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Say what you are thinking, and say it without wrapping your message," and "I welcome ideas at any time, but I appreciate that you have real ownership of your idea and that you have thought it through in terms of total business impact." Kroghrud adopted the user manual after years of observing that despite individual dispositions and needs, employees tried to work with everyone in the same way. This struck him as strange and inefficient. "If you use the exact same approach with two different people, you can get very different outcomes," he says. The user manual aims to help people learn to adapt to one another by offering an explicit description of one's personal values and how one works best with others. This shortens the learning curve for new employees, and helps everyone avoid misunderstandings. Kroghrud says his team's response to his user manual is 100% positive. "I think it just makes them open up. And there's no point in not opening up, since you get to know people over time anyway," he explains. "That's a given, so why not try to be up front and avoid a lot of the conflict. The typical way of working with people is that you don't share this kind of information and you run into confrontations over time to understand their personalities." Reading the interview, it struck me that it's not only leaders who ought to write user manuals. Having

worked at Bridgewater Associates, a hedge fund notorious for creating “ baseball cards ” for every employee—which list each individual’s strengths, weaknesses, and personality test scores—I know how helpful it can be to have a user manual of sorts for everyone on a team. So my editor and I decided to test it out. How to structure the manual The idea of describing all your personality quirks, values, and workplace desires in one page is overwhelming. To rein myself in, I followed the structure Abby Falik, founder and CEO of Global Citizen Year, used to write her user manual.<http://rajnuhiddje.se/userfiles/file/cookworks-signature-slow-cooker-instruction-manual.xml>

On LinkedIn, Falik describes how she “sat with questions like Which activities give me energy, and which deplete me. What are my unique abilities, and how do I maximize the time I spend expressing them. What do people misunderstand about me, and why” She synthesized these answers into a sixsection manual My style What I value What I don’t have patience for How to best communicate with me How to help me What people misunderstand about me Each section contains four or five bullet points. While points may overlap between sections, the goal is to stay succinct and specific. Given many workplace conflicts stem from differences between employees’ personal styles, these categories help ensure your colleagues and you understand not just who you are, but how to engage with you most productively. Our experience garnering relief and respect While filling out my user manual, many responses felt runofthemill Interviews, first dates, and a lifelong obsession with personality inventories have prepared me to recite how much I value honest, explicit feedback; personal relationships; and providing support for those I care about. And how little I can tolerate lying, pretense, or discrimination. Fittingly, my editor whom I chat with all day every day wasn’t surprised by my “resume level” responses. Nor was I shocked by hers, which included collaboration, humor, courage, specificity of feedback, and tight deadlines. Obvious as these core values may be to those we spend significant time with, documenting them gives colleagues a mental rubric to check when confusion or conflict—like a blunt statement or missed deadline—arise. But sections like “How to help me” and “What people misunderstand about me” pushed both of us to go deeper, acknowledging the insecurities that colleagues may not notice on a daily basis. These insecurities—the ones we’re good at hiding, and hesitate to probe in others—are the root of most workplace and personal struggles.

While somewhat uncomfortable to document, sharing these descriptions was the most relieving and rewarding aspect of writing the manual. As a chronically anxious person, I shared that I’m bad at compartmentalizing, so occasionally, personal struggles overwhelm and distract me at work. One way to help me is to create an environment where it’s okay for me to admit I’m anxious and ask for some space. Flexible deadlines are also useful, as is knowing that I can occasionally leave the office early to rest. Upon reading this, my editor validated these feelings, saying she too struggles with anxiety. She gave me permission to step out whenever things get over my head. Simple as this sounds, I felt a massive weight lift. I also wrote that I’m an intense overachiever, and tend to excessively critique myself when I feel my work isn’t up to par. To help, though it felt indulgent, I asked for praise when I do really well, as it motivates me to stay ambitious, and to be called out when I’m hating on myself. My editor admitted that she’d noticed this tendency, and would take a stronger stance next time I spiraled, as she knew I’d appreciate it, not be offended. Lastly, as a naturally blunt person, I shared that people often perceive me as cold or singleminded. To help, I asked that colleagues let me know if I’m too brusque, and share their counterarguments, as the real sign of intelligence is “strong opinions, weakly held.” After reading this, my editor shared a concern that she wasn’t blunt enough with me. This was an excellent opportunity for clarification, as I told her I wouldn’t want her to change her communication style to match mine, and that I valued learning from her softer approach. While my editor’s personal manual points are hers to share, they also facilitated invaluable clarity. For example, she wrote, “Help me protect my time.

