

TABLE 3.1 Four Specific Manager Tools to Address the Four Critical Behaviors

Critical Behavior	Manager Tool
Get to Know Your People	One On Ones
Communicate about Performance	Feedback
Ask for More	Coaching
Push Work Down	Delegation

TABLE 4.1 Scheduled O3s vs. Unscheduled O3s

	Scheduled	Unscheduled
Managers Surveyed	119	520
Managers Tested	≈ 100	≈ 100
Improvement	≈ 8 percent	≈ 2 percent

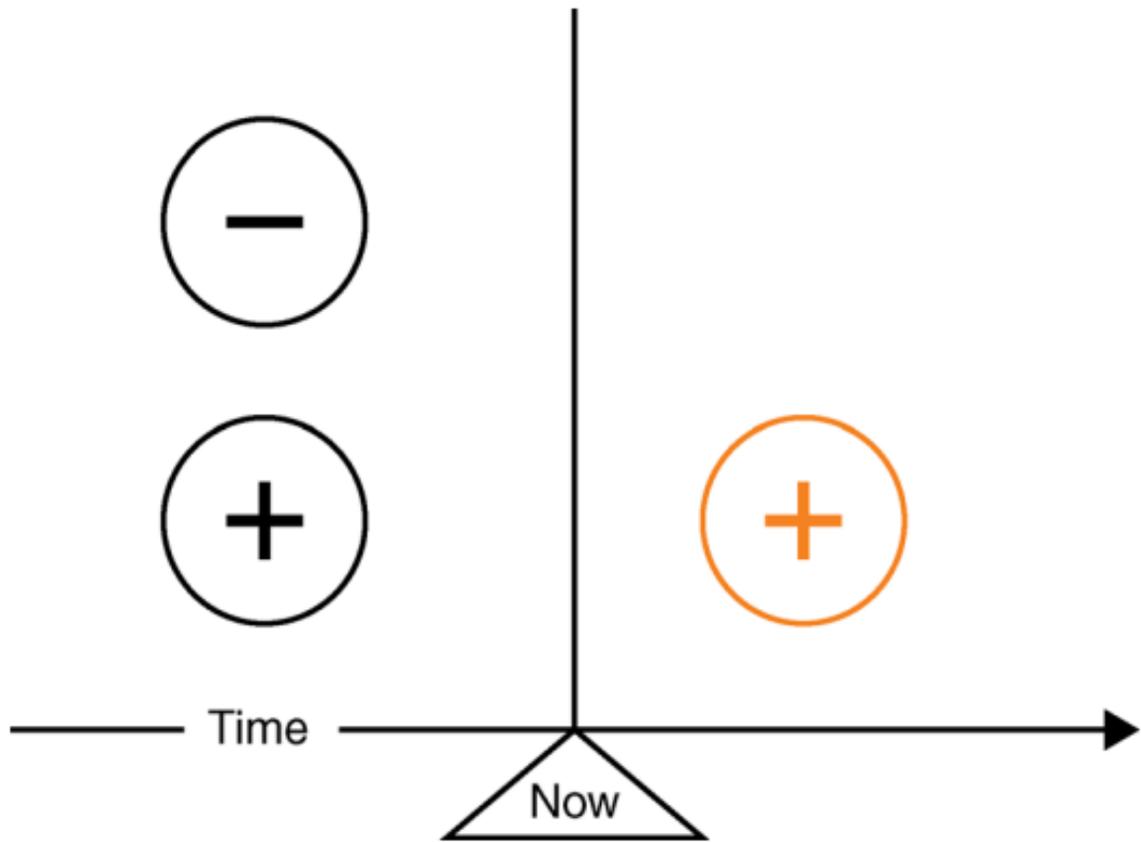


Figure 7.1 The Basics of Feedback

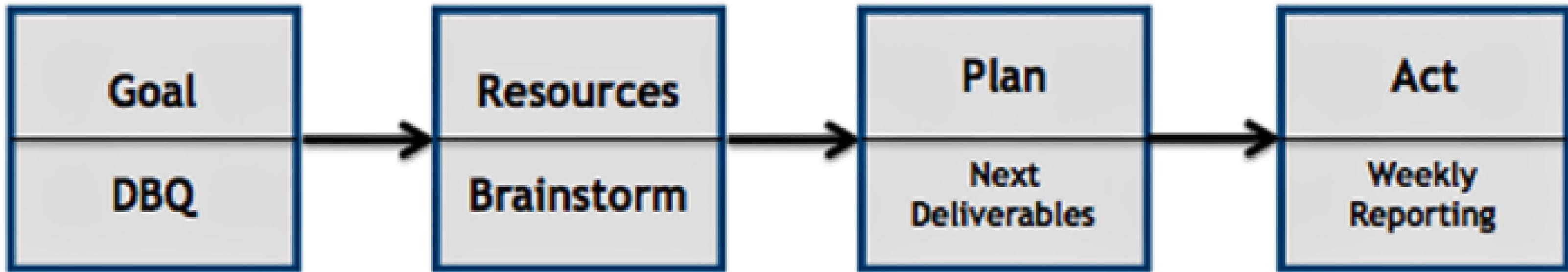


Figure 10.1 Coaching Model

TABLE 10.1 List for Coaching Someone on The Habit of Interrupting

Tannen Book	Vanderbilt book	Amazon
Notify team	Private coach	Google
Books	Predetermined rewards	Blogs
Weekly reporting	Physical cheat	Weekly check-ins
Apology required	Interpersonal skills class	Charm school
Stopwatch	YouTube videos	Podcasts
Charm coach	Self-reporting	Manager Tools Forums
Peanut butter	Influence book	Cadet hostesses

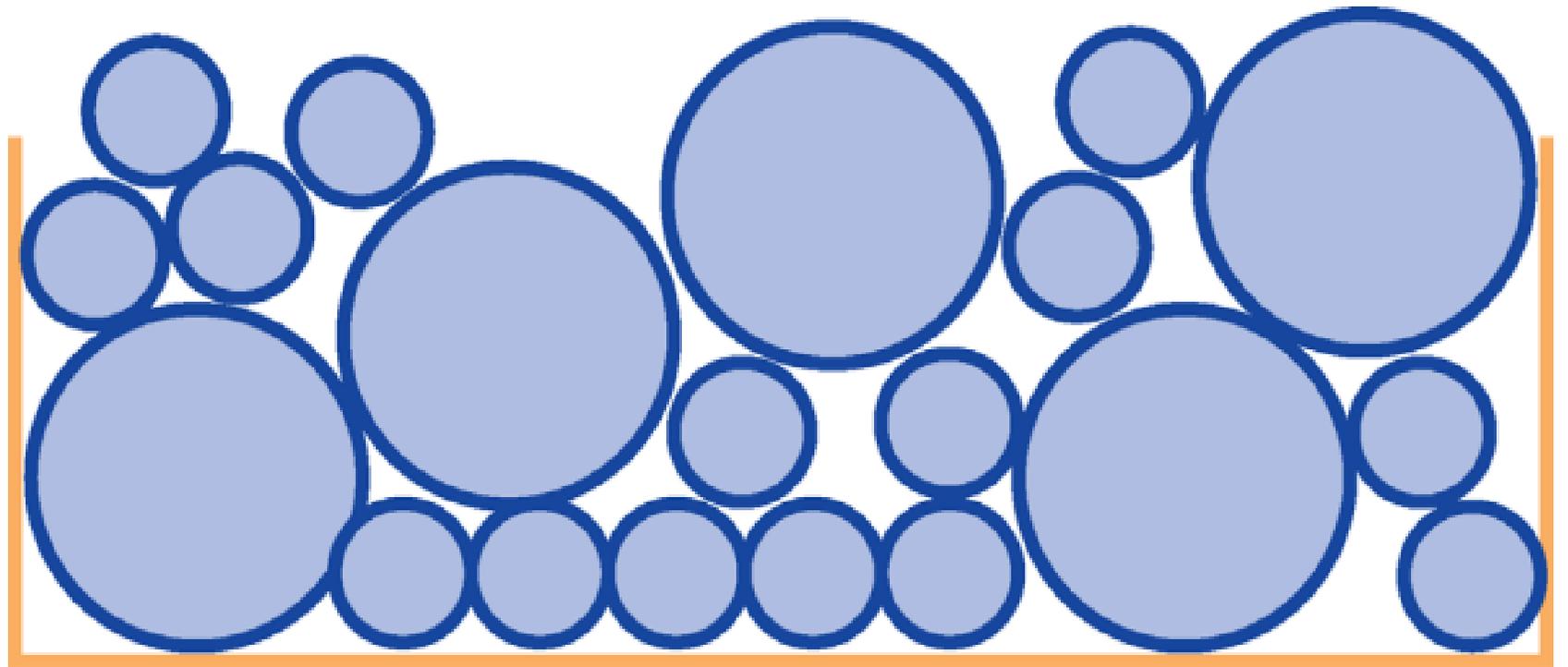


Figure 12.1 Work Life Diagram: 20 Balls

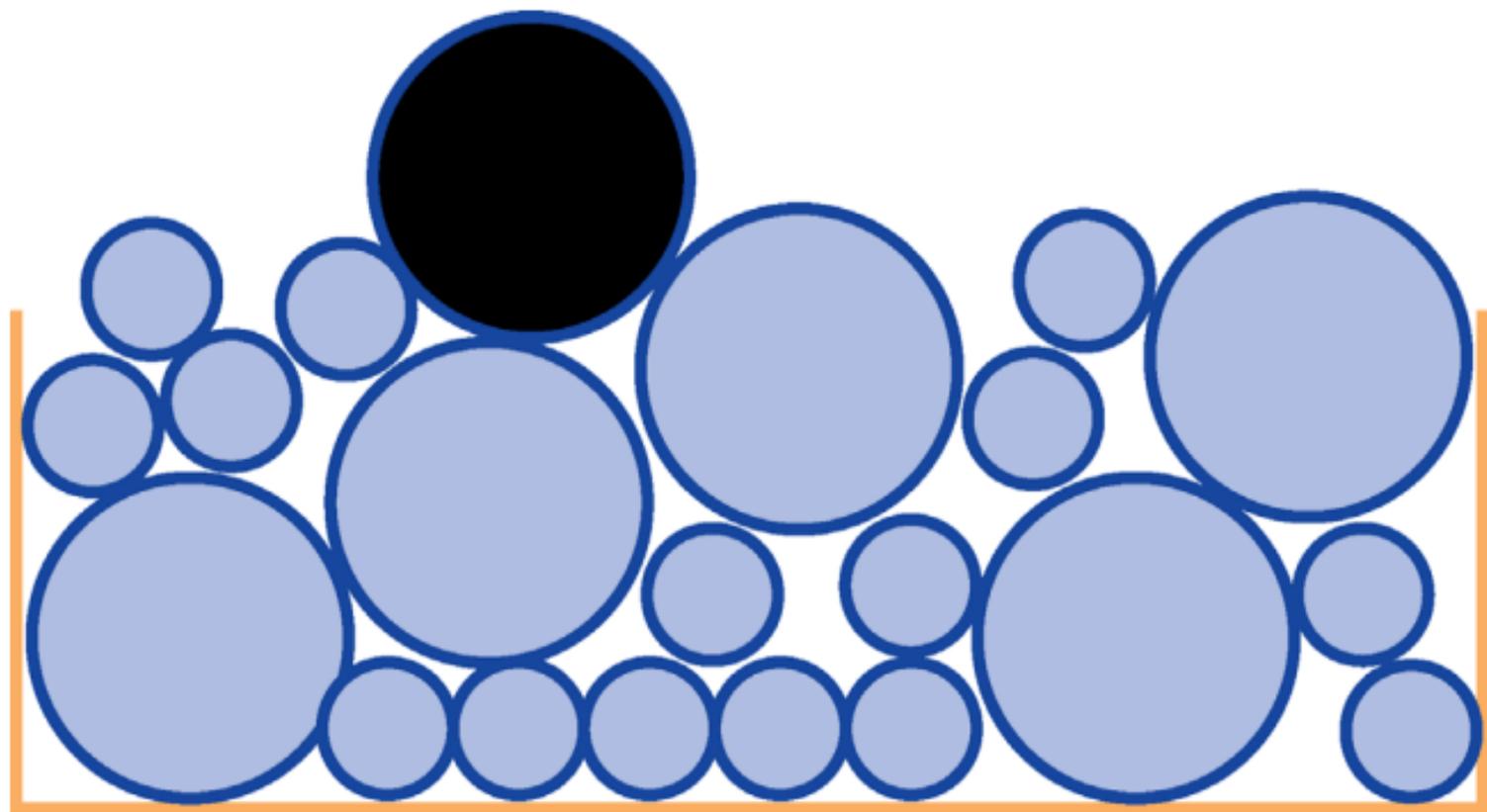


Figure 12.2 Work Life Diagram: 21 Balls

