

Managing Well

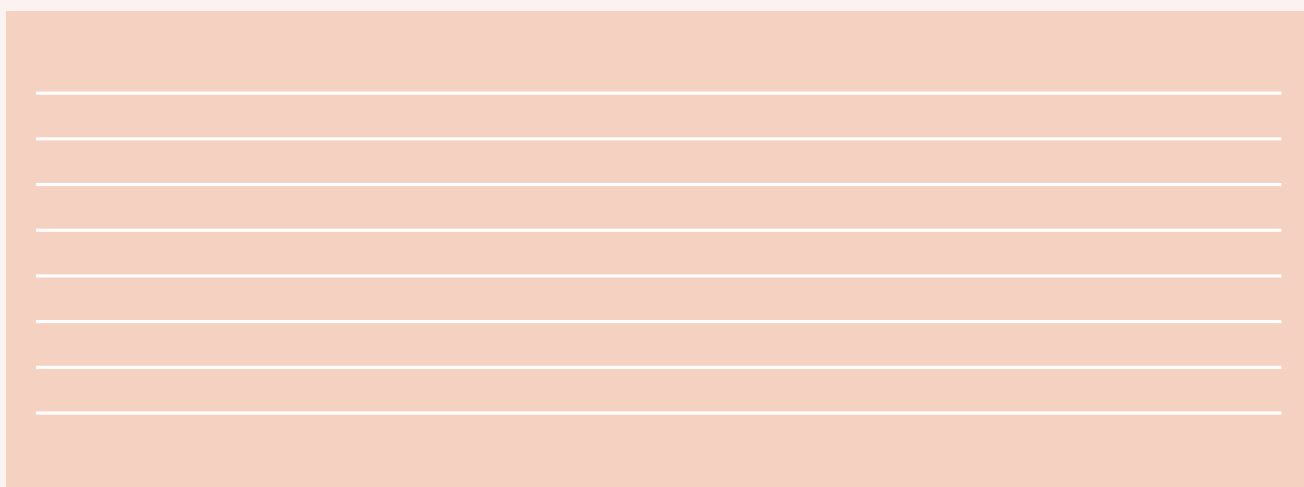
with Tonya Ladipo, LCSW

Podcast Worksheet

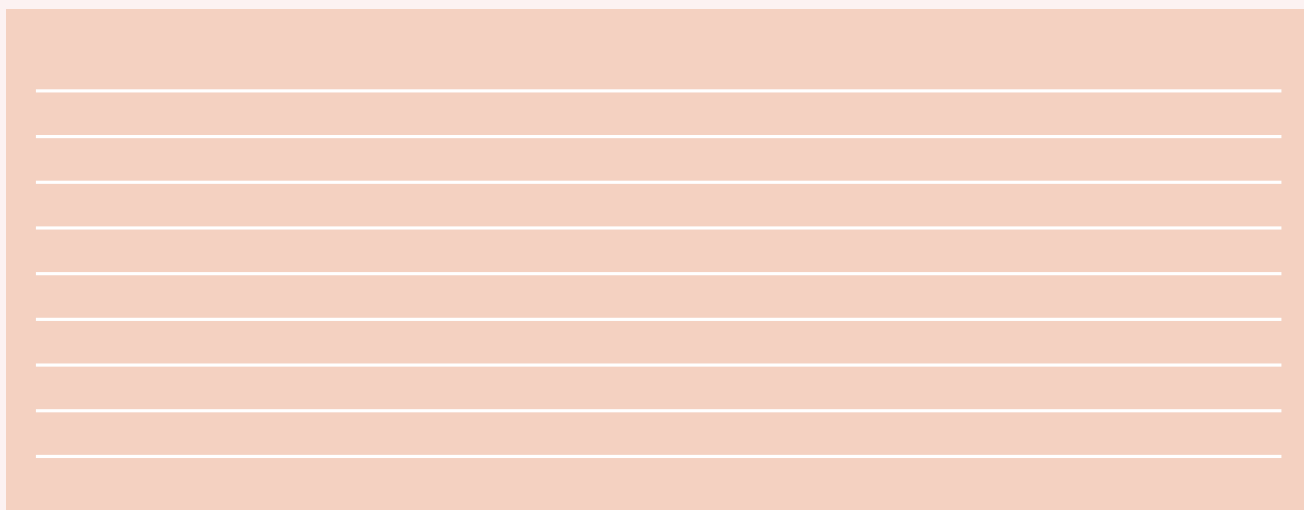
REFLECTION QUESTIONS

Get to know your direct reports as people. Focusing only on project KPIs will not build a strong team. Getting to know individuals and what's important to them needs to be just as important as a KPI.

What's important to the members on my team?



What does my team need from me? If you don't know the answer, ask them.



