, Art of Management courses deliver deep transformation and practical tools, all thoughtfully designed to inspire confidence, skill, and, dare we say, joy.

How? Read on...

**Belonging.** It's a fundamental human need. It means we're welcome as our whole selves, we're deeply connected to others, we're fully seen, and we can make our own choices. (Check out UC Berkeley's Hossein Ayazi's amazing work.) It's what employees want most, and it drives happiness and profit. (Indeed.com and Oxford's Wellbeing Research Centre have great research.)

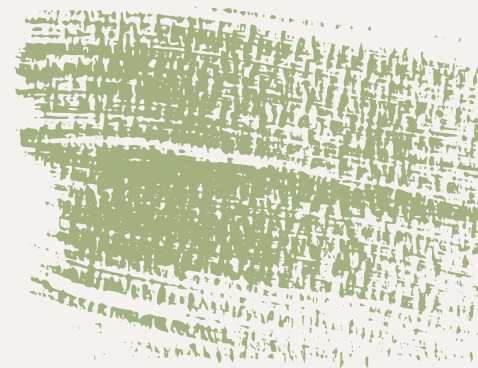
**Wellbeing.** It's how we feel. Professionally, it's how we feel at work and about work, including job satisfaction, emotional experience, meaning, and purpose. (Definition from Oxford experts Jan-Emmanuel De Neve and George Ward.) Deep wellbeing is directly linked to recruitment, retention, productivity, engagement, and financial performance.

**Engagement.** It's the energy and enthusiasm we feel about our jobs and workplaces, and it's driven by feeling included, enjoying positive work relationships, and knowing managers and leaders support our ideas, performance, and growth. It's linked to improved loyalty and retention, better performance and productivity, greater wellbeing, customer satisfaction, and organizational success.



**Achievement.** It's completing something by effort, courage, or skill, that sparks happiness, satisfaction, pride, confidence, motivation, or performance. It brings us peace, too. No matter big or small, simple or earth-shattering, alone or with others, achievement feels great and moves us forward.

**Expansion.** It's about creating new skills, perspectives, relationships, awareness, and achievements. It's about taking on and solving intriguing challenges. It's about transforming ourselves and our systems. Maybe it's a need. Definitely it's a longing, even if sometimes it's also scary. Ideally, expansion betters us, sometimes beyond what we thought possible.





# Course Flow and Introduction

# Course Flow: Fulfilling Roles, Responsibilities, Tools, and Tasks

- 1 Introduction**  
*Video, reading, page 10*  
Week 1: 15 minutes

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- 2 Management Roles**  
*Video, reading, exercises, pages 12-13*  
Week 1: 30 minutes

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- 3 Management Responsibilities**  
*Video, reading, exercises, pages 15-24*  
Week 2: 90 minutes

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- 4 Management Tools**  
*Video, reading, exercises, pages 26-28*  
Week 3: 30 minutes

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- 5 Management Tasks**  
*Video, reading, exercises, pages 30-48*  
Weeks 4-6: 180 minutes

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- 6 Final Reflections and Commitments**  
*Exercises, pages 50-51*  
Week 6: 15 minutes

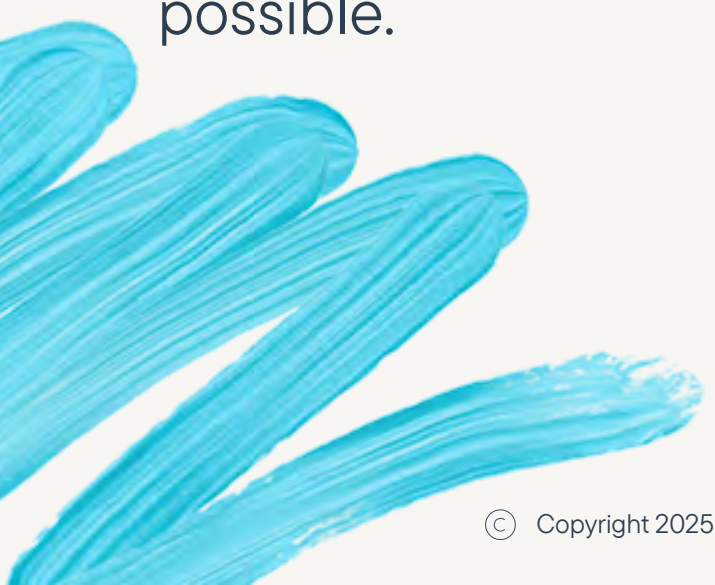
# Managers get it done.



Managers make stuff happen.

You are the bridge between strategic vision, goals, and achievement.