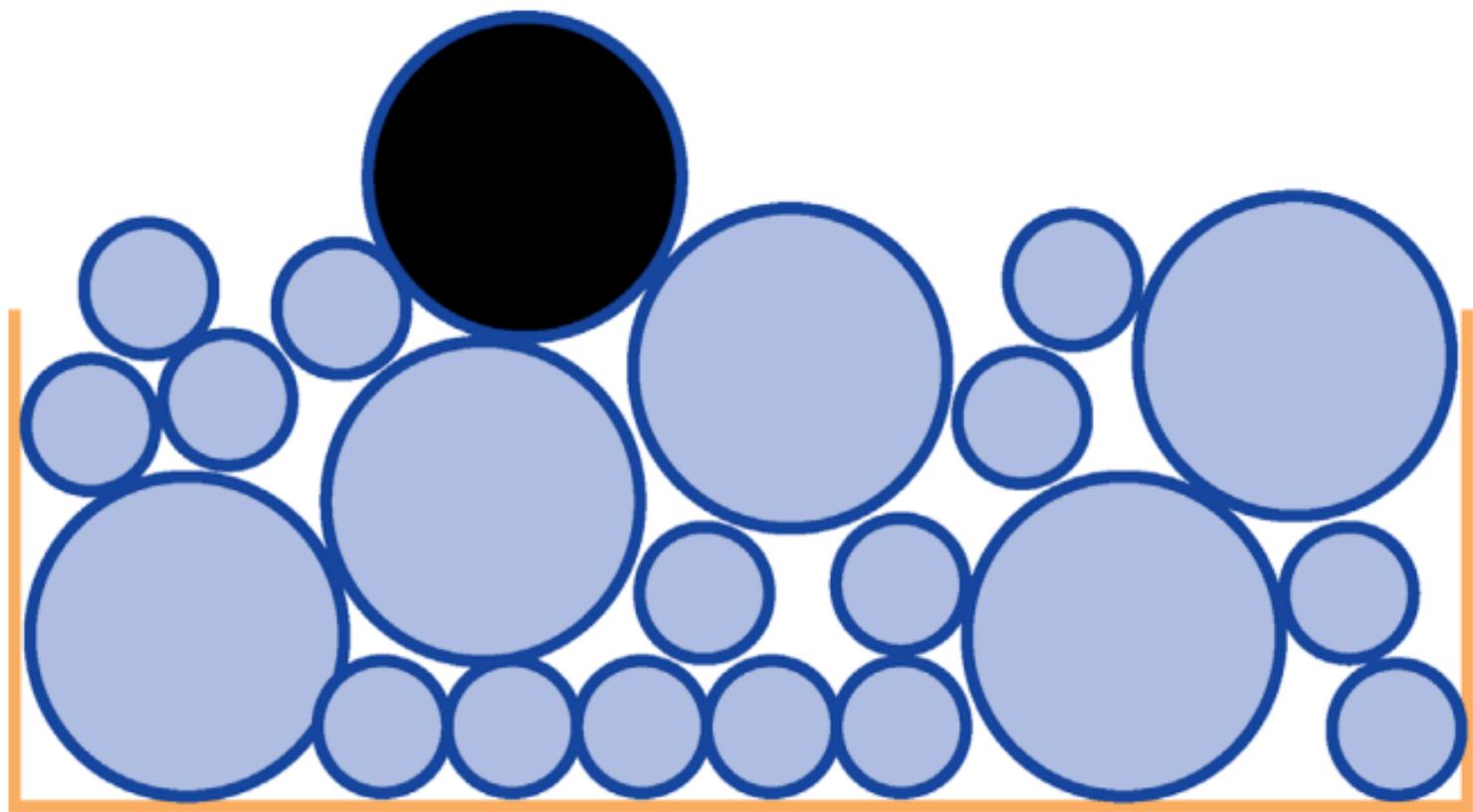


Figure 12.3 Delegate One of Your Small Balls