

**Example “Owner’s Manual”
“How to Manage ME”
Operator’s Manual
August 31, 2012**

1. DO (Builds Confidence w/ me):

- Communicate with me:
 - If something is not going well, say so and come up with some ideas to make it better.
 - If you don’t have ideas, then come to me to brainstorm.
 - If you are going to miss a deadline or are struggling with something I expect to be done, tell me well ahead of the due date so we can trouble-shoot. Don’t wait until the 11th hour.
 - If you need to ‘vent,’ say so, and I will give you the opportunity to do so and let the poison out... Then move on, problem solve, and bounce back to a more positive outlook.
 - If you are going to be late, have to leave early, are having some challenges at work or home (I don’t expect details), or need to work from home, please give me a heads up and, if possible, 24-hours notice so we have coverage.
- If you manage staff - Be a great manager of staff
 - Get to know them on a personal level
 - Show them how they make a difference through their job
 - Make sure you are not only providing feedback for improvement, but are also recognizing great results.
 - Use measurements so they can see that they are successful
 - Model what you expect
- Focus on Results
 - Know your business, your numbers and what it takes to reach the targeted goals
 - Use performance management tools
 - Model life-long learning by asking for feedback, taking advantage of learning opportunities and coaching.
 - Know that I value drive for results and achievement; but I also value and require constructive, ethical, honest, and collaborative ways of getting there.

- Be Responsive...
 - Take care of our customers. Return calls within 24 hours (even to just acknowledge that you received their messages and working on it). Whether they are instructors, stakeholders, students, other colleagues, we are truly all in this together.

2. Help Me with These Challenges:

- It is okay to disagree with me, but be constructive and be prepared to explain your case
- When you communicate an issue with me, please be succinct - this will help me listen more fully to you.
- Just because I may not embrace all the ideas or suggestions you have, don't stop thinking and putting ideas on the table.

3. DON'T DO (Warning- Will Cost You and Get You in Trouble): I will **not** "have your back" if I see or hear about certain behaviors:

- I strive to foster a very informal, fun, comfortable, yet professional and respectful work environment. **That said, I will NOT tolerate....**
- Speaking disrespectfully and/or unethically to our customers and colleagues.
Divergent views are welcome, just be mindful of your delivery in the process of communicating them.
- **Keep it in the department.**