Managers know better than anyone what's working, what's aligned, and what's possible.




Specifically, managers:

- Clarify and prioritize what needs to be done.
- Guide performance so people know and can achieve what's expected.
- Influence and organize change.
- Provide stability.
- Take care of the staff and the business.



# Management Roles

# Recognize the difference between management and leadership.



Management and leadership are equally important for success, yet they're different. Leadership sets the course, and management gets everyone to the destination.

Some people work squarely on one or the other, and some do both. Either way, distinguishing between leadership and management ensures that we attend to both parts. Plus, when uncertain, we can ask ourselves if the circumstance requires leadership or management skills.

## management

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- Plans and budgets
- Coordinates
- Simplifies and streamlines
- Creates and keeps current job descriptions, org charts, and expectations
- Ensures work is completed
- Provides consistency, stability, predictability, care
- Troubleshoots, solves problems, and resolves crises

## leadership

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- Scans and forecasts
- Sets and communicates direction
- Guides change
- Promotes desired culture
- Aligns goals, culture, interests, and work
- Communicates and embodies vision, change, goals, and strategies
- Inspires, motivates, galvanizes, and supports

# Flex your roles.

**Ponder the distinction between management and leadership. What qualities does your job require most?**

**Are you able to attend to those qualities adequately?**

**If not, how might you adjust? If so, what will help you sustain that?**



# Management Responsibilities



These are the four key management responsibilities, each equally important.

Sometimes you can work all four in beautiful concert. Other times, one overwhelms the others. Occasionally they conflict.

Regardless, in the long run do your best to give each of the four equal attention.

# Flex your responsibilities.

**Ponder the four essential responsibilities of management.  
Consider examples of how you attend to each.**

**Consider times when the balance between the four is off.  
How might you adjust?**

**Consider times when they blend beautifully. What might  
help you sustain that?**

# Tensions happen.

**When do you experience tensions or challenges between getting work done and building talent?**

**What might you need or do to navigate or resolve those tensions?**

# Another common tension.

**When do you experience tensions or challenges between representing staff interests or needs and representing organizational interests or needs?**

**What might you need or do to navigate or resolve those tensions?**

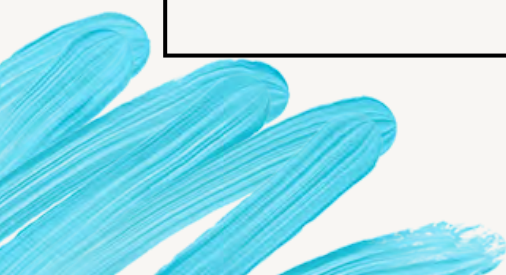


# Management Tools

# Use the right tools for the right circumstances.



Direct	Sometimes telling people precisely why, what, when, and how to do things best meets the moment, especially if they're new to the task or in times of wild uncertainty or crisis.
Teach and Coach	Often managers teach folks how to do things, observe their progress, and help them master their work.
Consult	As staff gain competence, ask questions and make suggestions so they feel confident and empowered to do it on their own.
Support	When someone merely lacks confidence or motivation, offer support. Sometimes it can be as simple as saying, <i>"I have confidence in you."</i> Or, <i>"I know you're able to do this."</i>
Nudge	Inspired managers notice potential and nudge staff out of their comfort zones and into growth.
Mentor	Mentors of all kinds take a vested interest in someone else's success without wanting anything in return.



## Every tool has a use, time, and place.

We may have favorite tools, yet great managers flex the right tool for the right people and circumstances. For example:

- In a crisis or if someone is brand new, unambiguous direction might be perfect.
- Direction is often overkill when people are already skilled.
- Coaching is great when people are learning but not when they're already competent.
- Sometimes someone merely needs a supportive confidence boost, without added direction or coaching.
- “Micromanaging” is merely giving more than is needed. If you're still telling competent people how to do something, you're micromanaging. If those same people are doing new things, more direction can be just what they need.

## Encourage staff to ask for what they need.

The best way to choose the right tool for the moment? Ask!

- Invite others to tell you precisely what they need, especially if people are doing new or unexpected things.
- For example, if staff are struggling with performance or deadlines, ask if they need coaching to build competence, support to build confidence, direction to build structure and accountability, or advocacy to effect change.

# Keep adding to your toolbox.

**As a general rule, how flexible are you in using the right tools for each moment? Describe some examples.**

**Do you too often use some tools more often than others, despite the circumstances? What are they, and how might you be more flexible?**

**Do you rarely use some tools, despite the circumstances? What are they, and how might you use them more regularly if needed?**



# Management Tasks



**Hire the  
right staff.**

# Be specific and openly encouraging when recruiting.

Job descriptions should certainly outline duties, responsibilities, skills, experience, and credentials. Yet, they alone won't guarantee the right hire.


