

CLL MANAGER BEHAVIOR LIBRARY™

Leadership research tells us that managers have eleven distinct roles. Regardless of industry and geography, all managers must perform these roles to be successful. While the eleven roles are consistent, the priorities might be different for each organization.

THE ELEVEN ROLES OF MANAGERS

- 1. Produce Results**
Translate mission, vision, values, strategy and enterprise tactics into a team plan of goals and means, and then execute the plan at or above standard, on time and on or below budget.
- 2. Build Teams**
Build, maintain and strengthen teams, leading to reliable and consistent high performance.
- 3. Network and Collaborate**
Work productively and effectively in all directions—up, down, sideways, inside and outside—to get great things done.
- 4. Manage Talent**
Source, acquire, onboard, deploy, release and develop talent.
- 5. Interact with Leaders**
Communicate critical information up the chain; speak up effectively on critical issues..
- 6. Contribute to Innovation**
Be on the lookout for in-team innovative opportunities, as well as contribute to the overall innovation initiatives of the enterprise. providing real time supportive and corrective feedback and assistance.
- 7. Role Model**
Be an exemplar of the mission, values, culture and philosophy of the enterprise.
- 8. Leverage Resources**
Be effective and efficient in acquiring and using scarce resources.
- 9. Support Change Initiatives**
Be an early adopter and supporter of changes
- 10. Model Personal Growth**
Be open to personal growth and development, and inspire others to do the same.
- 11. Apply Perspective**
Have line of sight to the settings in which teams exist. Foresee opportunities, barriers and obstacles. Appreciate the role of the team in the bigger context.

Click on a practice to read the description and observable behaviors.

A. Leading Myself



1. Self-Management
2. Achievement Drive
3. Resilience and Resourcefulness
4. Growth Mindset
5. Showing Humility
6. Using Humor
7. Mindfulness Management
8. Engaging with Leaders

B. Managing People



9. Being Customer-Centric
10. Collaborating
11. Cultivating Team Engagement
12. Managing Conflict
13. Communicating Effectively
14. Managing Individuals Differently
15. Developing Others
16. Creating High-Performing Teams

C. Setting Direction



17. Communicating Enterprise Purpose
18. Facilitating Execution Plans
19. Defining Roles and Responsibilities
20. Using Performance Measures
21. Critical Thinking
22. Fostering Innovation

D. Managing the Work



23. Managing Team Structures, Operations and Processes
24. Managing Team Boundaries
25. Acquiring, Assessing and Deploying Talent
26. Technical and Functional Skills
27. Decision Making
28. Using Resources
29. Assuring Results

#	Practice	Description	Observables
1	Self-Management	Managers need to be self-aware. They need to be fully in touch with their portfolio of strengths, weaknesses and opportunities by seeking and accepting feedback. This means understanding the requirements of the tasks they are responsible for and matching them to their skills portfolio, then effectively deploying themselves against the tasks to be done. It means understanding the needs of the people they manage and managing them differently. This awareness is the cornerstone of overall well-being and allows people to put energy toward those abilities that allow for achievement.	<ul style="list-style-type: none"> a. Is totally self-aware b. Seeks and addresses relevant feedback c. Works on aligned present and future needs d. Deploys best self against goals and objectives e. Achieves a sustainable work-life balance
2	Achievement Drive	Achievement drive is about delivering superior performance and striving for even better outcomes in all key performance areas. It is about growing and getting better. It requires personal mastery; being the best at the things that count. There is a performing aspect of competing and winning against the past, standards and personal achievements. It includes being motivated by stretch goals and difficult assignments. It includes optimism about getting things done at a high level and with self-confidence in personal skills and knowledge. Research shows that a positive attitude toward achievement orientation (high or low) is contagious to others. The goal is to master, perform, grow and advance. Then, bring others along.	<ul style="list-style-type: none"> a. Sets ambitious stretch goals b. Shows initiative c. Attacks tasks with energy and confidence d. Motivates others with infectious enthusiasm e. Deploys self against goals and objectives
3	Resilience and Resourcefulness	Resilience is bouncing back after being knocked down. Resilience and resourcefulness are essential because everything is not smooth and predictable. The new normal is unexpected chaos. Roadblocks. Challenges. Team members leaving. New people to train. Managers need to absorb, adjust, get back on track and rebound quickly. That takes mental agility, quick thinking, determination, creative problem solving and figuring out how to find and secure resources. All while remaining calm and collected for both their own well-being and the well-being of those around them.	<ul style="list-style-type: none"> a. Anticipates and prepares for adversity b. Rebounds quickly in reaction to adversity c. Uses multiple adversity-coping strategies d. Maintains calm and stays focused under pressure e. Builds a personal stress support network
4	Growth Mindset	Managers with a growth mindset are positive, optimistic and confident things will get better and turn out well. They stay curious, expect success and are courageous. Managers see a return on investment in personal, team and enterprise growth and development. They believe hard work results in positive outcomes. Failure can pave the road to success. It means being open-minded, curious and playful. Research validates the advantages of having a growth mindset versus a fixed mindset. To some extent, people divide into growth and fixed-minded perspectives, but the research indicates it's possible to make a choice and change.	<ul style="list-style-type: none"> a. Always open b. Learns broadly c. Gets energized by the new, different and unique d. Pushes self into never-been-done-before situations e. Energized to break through barriers f. Debriefs the good, the bad and the ugly for learnings