<http://www.drupalitalia.org/node/79277>

I have an easy time saying no to pitches, but when it comes to people asking for my help, I always want to say yes—so I can wind up overextended and overwhelmed.” Given I Slack her at least hourly, reading this point pushed me to inquire whether the frequency of our conversations is overbearing—a worry I’d always held. She assured me that it wasn’t, and we agreed to let each other know when we need space. If anything, this process highlights the importance of including a call for feedback at the end of your manual. It’s essential to acknowledge that this is a living document, to be adapted as you get to know yourself and your colleagues better. I pulled from Kroghrud’s manual, which ends with “The points are not an exhaustive list, but should save you some time figuring out how I work and behave. What’s more, we considered how little we knew and how much we wanted to know about the dispositions and preferences of our coworkers. Psychological safety—the ability to share your thoughts and ideas openly, honestly, and without fear of judgment—has been repeatedly proven the key to innovative, happy teams. Whether you’re a manager or young employee, writing and sharing a user manual has a clear business payoff. The better a team knows one another, the easier it will be for them to navigate conflict, empathize with one another, and feel comfortable sharing, critiquing, and building upon one another’s ideas. Thirty minutes spent writing a manual can save hours analyzing and predicting what your colleagues like and hate. What’s more, if my experience is anything to draw from, sharing manuals with your colleagues will build connection, and make you feel less alone. I know I’ll take any opportunity to celebrate the fact that on the inside, we’re all a little bit crazy. Kick off each morning with coffee and the Daily Brief BYO coffee. Sign me up By providing your email, you agree to the Quartz Privacy Policy.

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And if there were ways in which I could help them—by hiring for their team, advocating for issues on their behalf, or pitching in on a tough project—I always showed up. How could they think that I didn’t care. That night, I met with a colleague who was also a manager for dinner and poured my heart out to him. “Julie,” he said, “Have you ever told your reports you care about them. Or asked

them how they'd like to be cared for" I searched my memories and came up short. "Everyone's wired differently," he said. "And even with the best intentions, we struggle to understand each other. Every manager and report has his or her own preferences for how they operate and how they want to be treated." He was absolutely right. Even if you're a good, experienced manager, and even if you show up to work every day with confidence, you're still going to fail to connect with others from time to time. Some of this will be due to cultural differences, or contrasting personalities, or because we simply have different perspectives and life experiences. But the more I understood about what mattered to my reports, the better a manager I'd be. Similarly, the more my reports understood about how I worked, the fewer misunderstandings we'd have. So I took his feedback and went to work on better understanding what "being cared for" meant to my reports. And in doing so, I realized I also needed to create a user manual—to myself. **Why Should You Create a User Manual.** When you buy a new camera, it comes with a user manual that teaches you about the specifics of the gadget—what each button means, how to select the appropriate lighting for the situation, how to access the images. A user guide to your management style works in a similar way by creating clarity for how you work—what you value, what your blind spots or areas of growth are, and how people can build trust with you. It's something you can give to every new report who joins your team so they know exactly how to work effectively with you.

Most importantly, as you revisit and revise it over the course of your career, you get to see aspects of yourself that have changed as a result of your experience. So how do you go about creating your own "manager manual". The first thing you have to understand is that you really need to know yourself. Filling one out requires you to reflect on your strengths and weaknesses, what makes you tick, what you prefer others around you do, and what helps you perform at your peak. The template I've included below includes the questions and answers from my own user manual. After I created it and shared it with my team, I encouraged them to do the same and share their working styles with me so I could learn how to best manage them. Feel free to modify it to best suit your needs, and continue to change and adapt it as you learn more about what makes your particular user manual more effective. What do you hope will be the result of writing and sharing it. **My Example** I'm writing this user guide to give you a better sense of me and my unique values, quirks, and growth areas so that we can develop the strongest relationship possible. I encourage you to do the same and share your user guide with me as well. **How I View Success** What does being good at your job mean to you. What are some of the values that underpin your understanding of success. **My Example** A manager's job is to continually aim for better and better outcomes for their team. If my team is not happy or not producing good work, then I am not doing a good job. A manager's three major levers for better outcomes are people—hiring, coaching, and matching the right person with the right role; purpose—clarity on what success looks like; and process—clarity on how to best work together. Of these three levers, I believe people is the most important. **How I Communicate** What's your communication style like. How have other people described it. What have you gotten feedback about in the past.

