

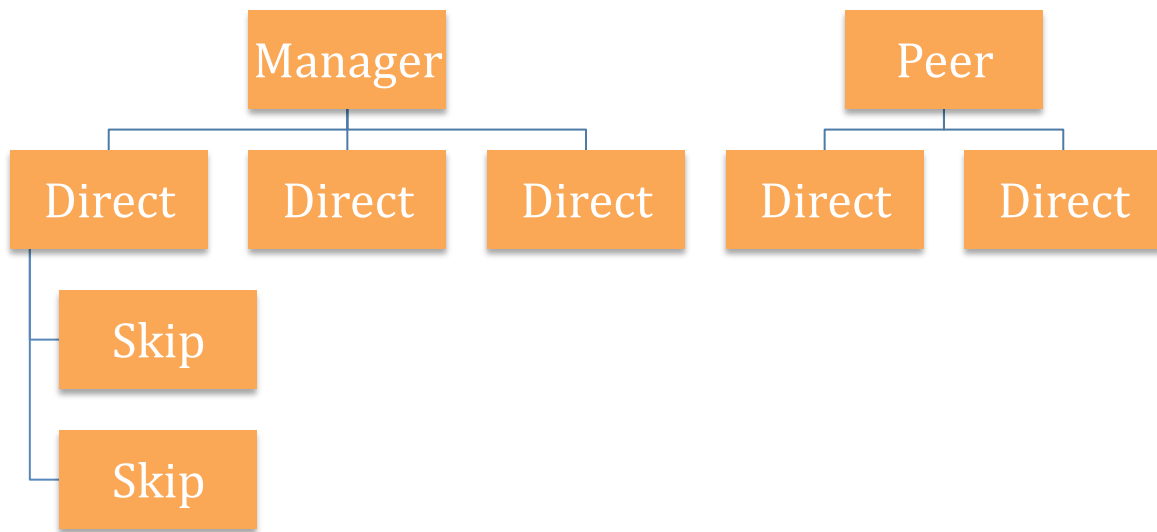


## Manager Tools Glossary

We often get asked to explain the vocabulary we use. This document gives you answers to the most commonly asked questions.

## Who are peers, directs and skips?

Peers are other managers who work for the same manager as you. As a manager the people who work directly for you are your directs. Other people might call them subordinates. Skips are people who work for your directs. You have to 'skip' your directs to get to them.



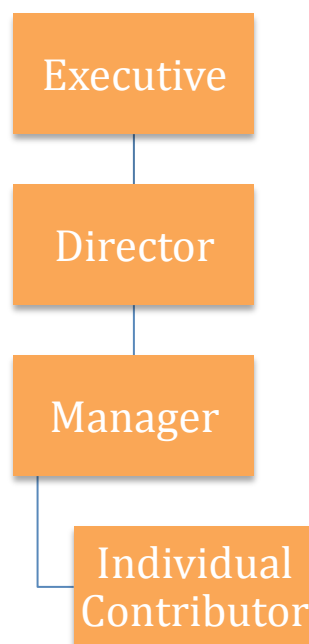
## What's the difference between managers and executives?

There are simple ways of looking at this, and yet it can be very nuanced.

Every organization is a hierarchy. Individual contributors don't have any one working for them. Managers have a team of at least one (and of course usually more than that). Directors have managers working for them. And, finally, executives have directors working for them, and have at least three levels below them. This is how we categorize managers, although there's obviously a lot more to it than that.

As a general rule, it can be misleading to call yourself an executive simply because your title is VP, or CE/O/F/A/T/IO, if your firm is fairly small (25 employees or less, as a rough idea.)

Further, an important role of the executive is to sense the uncertainty of the firm's external world and turn it into certainty which the organization can act upon. If you don't have noteworthy responsibilities for making choices about the external environment and what it means for the firm, even having three levels below you may not be enough.



## What Is DiSC? What are the High D, I, S and C you talk about?

DiSC is a four quadrant behavioral model, which we use to enhance the effectiveness of communication with others.

