

Worksheet for Modern Management Mindset Workshop

As we work through the various myths, rules, illusions and traps, note the places you might want to experiment.

Myths, Rules, Traps, Illusions that Challenge How You Manage Yourself

See this or do this?	Mistaken belief
	Managers are more valuable than other people.
	Managers must solve the team's problem for them.
	Managers are too valuable to take a vacation.
	Managers can still do significant technical work. (Or, player-coach works.)
	Managers can estimate for the team.
	Managers micromanage to see state.
	Managers think the team needs a cheerleader.
	Managers don't admit mistakes.
	Managers can concentrate on the run.
	Managers expect people to bring solutions to problems.
	Managers believe in indispensable employees. (Or "10X")

Your notes about any of these:

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Myths, Rules, Traps, Illusions that Challenge How You Lead and Serve Others

See this or do this?	Mistaken belief
	No limit to the number of people you can manage.
	People don't need feedback.
	Measure busy-ness, not outcomes.
	Managers want to know the people are engaged.
	Thinking isn't work.
	Performance reviews or other evaluations are useful. (They are not. They damage relationships and performance.)
	People don't need credit for their work.
	You can keep even marginally-useful people on a team.
	Hiring shortcuts are fine.
	People are resources. (No, they are not.)
	We need experts for this work.
	Promote the best technical person to be a manager
	We need a quick fix or silver bullet

Your notes about any of these:

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Myths, Rules, Traps, Illusions that Challenge How You Lead the Organization

See this or do this?	Mistaken belief
	Great management is easy.
	Treat everyone the same way.
	Performance management creates employee engagement.
	Comparing teams is useful.
	“Friendly” competition is constructive.
	100% utilization works.
	No time for training.
	It’s okay to move people wherever they need to go, whenever the manager says so.
	Lower salaries means lower project cost.
	It’s a great idea to standardize on how people work (especially their agile approach.)
	I can manage by spreadsheet because the organization is a well-oiled machine.

Your notes about any of these: