

Important Decisions

- 11/15/18: Managers need to identify the team's most important problem and demonstrate mastery of the WSPro frameworks via detailed deck in order to graduate
- 12/14/18: Build Manager RemoteCamp Application
- 12/14/18: Write down our curriculum (not just videos)
- 12/14/18: Define Team Room input quality bar
- 12/20/18: Defined coaching SLA: 24 hours
- 01/03/19: Write valuable recommendation letters
- 01/08/19: Freeze IQB and publish changes on the 15th and 30th
- 01/09/19: Shift to faculty: Provide 5 hours of live teaching every week
- 01/09/19: Shift to faculty: provide managers with a 'textbook' and then test
- 01/09/19: Managers receive the entire 4 weeks of training no matter what
- 01/11/19: Add 'Doctoral Defense' oral exam in front of coaching panel
- 01/11/19: Assign 1 coach/manager
- 1/18/19: Get the internal quality bar right and stop changing it
- 1/27/19: Add passing WSPro foundation quizzes to Input Quality Bar
- 3/16/19: Managers learn WSPro as they try to increase the quality and productivity of real teams
- 3/29/19: Participants not to change things that are documented without VP approval
- 4/4/19: Coaches will include context for feedback: why it's important
- 4/19/19: Hitting the goal is not enough. Not looking for managers to hit the goal by only applying pressure. Managers need to demonstrate they generated deep insights on a written exam.
- 5/7/19: Filter participants based on desire to be elite WSPro manager and willingness to learn
- 5/8/19: Move from being a 'firewall' to being more like a 'code review': don't just provide unit-specific coaching on WSPro framework deliverables (identifying mistakes), also provide helpful coaching on what is needed to graduate (real training)
- 5/8/19: "Give managers the answer": do not require insights to come from managers only. Provide managers with TR-specific insights - put another way: "engineer a success" for participants
- 5/10/19: Document every piece of coaching - don't provide verbal coaching that hasn't been written
- 10/24/19: Focus on student enjoyment *and* hiring manager satisfaction
- 11/2/19: Form class cohorts of ten to twelve instead of starting a new class every week
- 11/2/19: Managers to manage five ICs instead of ten during MRU
- 11/2/19: Provide each student with a mentor who has graduated from MRU
- 11/9/19: Place students within distinct study groups and facilitate peer learning within cohorts
- 11/9/19: Timebox week before work to 20 hours
- 11/9/19: Publish curriculum on GitBook

The purpose of ManagerU is to take existing managers and recently-hired managers and transform them into elite managers. These elite managers should be able to solve the hardest problems in the factory by aggressively applying the WSPro frameworks and VPs should be hungry to replace any of their existing managers with ManagerU graduates.

When anyone graduates from ManagerU, they will be elite, embody the IC and manager-level WSPro principles [on this list](#), and have the skills to implement them. Graduates will be obsessed with improving quality, will know how to prioritize a list of activities and focus on the right one with decisive actions. Graduates will have gone to the work and their decisions will be backed with quantifiable data. Graduates will have received, been comfortable with, and implemented negative feedback and have a baseline ability to communicate clearly.

In order to graduate ManagerU: managers need to have:

1. Learned the IC-level and manager-level WSPro frameworks on [this sheet](#)
2. Mastered the skills to implement the frameworks (as evaluated by their deliverable)
3. Successfully integrated into our culture by meeting our aggressive standards and demonstrating the courage to solve the hardest problems

Internal Quality Bar: # of slides receiving a pass from ManagerU Coach. Coaches use [this objective list](#) to pass or fail each slide.

External Quality Bar: # of slides receiving a pass from SVP. SVPs use [this objective rubric](#) to pass or fail each slide. Since SVPs have not agreed with all of the decisions from the coaches, the coaching team has a weekly hour-long call to deep dive into each instance where an SVP disagreed with a coaching decision.

Important Expectation to Understand up Front:

1. Since our quality bar for managers in the factory is high, we have to end the contracts of managers who do not graduate - they do not return to their previous team
 - Our graduation rate in Q4 2019 is above 80% and our team tirelessly strives to help every single manager to meet the requirements. Managers who fail are

External Quality Bar Failures

We view each external quality bar failure as unacceptable. Our external quality bar FTAR is recorded [here](#). For every subtask that is rejected in Jira, the responsible coach does an RCA and publishes the results [here](#). There are three categories and solutions that rejections fall into:

1. Coaching mistake which should have caught (coach accepts negative feedback)
2. Missing from IQB (IQB component added on the 15th or 30th of the month)
3. SVP feedback is not aligned to the objective external quality bar (address with SVP)

Input Quality Bar (Managers):

1. Participants must have a 35 CCAT from Crossover on the new online format administered by Gilad Bornstein <gilad.bornstein@trilogy.com>

2. Participant must complete the [ManagerU application](#) 1 week prior to their start date
3. Participants must score 100% on the [10 foundation quizzes](#) by EOD Tuesday of week before
4. Participants must commit to being available for four 40 hour work weeks (covered in #2)
4. Participant's manager/ hiring manager needs to [fill out this form](#)

In order to be accepted into ManagerU, managers must score 100% on the application and foundational quizzes. Managers who score less than 100% will not be able to participate ([Application rubric](#)). Managers who fail their first application are provided with the specific areas they failed/need to improve and are able to reapply in 6 months.

