

Differentiated Management

Create Stronger Teams



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Welcome.

Logistics

We're recording!

Session will be recorded
Breakout rooms will NOT be recorded

Have Questions?

Use the chat during presentation
OR ask during Q&A section

Class Materials Download

<https://www.teachcode.org/manage.html>

Zoom features

Chat, breakout rooms, annotate

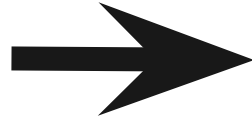


Management Challenges

What is Differentiated Management?

Differentiated Instruction

Classroom teaching method based on the idea that students are whole people with different strengths, abilities, and needs



Differentiated Management

People management method derived from this classroom instruction method.

How does thinking about
Individuals help me create
stronger **teams**?

Theory of Constraints
a.k.a.
"We're only as **strong**
as our **weakest**
link"



Have you seen, or can you think of, any examples of a single person's struggle causing problems in a team, a business unit, or an organization?

**What will I learn today
to help my team?**

The Agenda



Differentiation: Tools To Implement

We will learn about key tools to help us implement differentiated management



Role-play with Feedback

We will examine several sample situations, learning to implement each differentiation strategy.



Problem solve with your group

You will work with your small group to address the issues you have in your current environment, using differentiated management techniques.



Q & A

10 minute break

Differentiated Management



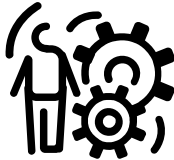
Content

Information you give your team (docs, feedback, notes, etc.)



Readiness

What is the person ready to do? Hear? Participate in? Change?



Process

How the work gets done (location, format, flexible structures)



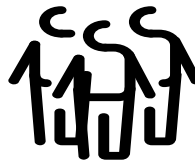
Interest

What are the person's interests, talents, abilities, motivations?



Product

Work product and output, where possible.



Lived Experience

What life-circumstances, past career and personal experiences, impact the person?



**How do you Differentiate
Management?**

You can **change**:



Content

Information you give your team (docs, feedback, notes, etc.)



Process

How the work gets done (location, format, flexible structures)



Product

Work product and output, where possible.

How would you **change** each?



Content



Process



Product

Based on **somebody's**:



Readiness

What is the person ready to do? To hear? To participate in? To change?



Interest

What are the person's interests, talents, abilities, motivations?



Lived Experience

What life-circumstances, past career and personal experiences, impact the person?

How would you **address** each?



Readiness



Interest



Lived Experience

Q & A

10 minute break

Let's meet

Keona Washington

Keona Washington

Keona is a **high-performing tester** on a scrum team. While there are many other testers across The Big Company, the majority of Keona 's interactions are with you or her scrum team . Keona **completes her work on time** and with great detail. The scrum master on Keona's team has approached you because he is **concerned with Keona's stress** level. Keona appears distraught toward the end of every sprint. She is working well after hours to get work done, and it seems that she is **reluctant to let anything go** until the very end of every sprint. When you have talked with Keona in the past, you notice that she is the **first to criticize herself**, yet **constructive feedback is salt in the wound**. Keona's demeanor is beginning to impact the scrum team.

Take **Five** for Keona



How can we help **Keona**?

Content/Process/Product

**Readiness/Interest/Lived
Experience**



**Your
Differentiation
Toolkit**

Let's meet
Michael Naidoo

Michael Naidoo

Michael is one of four SDETs on the automation team. He **does most of his work**, but seems to **ignore key tasks** intentionally. During meetings, Michael is **not an active participant.**; however, he is often **overheard criticizing management** and the company. He frequently **makes snide comments, saying he is joking** if his behavior is called out. Michael has worked at the company for 8 years, and holds institutional knowledge. However, the automation manager has reported that **Michael is putting up more resistance** after being passed over for this latest promotion. You are concerned that replacing Michael would be difficult, but you are also concerned that the whole automation team will become poisoned by Michael's increasingly poor attitude.

Take **Five** for Michael



How can we help **Michael**?

Content/Process/Product

**Readiness/Interest/Lived
Experience**



Let's meet

Lucas Rodriguez



Lucas Rodriguez

Luke works **days, nights, and weekends**, and is on top of every assignment in his mid-sized testing team. He seems like the dream employee who never says no to a task. Luke's assignments are **completed on time and they are done very well**.

On the surface, Luke doesn't seem to have any problems. However, recently, Luke has been coming to work **sick**, and he has been sending **emails and chat requests to people at night**, even contacting some employees on weekends.

While his performance is excellent, you are concerned that his attitude will impact the working environment. A few people have come up to you and asked if they, too, should be working nights or weekends, and are concerned about their work/life balance. **Luke appears to be getting sick more frequently**. It appears he may be pushing himself too hard.

Take **Five** for Lucas



How can we help **Lucas**?

Content/Process/Product

**Readiness/Interest/Lived
Experience**

Let's meet
Elena Patera

Elena Patera

Elena is a **senior tester on a large test team**. She is known for her **hard work** and excellent contributions to the team. However, some team members perceive her **critiques to be argumentative and negative**, and have shared this with you. Elena **frequently questions policy changes**, and struggles when there are not specific answers for her questions. She can be very demanding on time and energy. Elena would like to have **more leadership responsibilities** in her career, and is coming to you for advice about how to share her thoughts and express her concerns in a way that enables her to both be herself and advance her career.

Take **Five** for Elena



How can we help **Elena**?

Content/Process/Product

**Readiness/Interest/Lived
Experience**

How can we help **YOUR TEAM?**

Key learnings from today's work

Risks and Challenges

What could possibly go wrong?

- Time consuming
- More preparation
- Risk in doing things differently
- It may not work: some people may still struggle or fail after the extra effort



Benefits



**What could possibly
go *RIGHT* for your team?**

- Deep, shared understanding
- Clear delivery goals
- Emotionally safe workplaces
- Personal and Professional development
- Increased employee retainment and satisfaction
- Strong sense of shared team purpose

Keep in touch!

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