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5	Showing Humility	Research and experience document that being realistically humble increases trust and influence. Humble managers still take initiative, are willing to take risks and are passionate about their goals. Humble managers usually have a more realistic picture of who they are and operate within their limitations. In contrast, the arrogant and condescending managers who don't admit mistakes, refuse to accept critical feedback and never share credit for achievements of the group are often much less successful. Humble managers get stronger commitment from followers and share the credit more often. This is the type of leader people want to follow, provide extra effort for and work hard to ensure his or her success.	<ul style="list-style-type: none"> a. Is self-critical and realistic b. Admits shortcomings c. Uses self-deprecating humor d. Exhibits pride sensitively e. Shares credit widely
6	Using Humor	When using humor or appreciating the humor of others, managers must be attuned to the situation's setting, audience and purpose of deploying humor. A humorous anecdote about oneself enables others to relax and laugh about their own similar situations, which produces rapport and common ground. It has a humanizing effect that produces increased tolerance of differences and diverse perspectives. As helpful and productive as humor can be, misapplied humor can be equally damaging. Laughing at others or at situations that may be offensive to some reduces influence and trust. The absence of humor altogether often results in a leader as being seen as cold and indifferent, resulting in a cascade of negative associations.	<ul style="list-style-type: none"> a. Uses humor productively b. Is clear about what's not funny c. Matches humor to the setting and people d. Appreciates the humor of others e. Is open to humor directed at you
7	Mindfulness Management	Mindfulness is being present in the moment. With the current focus on brain research, we've learned we can better manage what our brains do. We can even change, or at least modify, its basic programming. This includes: (1) emotional management and regulation; (2) focus and attention management; and (3) stress management and relaxation (leading to better sleep). Once a manager is familiar with these practices, he or she can teach it to others.	<ul style="list-style-type: none"> a. Knows how your brain works b. Learns and uses brain-training best practices c. Masters emotional regulation d. Masters attentional management e. Helps others become more brain efficient
8	Engaging with Leaders	Managers have the responsibility to work effectively with leaders at more senior levels. Managers must understand leadership perspectives, seek feedback from their manager, assess the motives for decisions made and actions taken and make sure to be solution-oriented when approaching and responding to their manager or more senior leaders. Among the most important, but sometimes scary, things people who effectively manage up do is speak up with courage about issues, people and decisions. Stepping up and addressing potential problems in a forthright manner is appreciated by senior leaders.	<ul style="list-style-type: none"> a. Demonstrates an understanding of senior leadership perspectives b. Addresses problems forthrightly with a solution-oriented approach c. Assesses their manager's and other senior leaders' motivations for decisions made and actions taken d. Shows alignment with senior leadership initiatives e. Expresses ideas, initiatives and opposing views constructively f. Demonstrates courage in supporting others and alternative views

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9	Being Customer-Centric	Successful managers focus their team on the customer. They design from the outside in. They find out what their customers want, then design processes and plan the work to create a better customer experience. Teams need to be customer-centric in all aspects. Successful managers and their teams must be actively attuned to their customers. They recognize that our people, products and processes influence the customer experience every day. They build long-term customer value chains and achieve customer loyalty by delivering consistently. Customer-centric managers build teams that prioritize meaningful relationships, where everyone treats each other with the same customer-centric mindset they apply to external customers.	<ul style="list-style-type: none"> a. Understands everything about the customer b. Makes customer-centric decisions c. Monitors customer needs, expectations and satisfaction d. Builds productive customer relations e. Adapts readily to changing customer information f. Builds and maintains a customer mindset in the team
10	Collaborating	Managers help employees work collaboratively by building trust among all team members. Collaborative efforts require communication, cooperation, openness, accountability and partnership among team members. Collaboration enables everyone on the team to learn more from each other, facilitates synergies and builds capacities greater than any one team member can provide. Operating from a place of integrity—being dependable, reliable, authentic and trustworthy—produces an environment in which collaboration and strong trust thrive. Managers have a responsibility to model collaborative behavior, to foster it and use it as a strategy for getting outstanding result.	<ul style="list-style-type: none"> a. Shares common goals and ground b. Talks openly about potential conflicts and difficulties c. Establishes and agrees to collaboration and collaborative rules of engagement d. Looks for efficiencies and synergies e. Holds all team members accountable f. Practices consistency, reliability and dependability with other team members
11	Cultivating Team Engagement	Managers are responsible for creating and maintaining a high level of engagement with team members and others. The interpersonal climate that exists in a team is the combined result of how well each member works with others, deals with motivational ups and downs, resolves conflict and communicates optimism and energy. Managers or team members can unintentionally dampen the mood and energy of the group by failing to check in with others, to share appropriately with others, or to listen actively. When managers communicate with respect and appreciation for what each individual brings to the team, high engagement and discretionary effort will follow.	<ul style="list-style-type: none"> a. Shares thoughts and feelings openly and shows interest in others b. Facilitates conversations to make sure everyone feels included and appreciated c. Asks about and monitors team climate d. Finds ways to celebrate accomplishments—even small wins e. Demonstrates awareness of the need to rejuvenate in stressful situations

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12	Managing Conflict	Work groups can experience conflict during simple tasks or complex challenges. Conflict might emerge when there is a disagreement on strategic options or when there is simple disagreement on catering choices for a meeting. For some, conflict is expected and a source of creative energy. For others, it is debilitating and avoided if at all possible. Conflict can enable a team to build more interpersonal strength or it can be a source of division from which the group cannot recover. Managers need to assist team members in learning how to effectively manage conflict to leverage different perspectives and find alternative solutions to come to alignment.	<ul style="list-style-type: none"> a. Anticipates conflict before it occurs b. Develops and uses diverse conflict resolution techniques c. Is adaptive in the face of conflict d. Follows up to assure resolution and address any negative impact e. Works for a positive contribution from expected and reasonable conflict f. Fosters continuous discussion and openness to help people constructively manage conflict
13	Communicating Effectively	Effective communication occurs when another person understands the meaning of the message along with any subtle emotions and intent. But the words one person uses to communicate may have different meaning in the minds of others. At least 50% of what is communicated from one person to another is non-verbal. For example, certain hand gestures in one culture are interpreted as keen interest, but in another culture, it is seen as threatening. Managers need to be mindful of these communication elements and their own individual filters, and strive to effectively communicate their ideas and perspectives to others.	<ul style="list-style-type: none"> a. Knows the information needed to get things done b. Matches all communication to the receiver—in content, tone and best-method delivery c. Gives and receives feedback d. Is a patient and active listener e. Uses differences and productive conflict to craft more creative and innovative solutions f. Provides timely, appropriate, accurate and organized information to help others understand
14	Managing Individuals Differently	People are different in ways that matter. Great managers appreciate those differences and manage people according to those different needs. People respond differently to the ways managers act and behave. Great managers adjust to each individual and use different approaches to connect with them to achieve objectives and help them be their best. Some individuals do better with specifics while others prefer general concepts and abstractions. Some individuals communicate immediately in the moment, while others prefer to reflect and think about things before they respond. Some initiate early and others hold back and wait until others start. Managers must flex, adjust, adapt and demonstrate interpersonal agility and seek to include everyone.	<ul style="list-style-type: none"> a. Reads people; is a careful observer of differences and understands the ways people differ and what those differences mean b. Flexes behavior when relating to and working with others c. Matches the approach to the person so that styles, tactics and techniques are used that align with the needs of the people being managed d. Solicits feedback from team members to know what is working in the effort to address the needs of those being managed

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15	Developing Others	Research shows that almost anyone can get better at the skills that are important if they want to and if the conditions are right. Managers need to make sure that the right talent is in the right job, with capabilities aligned to the demands of the work. Managers who set the conditions for development act as talent stewards. By providing ongoing coaching and feedback and supporting mobility into other roles or development experiences, they help employees achieve fulfilling results. Equally important is a developmental culture consistent with Our United Culture —a culture that provides adequate resources for development. When talented people are too busy to attend to development, it usually turns out to be damaging to their careers. Done right, development can be for everyone. No one is a finished product.	<ul style="list-style-type: none"> a. Understands long-term career building b. Assesses potential for specified futures c. Creates custom development plans d. Secures resources for development e. Tracks progress and adjusts plans f. Mentors and coaches talent g. Assesses flight risks and offers flight assistance
16	Creating High-Performing Teams	Creating and fostering high-performing teams is essential. Well-functioning teams are critical to enterprise success. An effective team has task clarity and the right assembly of talent to do the job. Team members have accountabilities and know what to do. Team culture is collaborative. Measures are in place to monitor progress, including feedback loops to add corrective advice and counsel. Team members are engaged for both the success of the team and for the opportunities of learning. All of these are attributes that are required for a team to be able to extract lessons from experience to use in future challenges.	<ul style="list-style-type: none"> a. Provides clarity to team processes, roles, skills and deliverables b. Evaluates and debriefs team performance c. Provides feedback and support d. Monitors and guides team capabilities and deliverables e. Identifies team accountabilities and achievement measures f. Provides team development support to build future capacities

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17	Communicating Enterprise Purpose	Enterprises perform better with a common purpose. Purpose includes vision, values, culture, strategy, objectives and goals. The manager has to understand and communicate the purpose consistently enough for it to become firmly embedded in the habits and perspectives of the team. The manager and the team then have to translate the purpose into the specific tasks of the team, so everyone knows where everything fits. The manager must ensure that this enterprise-aligned team purpose is compelling enough so that people are motivated, inspired, engaged and enthusiastic.	<ul style="list-style-type: none"> a. Communicates the purpose in consistently compelling ways b. Facilitates understanding of the link between employee work and overall purpose and goals c. Establishes tactics to measure and monitor progress d. Provides meaningful feedback on progress toward goals and fulfillment of purpose e. Inspires employees to take ownership of enterprise purpose
18	Facilitating Execution Plans	As the saying goes: plan the work and then work the plan. Managers translate enterprise strategy into a workable local tactical plan. Managers have to decide what path to follow, what tasks need to be done and by whom, how progress is going to be measured, what resources are needed and what contingency plans to put in place if something goes wrong. Finally, the plan needs to be properly communicated so everyone on the team can follow it. The manager ensures that appropriate agility, resourcefulness, creativity and innovation get into the plan. The manager is responsible for the measurement of the plan so that progress can be tracked and real-time feedback is available to the team.	<ul style="list-style-type: none"> a. Gathers all relevant data on available resources, strategy benchmarks and key tasks b. Develops a detailed, workable tactical plan c. Ensures expertise is available to complete the plan d. Establishes progress measures and monitors plan implementation e. Provides plan implementation feedback to all relevant parties f. Communicates plan progress, adjustments and corrections on a regular basis
19	Defining Roles and Responsibilities	Most people prefer defined roles. It's more efficient, reduces overlap noise and makes it clear who is responsible to get things decided and done. In addition to the traditional roles and responsibilities, there are unofficial roles like record and time keeper, project tracker, project champion, critical questioner, morale booster, conflict facilitator and summarizer. Bringing clarity to responsibilities is also critical. Clarity is related to who decides, what and how resources are committed and how much autonomy is allowed for making decisions and taking action. The manager needs to make sure everyone knows how each role and set of responsibilities connects to all of the others.	<ul style="list-style-type: none"> a. Defines roles that align with enterprise purpose, goals and objectives b. Aligns talents and capabilities of employees with roles and tasks c. Modifies roles as needed for agile response to new demands d. Communicates specifics about roles and linkages to goals e. Monitors and provides feedback on roles and achievements

