

# EXAMPLE 1.1

## Management Filter: Basic Management Expectations

Expectation	Filter Question: To what degree does taking this action or making this decision . . .	Level of Support for This Expectation
Accountability and ownership	demonstrate my ownership and acknowledge the results for which I am accountable?	LOW MEDIUM HIGH
Make a positive contribution	make a positive difference to the business, the work culture, or my function?	LOW MEDIUM HIGH
Role model	present a positive and professional image of which I and the company can be proud?	LOW MEDIUM HIGH
Results orientation	demonstrate my focus and attention on producing results?	LOW MEDIUM HIGH
Master conversationalist and relationship builder	build the quality of dialogue and build productive relationships?	LOW MEDIUM HIGH
Focus on great management	show my commitment and dedication to solid management of my function and team?	LOW MEDIUM HIGH
Focus on accomplishment and organizational capacity	help build our results, and build the team's and the organization's capacity to deliver results in the future? To what degree does doing this make things better for today and tomorrow?	LOW MEDIUM HIGH
Inclusive and responsive	benefit from the ideas, concerns, and input of others? To what degree am I showing that I care about and will consider other perspectives and points of view?	LOW MEDIUM HIGH
Well-executed moments of leadership	demonstrate leadership? Am I stepping up to make a significant difference?	LOW MEDIUM HIGH

# EXAMPLE 2.1

## Sample Grand-Slam Home Run Goals

Goal	What a Grand Slam Looks Like	Why This Is a Grand Slam
<p>Implement new booking engine by end of second quarter, within budget</p>	<p>Booking engine is implemented and welcomed by the staff. We've created contingency plans and ensured everyone is trained and feels comfortable with the new system before the switch is flipped. We've used this opportunity to train back-up staff. We've created positive momentum and excitement for the change that will fuel and support the next phases of booking development.</p>	<p>We're making a major change while reducing risk and increasing people's comfort and competence with the new system. We're taking the time and initiative to get people involved and active with the new system. We're building the team's energy for and ability to transition.</p>
<p>Cross-train staff by end of year, without going over budget</p>	<p>We use the cross-training as a way to better get to know people's strengths and career goals. Create a cross-training plan that builds collaboration and cooperation among people in different jobs. Build a plan that can account for absences and vacations so that the cross-training doesn't get set aside if someone is away. Cross-train at least two people for each position.</p>	<p>The plan is robust and more likely to be implemented as intended. Most cross-training plans get set aside because they don't account for changes. The plan also reinforces our need to create better relationships and understand people's strengths and career interests.</p>
<p>Develop and implement a product development review process by July 31</p>	<p>Take the time to talk to key stakeholders before creating the process. Create a process that will be widely supported by key stakeholders, one that respects everyone's precious time. The process should include practices that continue the review in the event that some participants are out of town. The process ought to be inclusive while not getting out of hand in terms of the number of people sitting in meetings. Create a process to ensure that product managers collect and communicate key analyses and metrics before the review meetings occur.</p>	<p>Creating the project with these considerations will ensure that people are prepared to participate and that decisions can be made in a timely manner. This approach also will support our goals to use time wisely and be inclusive.</p>

# EXAMPLE 5.1

## Sample Behavioral Questions for a Management Position Interview

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1. Each member of a leadership team brings unique strengths and weaknesses. For the last/current leadership team you belonged to,
    - a. describe the team—its size, members.
    - b. describe the unique skills and talents that you brought to the team *beyond* your functional knowledge.
    - c. describe the ways in which you relied on other team members for coaching and advice.

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  2. What do you think are the ideal composition and function of a leadership team? How often should it meet? What should the focus of its meetings be? How else should members work together? What authority/ownership should members assert with each other?

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  3. Describe a time when you asserted yourself at a regular leadership team meeting. What was the situation? What did you say? What were the results?

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  4. Describe the two contributions you made in the last year that you are most proud of? How have these contributions helped the company?

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  5. Beyond your functional projects and tasks, in what ways have you helped the company improve its ability to manage, execute, and react to change?

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  6. Tell me about a peer with whom you have had the most difficulty working? What made it difficult? What did you do about it? What were the results?

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  7. If we were to ask your current/last peers and manager to describe the greatest strengths you brought to the company, what do you think they would say? Why?

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  8. Over the next two years, how would you like to grow as a leader? How will you approach getting this development?

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  9. Over the last year, what was the largest problem you had to solve? How did you approach it? What did you do? What were the results?

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  10. Describe your leadership and management style. How do you ensure everyone on your team is working on the right stuff? How do you communicate? What's your belief about what makes people perform their best?

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  11. As a member of the leadership team, the *[open position title]* needs to communicate fully but appropriately with his or her teams, peers, and managers. How would you approach that responsibility? What, if anything, should be off-limits? What do team members need to know, and what do peers and managers need to know?
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