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How should others interpret what you do or say. Are there any aspects of communication that you are working on. **My Example** I am clearer in writing than in person. In person, I may talk through my thoughts out loud, which can sometimes feel rambling or sound confusing. If my point is not absolutely clear, please ask me to clarify or be precise with action items. **Things I Do That May Annoy You or Be Misunderstood** What are the causes of misunderstandings that you've had in the past. What are some things about your leadership or working style that other people criticize or misunderstand. What quirks or mannerisms might unintentionally annoy a different personality type. **My Example** Being a designer, I am very comfortable with ambiguity and living in the gray zone where there is

potentially a better idea just around the corner. This can be annoying to people who want to nail down specifics or who want to commit to plans and then not change them. What Gains and Loses My Trust What makes you trust someone else. Conversely, what triggers you. What are the qualities you value that inspire your trust. My Example I appreciate people who make commitments and stick to them. If you are the overly optimistic type I am one as well who tends to overcommit to more than can be reasonably done, I expect you to come to recognize and improve on this over time, and to reset expectations as soon as you realize a commitment can't be fulfilled. I lose trust in people who repeatedly fail to honor their commitments to do X by Y. My Strengths What do you love to do, and what are you good at. What can you help others with. My Example I'm good at staying calm, collected, and optimistic. I don't get overly emotional, and I do a good job of staying balanced. I like to look for the good in everyone and in every situation, and I believe things can be great. This makes me effective at pitching projects, giving presentations, and selling candidates. My Growth Areas What are your blind spots.

What are you working on. What can others help you with. My Example I'd like to work on getting right to the point of what I'm saying rather than talking around an idea. Additional Optional Sections to Consider in Your User Manual My Expectations of My Direct Reports What do you consider a stellar job for someone on your team. What do you consider a mediocre or bad job. What's unique about your expectations that may differ from other managers. Logistics How do you like to stay in sync with your reports or colleagues. What preferences do you have for one-on-one meetings. Would you prefer people to contact you via email, chat, or in person. What's your availability outside of working hours. Giving and Receiving Feedback What is your philosophy around feedback. What can people expect in receiving feedback from you. How would you prefer to receive feedback from your peers. Everyone's management journey is different and deeply personal, and I believe that great managers are made, not born. It doesn't matter who you are. If you care enough to be reading this article, then you care enough to be a great boss. Creating this manual will help you better connect with your reports, so you can be the best boss—to them—that you can be. Julie Zhuo is one of Silicon Valley's top product design executives. She leads the teams behind some of the world's most popular mobile and web services used by billions of people every day. She writes about technology, design, and leadership on her popular blog *The Year of the Looking Glass* and in publications like *The New York Times* and *Fast Company*. She graduated with a computer science degree from Stanford University and lives with her husband and two children in California. Check out her book, *The Making of a Manager: What to Do When Everyone Looks to You*, or follow her on Twitter, Facebook, LinkedIn, or Medium.

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molded resin, which is able to withstand heavy impacts, whi. Two line loops with level control and six looping modes provide a wide. The pedal board is made from tough, molded resin and ships with two LL audio cables and one 4p parallel DC cable, which po. It can be used to accurately tune electric and bas. Featuring asymmetric overdrive circuitry for a classic, natural tube amp growl,. Seven frequency bands, from 100 to 6400 Hz, are controlled by seven minifad.

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sign with your name and COVID 19 Our drivers have been instructed to maintain a 2m distance and allow customer operatives to unload where required BSS branches cover the UK and Ireland We've got 60 locations across England, Scotland, Wales, Northern Ireland and the Republic of Ireland all with their own delivery fleet. The Widest product range in the industry OUR RELATIONSHIPS WITH THE BEST BRANDS MEAN THAT OUR MARKET SERVICE AND KNOWHOW IS SUPPORTED BY MARKET LEADING SUPPLIERS We work in partnership with all leading, quality suppliers to bring customers the most reputable and innovative brands. You'll find professional and knowledgeable staff in all of our branches with the knowhow you need to pick the right products to do the job well.

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