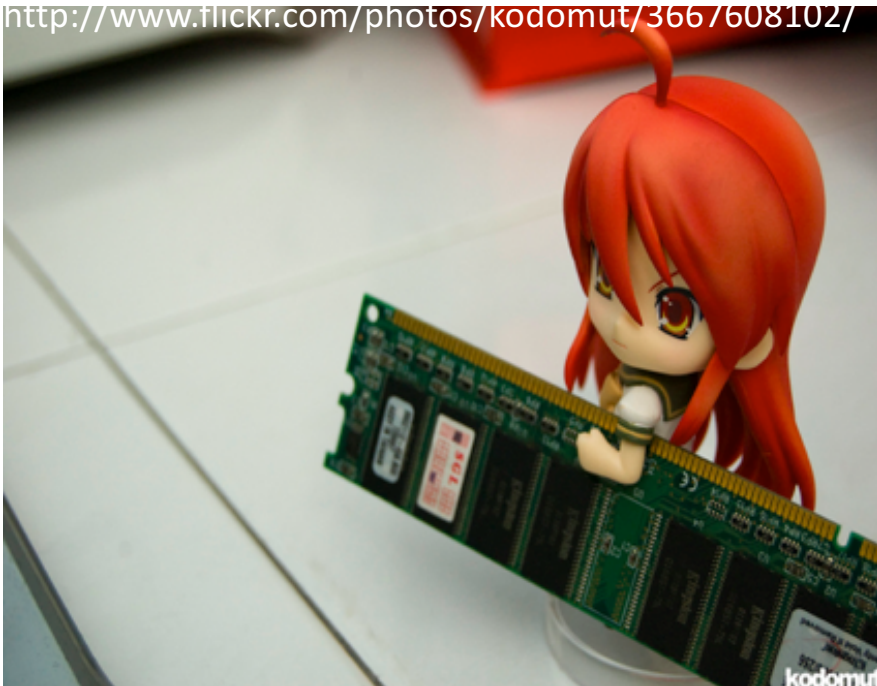


# CREATING SPACE TO BE AWESOME

QCon London  
March 2017





Meri Williams, ChromeRose

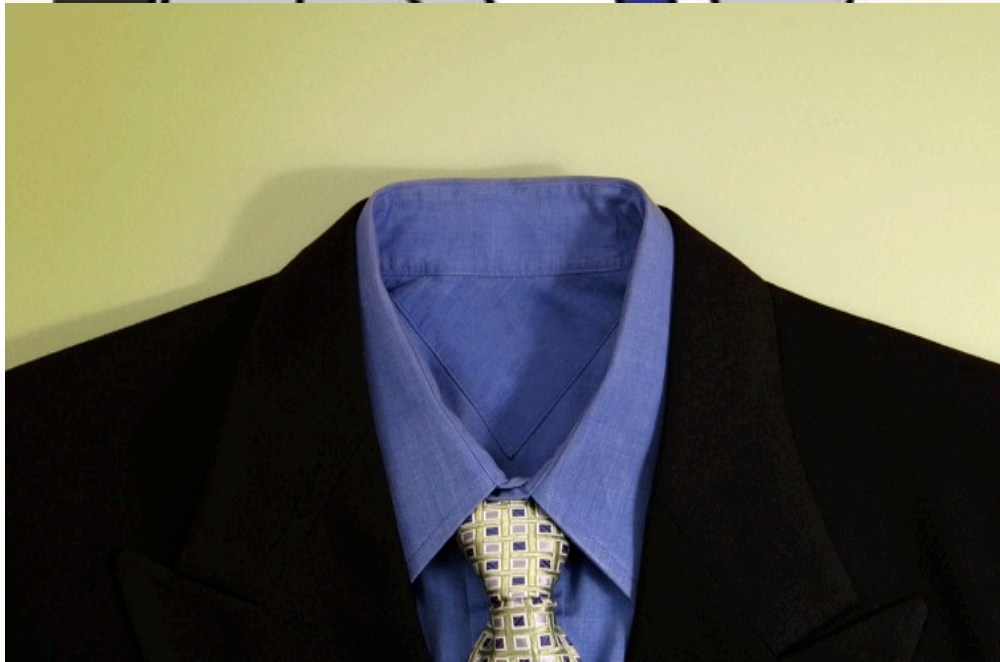
@Geek\_Manager



## WE ALL HATE BAD BOSSSES

WE DESCRIBE THEM AS

- Clueless
- Empty suits
- Pointless
- Seagulls





**NOPE NOPE NOPE**



Meri Williams, ChromeRose

@Geek\_Manager



Meri Williams, ChromeRose

@Geek\_Manager





**Caterina Fake** ✓

@Caterina



Following

OH: There are three kinds of managers: the shit umbrella, the shit funnel and the shit fan.