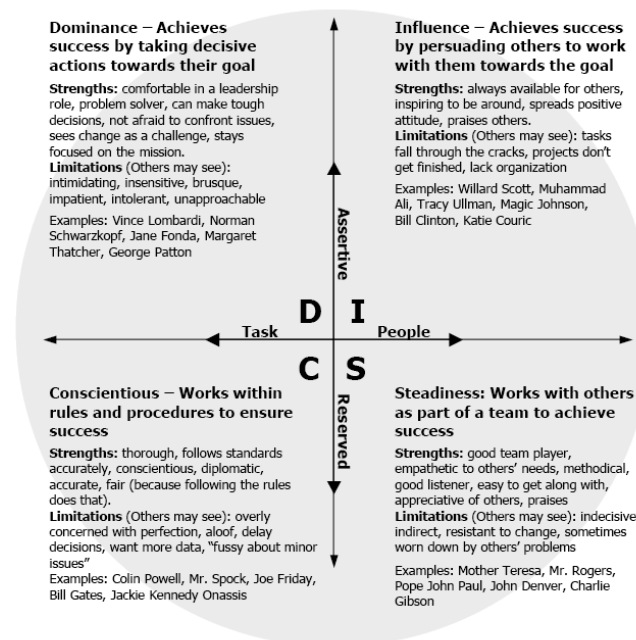
We look at four behavioral characteristics to analyze an individual's style; the words they say, the way they say them, facial expressions, and body language.

**Dominance:** People who score high in the intensity of the "D" styles factor are very active in dealing with problems and challenges. High "D" people are described as demanding, forceful, egocentric, strong willed, driving, determined, ambitious, aggressive, and pioneering.

**Influence:** People with high "I" scores influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, demonstrative, trusting, and optimistic.

**Steadiness:** People with high "S" styles scores want a steady pace, security, and do not like sudden change. High "S" individuals are calm, relaxed, patient, possessive, predictable, deliberate, stable, consistent, and tend to be unemotional and poker faced.

**Conscientious:** People with high "C" styles adhere to rules, regulations, and structure. They like to do quality work and do it right the first time. High "C" people are careful, cautious, exacting, neat, systematic, diplomatic, accurate, and tactful.



**What are Horstman's Laws?** These are Mark's rules for success as a manager.

### **01: It's All About People**

This is actually a hard-nosed, scientific and financial reality. Any hour you spend on people is a better investment than an hour spent on systems, processes or policies. Great people can overcome average systems; average people won't live up to great systems.

### **02: More Communication Is Better**

No matter what the situation: work or home, professional or personal, boss or subordinate, it is always more communication that solves the problem or clinches the deal. And think about this: communication is what the listener does.

### **03: You're Not That Smart: They're Not That Dumb**

You can't fool people. **Ever.** The fact is, people know when you mislead them. Yes, they might go along with you, but they know that it doesn't feel right. That *you* don't feel right. After all, didn't you used to be "them"?

### **04: Control Is An Illusion**

There is not a single person whom you think you "control" who would agree with you. If you really think you're so good as to control another, then who in your organization thinks that way about you? Stop trying to control. You're wasting your time. Build relationships that allow you to **influence**.

### **05: The River Is Wide, The Currents Are Messy, But All Water Ends Up In The Ocean**

Watch water flow down river sometime. It doesn't march in nice straight lines. It meanders. It's messy. Scientists say 20% is actually going *up* river. Your organization is organic – it's made up of people – just like a river. Your projects and timelines are going to be a messy and defy control. Stop fighting it.

### **06: There Are No Secrets**

If you think you can keep something quiet in your organization, you're kidding yourself. What everybody is talking about is what's **not** being said. Everybody knows already. The one associate or friend that you felt you could tell has probably told someone else



whom they trusted ... and so on. If you try to keep secrets, others lose respect for you because you show you don't trust them.

### **07: How You Feel Is Your Fault**

If you find yourself saying, "that guy/situation/boss makes me mad," you're wrong. They did something, and then you decided how to respond. Think about the word responsibility. (Response-ability). You're able to choose your response.

### **08: The "Other" Way Often Works Out Just Fine**

There's someone else out there who has succeeded to the same level you have with exactly the opposite intuitions you have. (They wonder how you got where you are too.) You idea that *your way* is the *right way* is routinely controverted. You just think it's right because it's yours.



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