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20	Using Performance Measures	There are two kinds of metrics (or ways to measure) that are needed for monitoring performance. First, measure progress for key performance indicators. Each team member needs to know how they are doing at several points along the way of executing the plan (e.g. speed, resource use, changes, etc.). Second, measure the outcome of each task against standards. Managers have the responsibility to develop and communicate these metrics. Outcome measures need to have three components. (1) Time—was it completed on time?; (2) Quality—was it up to standards or above?; (3) Resources—was the task completed within the resource limits set and agreed to?	<ul style="list-style-type: none"> a. Creates task progress and outcome measures b. Breaks tasks down into steps and identifies a measurement to each critical step c. Socializes the performance metrics among team members, ensuring their understanding of what is expected and how it is measured d. Monitors and reports on activity related to and achievement of performance metrics
21	Critical Thinking	Critical thinking leads to an evidence-based consensus and effective judgment. Being a critical thinker is more than making a judgment; it's about finding and selecting from multiple right answers. Analyzing relevant information with multiple methods can lead to a variety of possible choices that can be tested and examined. Critical thinkers see the subtle connections between data points that are not apparent to others. They integrate and synthesize information in unique ways that provide a new perspective. Critical thinkers approach issues with analytical tactics to expose underlying principles or elements and provide for exploring alternate scenarios that could result in more creative solutions.	<ul style="list-style-type: none"> a. Collects essential and relevant information b. Assesses value and connectedness of information c. Synthesizes information d. Applies multiple analytical tools e. Generates conclusions and probable best solutions f. Runs scenarios
22	Fostering Innovation	Successful teams change, adapt and innovate in response to changes in customer sentiment and conditions surrounding the team. The introduction of a new idea, method, strategy, product or service involves risk and stepping into new territory—which can be both exciting and stressful. To most, change is uncomfortable. Creating the conditions to be restless, stay curious and foster innovation requires that managers listen without judgment and employees stay open to change and are willing to explore new ideas and possibilities. Managers that create the conditions for innovative mindsets will boost creative problem-solving and identify opportunities that build value for the entire health care system.	<ul style="list-style-type: none"> a. Learns and applies the best lessons of experience b. Scans for and is open to anything that would benefit from a change; anticipates change opportunities c. Is adaptive, creative and innovative in their planning and in approaches to new challenges d. Builds and maintains a safe environment to challenge the status quo e. Supports the generation, synthesizing and combining of ideas among work groups f. Fosters an innovative culture, welcoming new ideas and taking risks