Reply Retweet Favorite More

**90**  
RETWEETS

**111**  
FAVORITES



5:29 PM - 15 Dec 09

<https://twitter.com/Caterina/status/6715084157>



A photograph showing a large pile of elephant dung, which is dark brown and irregularly shaped, scattered with dry, brown grass and twigs. The dung is piled up in a natural, outdoor setting. A semi-transparent white box is overlaid on the center of the image, containing the text "Traditional management beliefs are a pile of crap".

Traditional management beliefs  
are a pile of crap

[http://commons.wikimedia.org/wiki/File:Elephant\\_Dung.JPG](http://commons.wikimedia.org/wiki/File:Elephant_Dung.JPG)





**PUT DOWN YOUR SWORD.  
YOU ARE NOT A ROMAN GENERAL.**

Sooo....

# WHAT DOES WORK?



# FIRST, BREAK ALL THE RULES

WHAT THE WORLD'S GREATEST  
MANAGERS DO DIFFERENTLY

BASED ON IN-DEPTH INTERVIEWS BY THE GALLUP  
ORGANIZATION OF OVER 80,000 MANAGERS IN  
OVER 400 COMPANIES—THE LARGEST STUDY  
OF ITS KIND EVER UNDERTAKEN

MARCUS BUCKINGHAM  
& CURT COFFMAN

Across industries, across  
countries, the best  
performing teams  
answer certain  
questions positively

# Predictors of High Performance

1. Do I know what is expected of me at work?
2. Do I have the materials & equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last 7 days, have I received recognition or praise for good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who cares about my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel like my work is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last 6 months, have I talked with someone about my development?
12. At work, have I had opportunities to learn and grow?



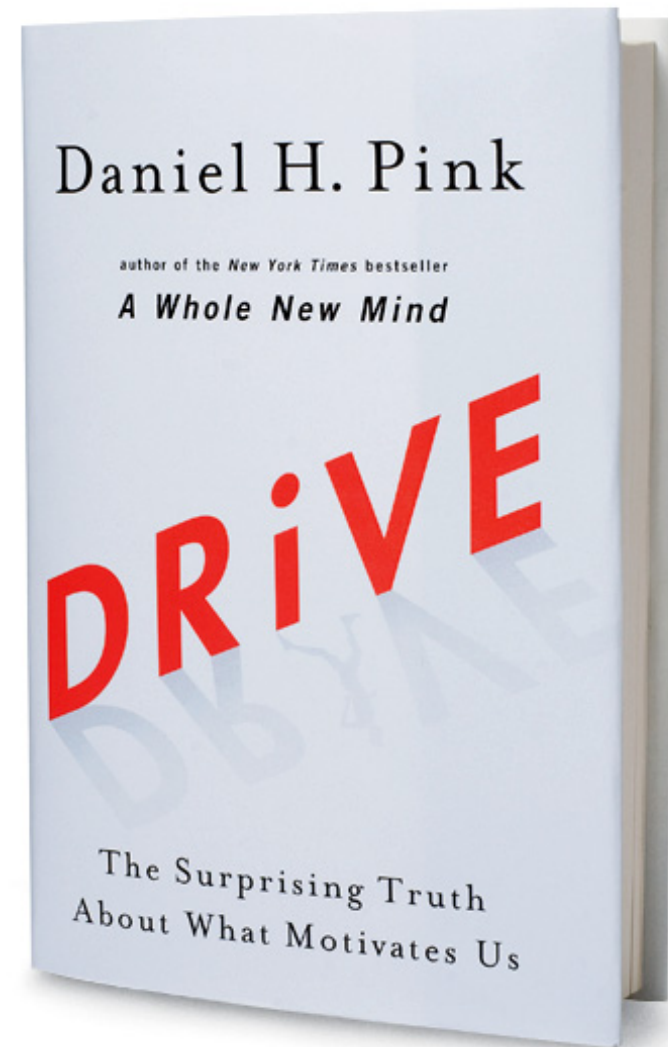


Meri Williams, ChromeRose

@Geek\_Manager

# UNDERSTAND MOTIVATION

- Purpose
- Autonomy
- Mastery



# MOTIVATION =

- + **PURPOSE** (Do I believe in WHY?)
  - + **AUTONOMY** (Do I get a say in WHAT?)
  - + **MASTERY** (Am I proud of HOW?)
- ANY NEGATIVE FACTORS THAT DETRACT

# Predictors of High Performance (remix)

## **PURPOSE**

- Does the mission/purpose of my company make me feel like my work is important?