Team Room Criteria for ManagerU:

1. The team has a defined metric with at least 1 quarter of historical data
2. The team is comprised of ICs and not managers
3. The team has internal and external quality bars

Exit criteria: Managers need to pass all slides on the IQB and then move on the SVP review. Part 1 of the SVP review requires a 90% on the 7-point oral exam ([rubric](#)). Part 2 of the SVP review moves into Jira where an SVP uses the external quality bar to pass or fail each slide.

Evaluation: All managers deliver [this slide deck](#) and [this worksheet](#). We evaluate managers' slides with our [Internal Quality Bar](#). Managers submit their slides for IQB review when they are ready on this [coaching log sheet](#). Managers receive coaching via daily [Q&A sessions](#) (2 one hour standings calls/day), 1:1 coaching appointments booked, and offline coaching via comments in Google Slides. Managers have 28 days to complete all parts of the program including the IQB, oral exam, and external quality bar. Managers who wish to graduate need to be passed the IQB by day 24 at the very latest.

ManagerU fairness: we provide objective criteria for passing via our rubric and ample opportunities for coaching. We lay out [clear weekly expectations](#) so managers can know if they are on track or behind. When managers begin to fall behind, they receive several notes with their expected failure date, the specific number of slides they need to pass the IQB by a specified date, and additional offers for coaching. We measure our fairness by questions on [ManagerU NPS](#) for failed participants. We also change the graduation criteria while people are in the program as we constantly raise our bar and implement feedback. This is the most common feedback request we receive from participants. We seek to do this as infrequently as possible.

Communicating Status Internally:

Right now we do not do a good job communicating the status of ManagerU internally. Because we have not provided consistent clarity, people are constantly pinging us with questions about how their managers are performing and when they will be done. This info needs to be publically available and accessible without sending an email. We are going to build a simple dashboard with this information by the end of January. Why wait so long? Because this pain has nothing to

do with the quality of graduates and that is all we are focused on right now. Until then, I am fine with the status quo.

Content/Assignments: The core content for ManagerU is the [ManagerU Textbook](#). We also have [auxiliary content](#) and videos. Each week we hold live training sessions based on the slides with that have the worst FTAR across the program. The core assignment for ManagerU is based on shadowing. Shadowing is working for now but I believe learning the frameworks while doing real work will result in a deeper understanding. I would like to test this theory once we have successfully graduated managers and hired 2 coaches.

Post Completion Process: Everyone who finishes ManagerU (fail, quit, or pass) fills out an [NPS survey](#). If managers successfully graduate, Jozsef Czapovics decides where they are to be placed based. If managers quit or fail, their contract is ended and they do not return to their original team. The leadership team wants to embody our 'Mother Teresa' framework and sincerely offers to write a valuable letter of recommendation for those who fail. Managers are sent [this recommendation letter survey](#).

Workflows:

Signup workflow: <https://www.zenflowchart.com/docs/view/NDI3MnwzNTk4>

Onboarding: <https://www.zenflowchart.com/docs/view/NDg4M3wzNjA0>

End of program: <https://www.zenflowchart.com/docs/view/MjMyM3wzNjA1>

Reversing IDs too rapidly:

“We don’t want any manager to graduate who doesn’t _____”

1. demonstrate mastery of the WSPro frameworks via detailed deck and worksheet → move all ICs to the level of the top performer within 4 weeks
2. Hitting the goal within 4 week is not enough in and of it itself → need to have great insights in the format of a 1 page summary
3. identify the core issues of the team (based on data from WSPro frameworks) → engineer a success for managers by providing them with TR-specific insights

Possible Improvements:

Remove automatic ‘fail if you fire’ decision

Send managers back to hiring managers once they graduate

Objectively measure graduate performance with automated report

Document a framework for deciding when to remove a manager during the program

Write a new chapter specifically dedicated to learning from your top performer

Previously documented decisions (not in ‘important’ category)

12/14: Provide more coaching (10:1 coach to manager ratio)

12/14: 2 SVP evaluations/manager

12/14: Provide self-service access

12/20: No special treatment for senior managers

12/21: 1 SVP/manager

12/21: NPS is not a good EQB

12:21: Remove peer-based NPS score

12/21: Written content should be instructional

12/26: Added [IQB15.6](#)

12/27: Added [IQB.CC7](#)

12/28: Added [IQB.CC8](#)

01/02: Added [IQB3.11](#)

01/02: Added [IQB7.7](#)

01/02: Limit number of SVP review rounds

01/03: Added [IQB 7.8](#)

01/03: Measure [IQB FTAR](#)

01/04: Wait a few days before termination

01/06: Added [IQB 9.11](#)

01/08: Highlight cases where ‘gut opinion’ does not match passing status to COO

01/09: Double the amount of coaching time spent per slide

01/11: Unlimited internal coaching and only 3 SVP rounds

01/11: Only XO PM can fill out sign up form for new managers

01/14: New metric for coaches: # of slides with 100% external FTAR/week

01/16: Added [10 IQB](#) components and revised 2

1/27: Remove 25% QoQ Slide

3/29: Make the oral exam scoring blind

1/28: Eradicate all traces of formatting from coaching

We want graduates to be an expert on every framework → slides based on shadowing

- and be able to communicate clearly (oral exam)

We want graduates to move all ICs to top performer → results from real team

- and communicate deep insights (written exam)

- and insights need to be from top performer

- and insights need to be from TMS and ZBT