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23	Managing Team Structures, Operations and Processes	For every management challenge, there are best practice processes. Managers know that for people to work effectively, aligned structures and processes are essential. Having agreed upon operating rules of engagement and structures are important. Using those forms or templates for records, project management and other pragmatic tools create consistency and stability. Processes that work unite individuals working together. These include aligning employee activities with goals, making decisions, managing conflict, monitoring progress, measuring achievement and influencing stakeholders. The manager has to match the best practice to each need.	<ul style="list-style-type: none"> a. Develops or selects the essential and appropriate structures for each task b. Assesses the need for and selects aligned processes c. Learns and executes the selected structures and processes d. Monitors and measures performance against the plan for structures and processes e. Addresses any friction or conflicts that arise
24	Managing Team Boundaries	All teams exist in a bigger context; the team operates inside a larger organization. All organizations have some amount of noise and conflict. There is a bureaucracy which puts demands on every team in the organization, such as specific ways to do things or changes in strategy and tactics. Some noise comes from politics, competition between managers and teams, disagreements on boundaries or views on the contributions of individual team members. Managers have the responsibility to run interference for the team. Managers have to filter all of that noise, let the good stuff through to the team and buffer the remaining so that it doesn't impact the team.	<ul style="list-style-type: none"> a. Manages team boundaries and filters outside noise b. Uses key skills to negotiate, use political leverage and reduce team distractions c. Absorbs the heat for the team and distributes the accolades to the team d. Is an advocate for the team within the larger context
25	Acquiring, Assessing and Deploying Talent	We cannot achieve our mission without talented people. Managers have to ensure the right people are in the right roles, with the right skills, to deliver results. Managers are responsible for sourcing, screening, hiring, on-boarding, orienting, deploying, training, developing and terminating employment when that is called for. To do all or some of that, the manager has to: (1) assess people; (2) match capabilities with the needs of the job; and (3) deploy the talent against the plan. The hardest of all for managers is to make tough calls, provide honest and critical feedback and take difficult action when necessary.	<ul style="list-style-type: none"> a. Acquires talent with the capabilities to do the work b. Assesses talent by evaluating developed skills and potential c. Deploys talent by aligning capabilities with job and situational demands d. Develops talent through feedback, job assignment and coaching e. Knows when to adjust talent placement and does so expeditiously

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26	Technical and Functional Skills	People typically start as individual contributors in a function based on their experience and education. Their functional expertise is highly valued and the roles are generally well-defined. Based on performance and aspiration, they may be promoted to management roles. With promotions, they move further from their initial area of functional expertise. Some move up the functional ladder and become department heads. Others become general managers, leading functions where they don't have direct experience. General management is a function. It has a base of skills, perspectives and practices just like any function. Acquiring skills to be a leader is just as much a journey as learning your original function.	<ul style="list-style-type: none"> a. Knows their industry b. Knows their technical platform c. Knows their key functions d. Develops new knowledge and skills as needed e. Is a lifelong learner
27	Decision Making	Managers spend a great deal of time solving problems and making decisions. Some decisions can be delegated. Others require the manager's individual focus and attention. A manager may select among decision strategies: consult with the team before deciding, let the team make the decision or alert the work group that a decision is forthcoming. There is a science behind decision making which yields best practices and best ways to get productive results. High-performing teams learn and use decisional processes well. Both these processes might include accessing expertise and collecting facts from outside the team and engaging in professionally facilitated problem solving and decision making processes.	<ul style="list-style-type: none"> a. Assesses the nature of the decisions to be made b. Identifies the best decision strategy, given the problem to be solved c. Evaluates decision efficacy by monitoring outcomes d. Debriefs decision processes and outcomes to identify lessons for the future
28	Using Resources	Managers need to make effective use of their resources. They need to learn how to evaluate the project, department or team needs. Managers need to know what resources to access, where to find them, how to use them and, specifically, how to deploy them. Resource needs will vary by project and team activity. Managers need to be relentless in advocating for resources essential to achieving their goals—like additional talent, special budgets and access to decision makers.	<ul style="list-style-type: none"> a. Assesses resource needs b. Acquires resources c. Gets access to special resources d. Deploys resources effectively e. Monitors and adjusts resource use
29	Assuring Results	Managers must deliver through others. They must meet or exceed customer expectations. Managers keep their teams on task, focusing on specific goals and targets. They execute on plans while leveraging internal and external customer and stakeholder feedback to make adjustments. This requires partnering with them to enhance satisfaction and improve on quality. And, it requires using multiple strategies for collecting, analyzing and using data that help to create a better experience for customers and stakeholders and holding themselves and the team accountable for achieving expected outcomes.	<ul style="list-style-type: none"> a. Builds in the benefits and value of products and services customers are looking for b. Adjusts the work in line with customer feedback c. Regularly reviews performance against measures d. Holds themselves and the team accountable for achieving goals