## **AUTONOMY**

- Do I know what is expected of me at work?
- At work, do my opinions seem to count?

## **MASTERY**

- Do I have the materials & equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- Is there someone at work who cares about my development?
- Are my co-workers committed to doing quality work?
- In the last 6 months, have I talked with someone about my development?
- At work, have I had opportunities to learn and grow?



# And What Else?

## **OTHER FACTORS:**

- In the last 7 days, have I received recognition or praise for good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Do I have a best friend at work?

**ESSENTIALLY, AM I RESPECTED & REWARDED  
HERE?**

**CAN I BE MYSELF AND SUCCEED HERE?**

**I CALL THIS *INCLUSION*.**

***“DO I HAVE THE OPPORTUNITY TO  
DO WHAT I DO BEST EVERY DAY?”***

**WE NEED TO STOP LEVELLING  
PEOPLE OUT TO EQUAL  
CONSISTENT MEDIOCRITY**

**AND INSTEAD  
FOCUS ON GETTING THE MOST OUT  
OF DIFFERENCE**

# **WE ARE NOT INTERCHANGEABLE RESOURCE UNITS**



**WE ARE COLOURS ... OR FLAVOURS**

**WE ARE BETTER IN COMPLEMENT,  
IN CONCERT WITH EACH OTHER**



Meri Williams, ChromeRose

@Geek\_Manager

# **WHAT IF WE THINK OF PEOPLE AND ROLES AS A MATTER OF CASTING?**

# **HOW DO WE ASSEMBLE A GREAT TEAM WITH COMPLEMENTARY ABILITIES?**






Meri Williams, ChromeRose

@Geek\_Manager

**FIRST, WE CREATE SPACE FOR THEM  
TO BE AWESOME**



A man in a dark suit jacket, light blue dress shirt, and blue patterned tie is pulling open his dress shirt with both hands. Underneath, a white t-shirt is visible. The background is a solid teal color.

**EVERY  
PERSON IS  
CAPABLE OF  
VIRTUOSITY**



# SPACE TO BE AWESOME =

- + **PURPOSE** (Do I believe in WHY?)
  - + **AUTONOMY** (Do I get a say in WHAT?)
  - + **MASTERY** (Am I proud of HOW?)
  - + **INCLUSION** (Do I BELONG HERE?)
- ANY NEGATIVE FACTORS THAT DETRACT

Our mission whether manager or leader or individual contributor...

**CREATE SPACE FOR EVERYONE TO  
BE THE BEST THEY CAN BE**

# Ask Yourself

- Do my people know WHY we are doing this? **(PURPOSE)**
- Do my people get a say in the WHAT? In doing the right thing? **(AUTONOMY)**
- Do my people get opportunities to do the thing right? And to get better at the HOW? **(MASTERY)**
- Do we do a good job of making all our different people feel included & like they BELONG HERE? **(INCLUSION)**

# Predictors of High Performance (remix)

## **PURPOSE**

- Does the mission/purpose of my company make me feel like my work is important?

## **AUTONOMY**

- Do I know what is expected of me at work?
- At work, do my opinions seem to count?

## **INCLUSION:**

- In the last 7 days, have I received recognition or praise for good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Do I have a best friend at work?

## **MASTERY**

- Do I have the materials & equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- Is there someone at work who cares about my development?
- Are my co-workers committed to doing quality work?
- In the last 6 months, have I talked with someone about my development?
- At work, have I had opportunities to learn and grow?