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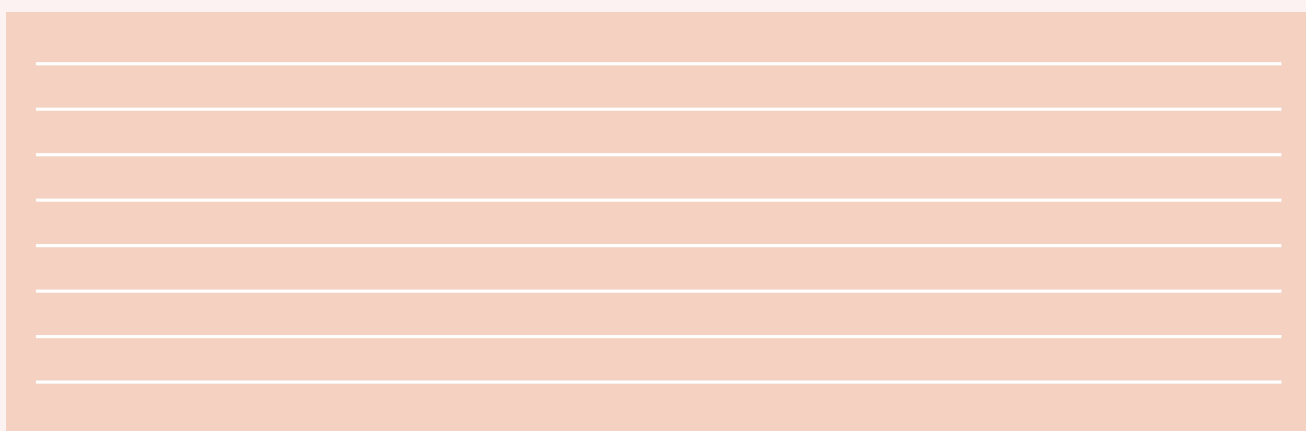
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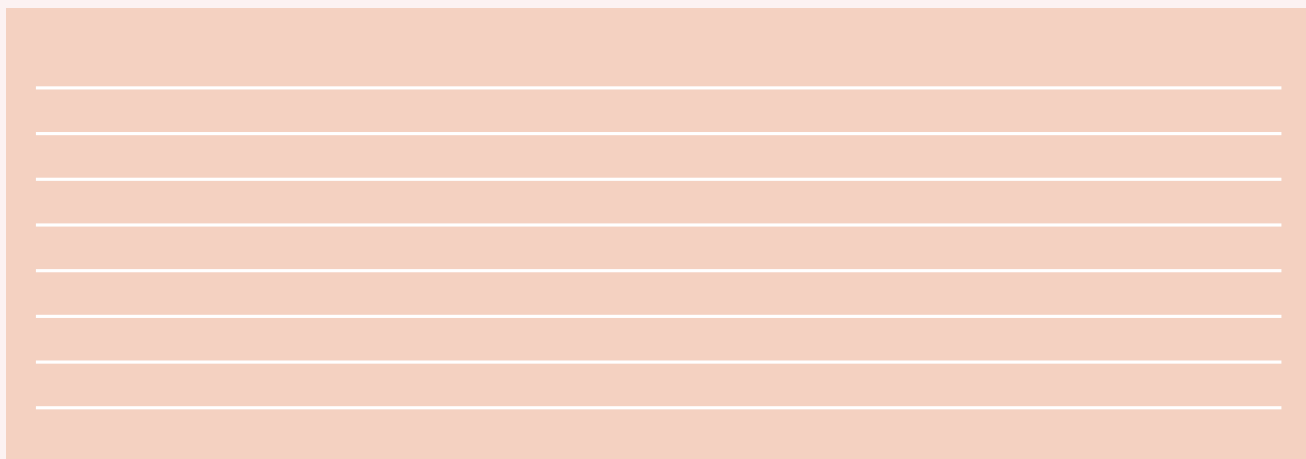
If you're not getting feedback, ask for it. Remember it will take time for them to trust you, it won't happen overnight.

What feedback am I getting from my team?



Build a network outside of your familiar spaces. This is the beginning of developing real connections and relationships that lead to referrals and also your talent pipeline.

How often do I network with groups and organizations outside of my culture?



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ACTION ITEMS

- Recognize your own biases in hearing feedback. Ask yourself this self-reflection question when receiving feedback, “If someone I know and respect shared this feedback with me, how would I respond?”
- Be courageous and willing to have difficult conversations. Don’t worry about saying the wrong thing. If you don’t know, ask. Feedback is a gift even when it may not feel that way. Often we get defensive, deny, or debate the feedback rather than accepting it.
- Recognize that people from underrepresented groups historically have dealt with consequences for giving feedback and asking for fair treatment. Some people have experienced not receiving promotions, had their career stalled, and/or have been labeled as ‘difficult.’

Create an anonymous way for people to deliver feedback to you.

- Have skip-level meetings with your team. Consider this an opportunity to engage with your team leader’s direct reports to get a better understanding of your organization’s culture.
- Hire for competencies (not pedigree). Go to where talent is. Reach out to community colleges, affinity groups and other community specific platforms.

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ADDITIONAL RESOURCES

- **Become a Better Leader by Learning to Listen**
<https://www.inc.com/moshe-engelberg/become-a-better-leader-by-learning-to-listen.html>
- **6 Actionable Strategies to Foster DEI in Tech Hiring**
<https://builtin.com/diversity-inclusion/actionable-dei-tech-hiring-strategies>
- **The Importance Of DEI Initiatives In Tech**
<https://www.forbes.com/sites/forbesbusinesscouncil/2022/11/15/the-importance-of-dei-initiatives-in-tech/?sh=136a1f8450cb>
- **Diversity in tech: Closing the gap in the modern industry**
<https://www.betterup.com/blog/diversity-in-tech>