1. Make sure the job you've described is actually doable; is it really one job or three jobs shoved into one? Be honest with yourself and with candidates.
2. Don't list so many requirements that you limit your options.
3. Does success really require a degree or specific experience? If not, don't require them. Instead, describe desired skills or sensibilities most likely to contribute to success.
4. Advertise that you're open to potential and that you welcome candidates who are eager to learn and grow. Include in job announcements specific questions where candidates can describe relevant stretch goals.
5. Here's a sample sentence to attract more talent: *We know some people hesitate to apply unless they meet all criteria. But if you believe you are a valuable fit for this job, even if you don't match 100% of our stated requirements, please apply and wow us!*

# Hire well.


**Is this job really doable as described? If not, what changes can you make?**

**What experiences or credentials does the job really require? Are they so detailed and restrictive that some potentially great hires won't apply? If so, what changes can you make?**

# Be specific about character and qualities, too.



Beyond credentials, get really clear about the qualities, attitudes, and ethics you want on your team, for these determine the difference between a disastrous, mediocre, or great hire.

- Start by describing your organization's values and cultural norms and add any other character traits and qualities you want on your team. What are they specifically? (Some examples: professionalism, empathy, dependability, flexibility ...)
  - Create observable, operational definitions of those character traits and qualities. What do they really look and sound like?
  - Define ways to assess those qualities in your selection process.
  - What interview questions and selection activities will reveal those qualities among candidates?
  - Build into interview questions and other selection activities ways you can describe, model, and emphasize these qualities yourself so candidates recognize that you walk your talk.
  - Define concrete ways to reinforce your desired qualities throughout selection, onboarding, and supervision.
- 

# Hire well.

**What qualities, character traits, and ethics would best complement the job, team, culture, and mission? Narrow the list down to three.**

# Define whom you want.

**Define in detail the three qualities you identified in the previous exercise. Be specific enough so they're clear across job descriptions, job ads, selection, onboarding, and supervision.**

- **What words and behaviors express these qualities?**
- **What feelings do you have when imagining someone living true to these qualities?**
- **How do others feel when working with folks who embody these qualities?**

# Interviews are terrible predictors of job performance.



Don't ask generic interview questions. Generic questions about strengths, experience, and desire for the role don't reveal a candidate's true capabilities and character or how they actually behave. Plus, generic interviews lead us to make generic candidate assessments.

Here are some better selection strategies:

- Ask behavioral questions so candidates describe what they've actually done. *"Tell me about the last time you learned something new at work?" "Describe your favorite experience on a team." "In the last month, what did you most love doing?" "Have you ever faced an ethical dilemma? If so, tell me about it."*
- Share interview questions in advance so candidates can prepare. This helps people who work best when they can process ahead of time, and it reveals who is thoughtful about preparation.
- Ask people to do things they would have to do on the job. Have them write or calculate, do role-plays, navigate scenarios, or demonstrate skills.
- Introduce activities to assess more subtle qualities, characteristics, and ethics you most desire.
- Invite the team, customers, clients, other department staff, or stakeholders to be part of the selection process.
- Enable final candidates to see the work in action by shadowing a long-time staff.
- Invite follow-up questions.

**Important caveat: Don't go rogue; always check with human resources to ensure you're within legal and policy bounds.**



# Select well.

**What specific behavioral questions will help you assess for the skills, credentials, experience, and qualities you're looking for?**

**What scenarios, role-plays, and exercises can you use to more deeply assess your candidates?**

**What key information and experiences do you want to give candidates about the job, team, and organization?**

# Hire complements, not clones.



## **We have a natural tendency to hire people just like us.**

We're inundated with sensory and cognitive input every single moment. As a result, our brains are wired to sort through it, in part, instantaneously and unconsciously. This is helpful (the neuroscientists call it adaptive). It prevents us from exploding from too much information!

But this also means we lean unconsciously toward ideas, personalities, and even faces that feel familiar. When hiring, it's natural to be attracted to and comfortable with those who look, talk, think, and behave like us.,

## **When hiring or promoting people, we'll have better results when we find variety.**

First, do the basics: remove from resumes names, ages, genders, schools, and anything else that doesn't speak to job related qualities.