# WHAT DOES THIS MEAN DAY-TO- DAY, WEEK-TO-WEEK?



Meri Williams, ChromeRose

@Geek\_Manager

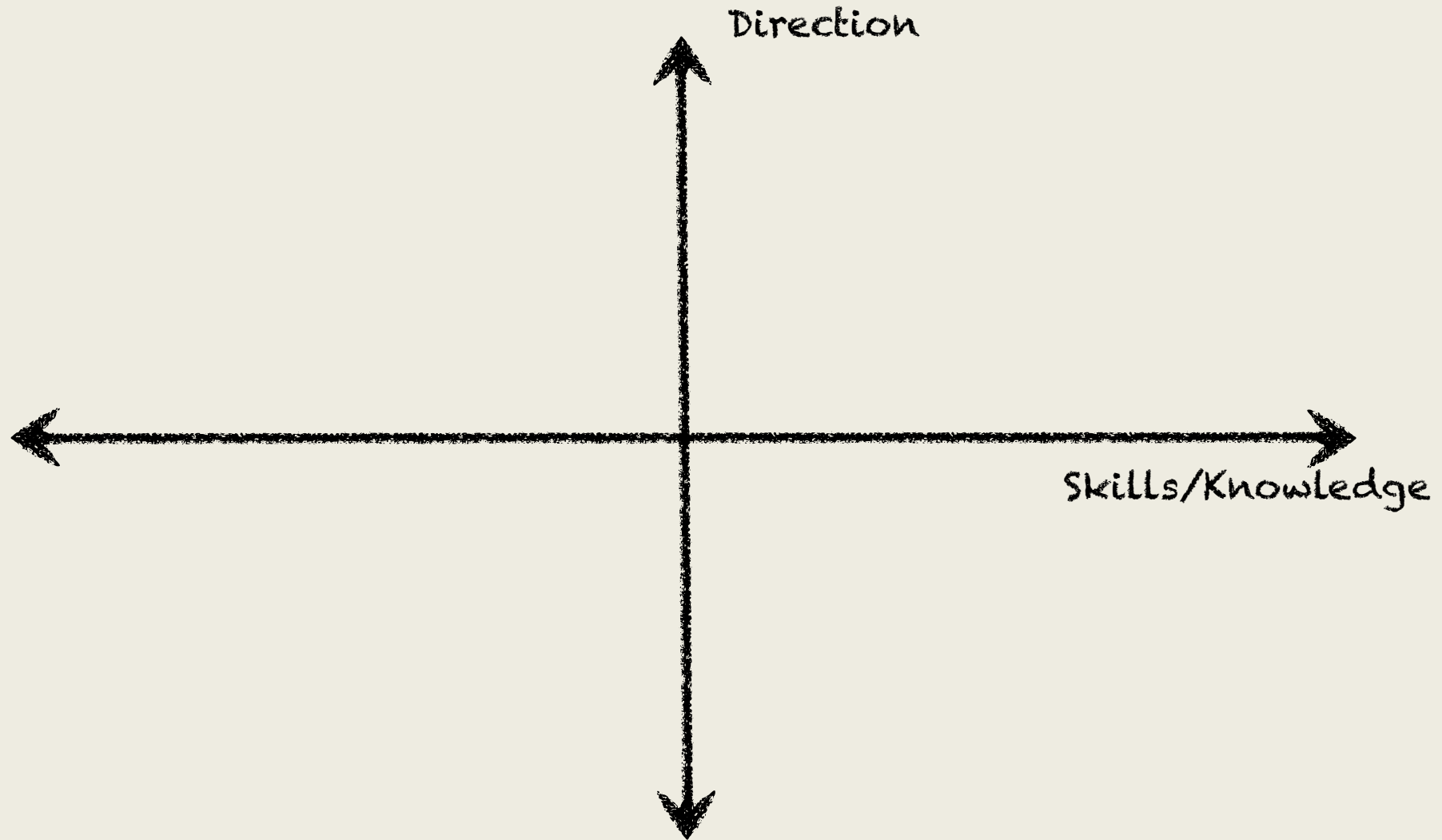
# **PROTECT PURPOSE**

**BE A TRANSLATOR – MAKE PURPOSE,  
STRATEGY & DIRECTION MAKE SENSE**

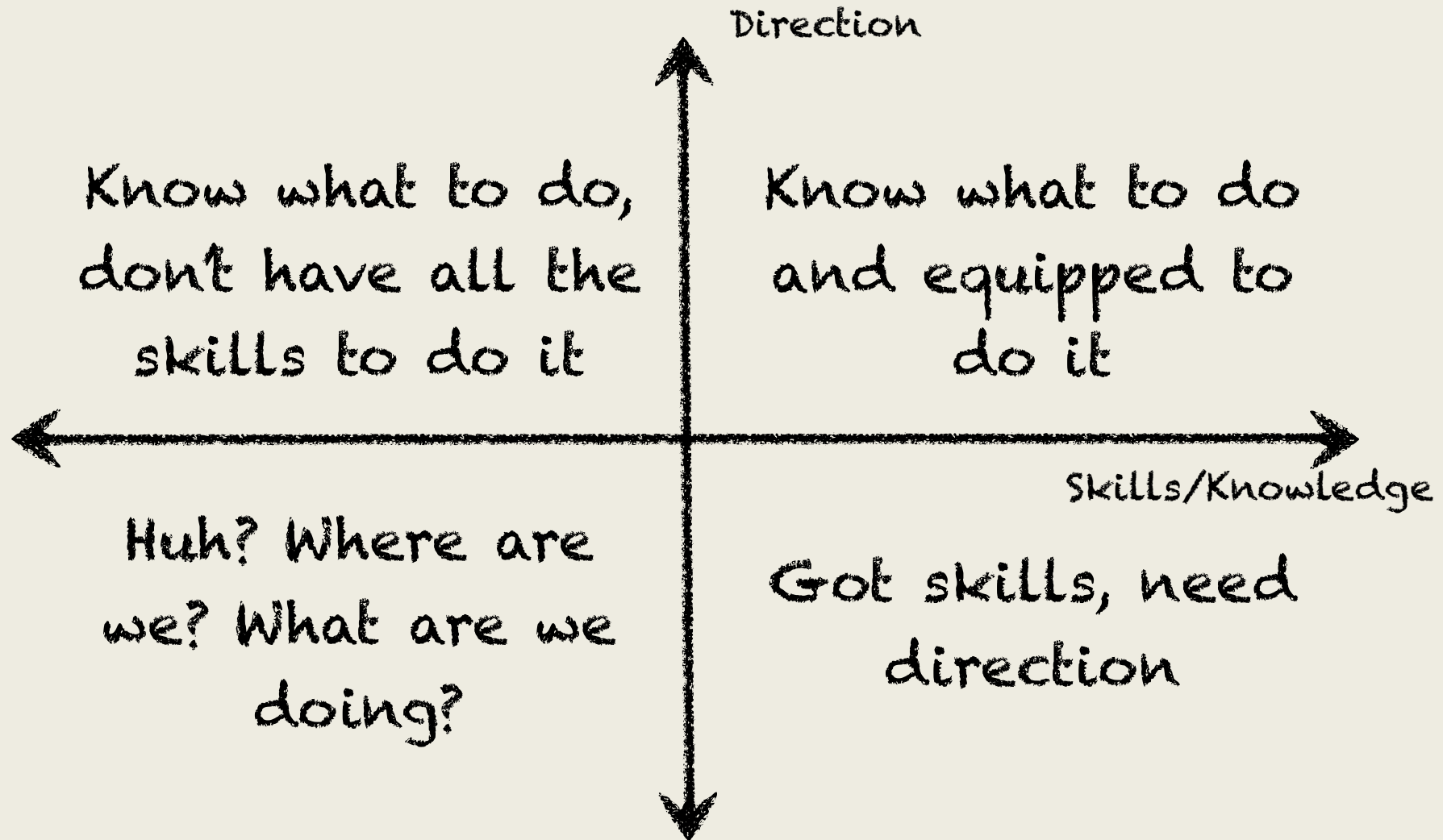
**CONNECT WHAT PEOPLE ARE DOING (AND  
CAN DO!) TO OVERALL IMPORTANT  
PURPOSE**



# ENABLE AUTONOMY & MASTERY

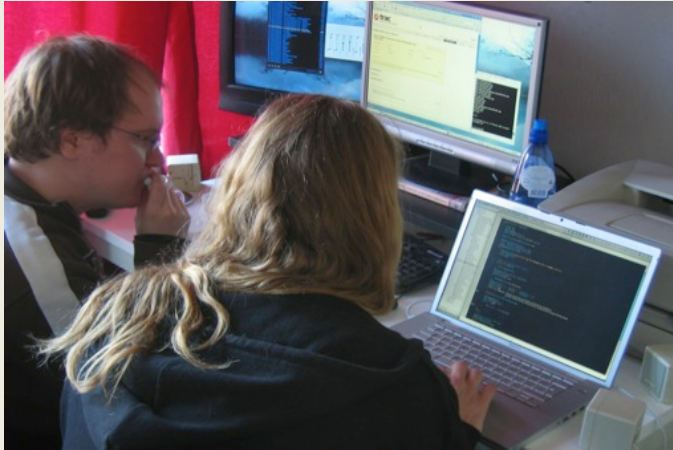


# CLUE / SKILLS MATRIX



# What's Needed

Direction



Skills/Knowledge



# Talent is Overrated

What *Really* Separates  
World-Class Performers from  
Everybody Else



**GEOFF COLVIN**

Senior Editor at Large, FORTUNE

*'Inspiring,  
revelatory'*  
THE TIMES



The No. 1 International Bestseller

# OUTLIERS

*The* STORY *of* SUCCESS

**MALCOLM  
GLADWELL**

Author of *The Tipping Point* and *Blink*







Meri Williams, ChromeRose

@Geek\_Manager





Meri Williams, ChromeRose

@Geek\_Manager

**WE'RE GOOD AT WHAT WE  
PRACTICE, PROVIDING WE CAN  
LEARN FROM IT**

# DELIBERATE PRACTICE

- **You must be motivated** to attend to the task and **exert effort to improve your performance.**
- The design of the task should **take into account your pre-existing knowledge** so that the task can be correctly understood after a brief period of instruction.
- You should receive **immediate informative feedback** and knowledge of results of your performance.
- You should **repeatedly perform the same or similar tasks.**

# MODELS OF DELIBERATE PRACTICE

- **Sports Model** – analogous to conditioning
- **Chess Model** – what did the grand master do?
- **Music Model** – chunking & mental rehearsal



**IS THE WORK DESIGNED IN A WAY  
THAT MAKES IT EFFECTIVE  
DELIBERATE PRACTICE?**

**CHALLENGING? FEEDBACK?  
LEARNING?**

# CULTIVATE INCLUSION

Help people to succeed as themselves.

Best predictor of recruitment AND retention?

Someone's ability to agree with:

**“Someone like me can be  
successful here”**

**GET IN THE PLANE**



**I'LL EXPLAIN ON THE WAY**



Meri Williams, ChromeRose

@Geek\_Manager



# I'm A Bit of a Diversity Statistic

- Woman... (working in tech)
- Gay...
- Foreign...
- Employed (this is a bad thing if you're foreign...)
- Disabled...
- Atheist...
  
- BUT grew up hugely aware of (unmasked & undeserved) privilege I had growing up white in Apartheid South Africa.



My childhood  
was FULL of  
signs like these

Horrible & horrific  
but impossible  
to escape



# I CANNOT DENY THAT PRIVILEGE

In fact, the most useful thing I can do is assess, understanding & acknowledge that privilege ... and then do something with it

# Craft Inclusive Environments

1. Am I **EXPECTED** here?
2. Am I **RESPECTED** here?
3. Can I **BE MYSELF** and **BE SUCCESSFUL** here?



# SWEAT THE “SMALL” STUFF

Autonomy, mastery & purpose can't overrule or compensate for poor tools / environment / lack of inclusion / lack of caring forever

# SPACE TO BE AWESOME =

- + **PURPOSE** (Do I believe in WHY?)
  - + **AUTONOMY** (Do I get a say in WHAT?)
  - + **MASTERY** (Am I proud of HOW?)
  - + **INCLUSION** (Do I BELONG HERE?)
- ANY NEGATIVE FACTORS THAT DETRACT



A man in a dark suit jacket, light blue dress shirt, and blue patterned tie is pulling open his dress shirt with both hands. Underneath, a white t-shirt is visible. The text "EVERY ROLE IS CAPABLE OF VIRTUOSITY" is overlaid in the center of the image in a bold, black, sans-serif font.

**EVERY  
ROLE IS  
CAPABLE OF  
VIRTUOSITY**

**GO!**  
**SHAPE/MAKE SPACE**  
**BE AWESOME**  
**BE INCLUSIVE**

And thank you for participating 😊

Need help? [meri@chromerose.co.uk](mailto:meri@chromerose.co.uk)





Meri Williams, ChromeRose

@Geek\_Manager