Next, ruthlessly condition yourself to hire and promote folks with different:

- Perspectives
- Ideas
- Backgrounds
- Experiences
- Talents
- Strengths
- Skills
- Beliefs
- Views of the world



# Hire variety.

**Identify six qualities/characteristics you recognize as your favorites or your hot buttons.**

**List three ways you do or will intentionally counter-balance your favorites and hot buttons when hiring?**

**How many on your team are your clones? How many are your complements? How can you make room for more and more variety?**


# Assess with your team.

**Discuss the following with your team:**

**Are we each other's clones, complements, or both? What examples illustrate each? What strengths do we have as a result? What blind spots are worth our attention?**

**To what degree do each of us feel welcomed and discouraged from contributing our real perspectives, ideas, and experiences?**

**How can we build more variety on our team (people, voices, perspectives, ideas, etc.)?**

A hand holding a blue brush, painting a blue wave on a light-colored background with gold leaf accents.

**Onboard for  
competence and  
belonging.**

# Onboarding is about learning the work AND belonging to the team and organization.

## **Pre-board.**

Contact your new hires during the typical lag time between when they've accepted the job and their first day. Send them a short hand-written note of welcome, ideally with some company swag. This doesn't have to be complicated or expensive; any gesture that says, "You belong!" translates into retention and satisfaction.

## **Address practical things.**

Obviously new hires must get practical information and connections right away, topics as varied as technology, communication, policies, office access, payroll, and job expectations. Most likely HR has an onboarding routine and checklist.

## **Help new hires find competence in the job as quickly as possible.**

- Help new hires know precisely what's expected, and good-naturedly repeat expectations often since the first few weeks of any new job can be overwhelming.
- Check-in often to make sure new hires understand and are equipped to meet expectations. Readily offer help, resources, coaching, and support.
- Observe performance and offer helpful feedback to build competence and confidence quickly.

## **Nurture belonging from the start.**

New hires also need connection and belonging, so plan for it.

- Introduce new hires to the team and other key people right away.
- Partner new hires with an informal buddy who can be a friend amidst a sea of unfamiliar faces and norms.
- Meet often with new hires - even just a few minutes a day - to answer questions, support their learning, and build rapport.
- Make them feel deeply welcome from the moment they've accepted the job.


# Onboard for practicalities.

**What specific things must be shared with new staff within their first days. How will that happen?**

# Onboard for belonging.

**What concrete things can you do to convey that your new hire belong to the team and organization?**

**What added support can you offer new hires during their first three months so they gain competence and a sense of belonging?**

A hand holding a paintbrush, painting a white wall with gold leaf accents. The background is a close-up of a hand holding a paintbrush, applying white paint to a wall. There are gold leaf accents on the wall. The text "Managers manage everyone." is overlaid on the image.

**Managers manage  
everyone.**

## **It's okay to manage your BOSS.**

Good bosses appreciate what a great, assertive manager can offer. Good managers bring value not just by completing tasks efficiently, but by actively supporting their leaders' goals. When we share specific insights, anticipate challenges, and clearly communicate our needs, we make it easier for our bosses to lead effectively. In doing so, we become partners in success.

## **You have to work well with your PEERS.**

Great managers reach across departments and organizations and work well with peers.

- Good managers are sensitive that our decisions and work affect other peers and departments.
- We support others' goals as well as our own.
- We share and gain broader insights so we can benefit the whole.

## **Supervising your STAFF well makes all the difference.**

Needless to say, supervising well benefits everyone: supervisees, bosses, companies, organizations, collectives, and ourselves. (Successful supervision cannot be summarized in a few bullets; it rests at the heart of all Art of Management courses!)

# Manage your boss.

**What's most important for you to know about your boss? Think about their strengths, quirks, weaknesses, and other qualities. Also think about the responsibilities and expectations on their shoulders.**

**How can you best get what you need from your boss and support your boss at the same time?**

# Work with your peers.

**Who are the peers most influential for yours and their success?**

**What are your common needs and interests?**

**How can you build and strengthen relationships, trust, and mutual support that benefits everyone?**

# Manage your supervisees.

**List 3 specific ways you support a sense of belonging for your staff and your team.**

**List 3 specific ways you support wellbeing for your staff and your team.**

**List 3 specific ways you support engagement for your staff and team.**

# Manage your supervisees.

**List 3 specific ways you support your team and each supervisee's achievement.**

**List 3 specific ways you support your team and each supervisee's growth and expansion.**



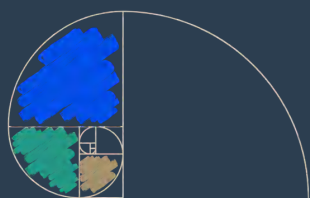
# Reflections & Actions

What are your final reflections about fulfilling your roles, responsibilities, tools, and tasks?

actions



What 2 post-course actions  
will you commit to?



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