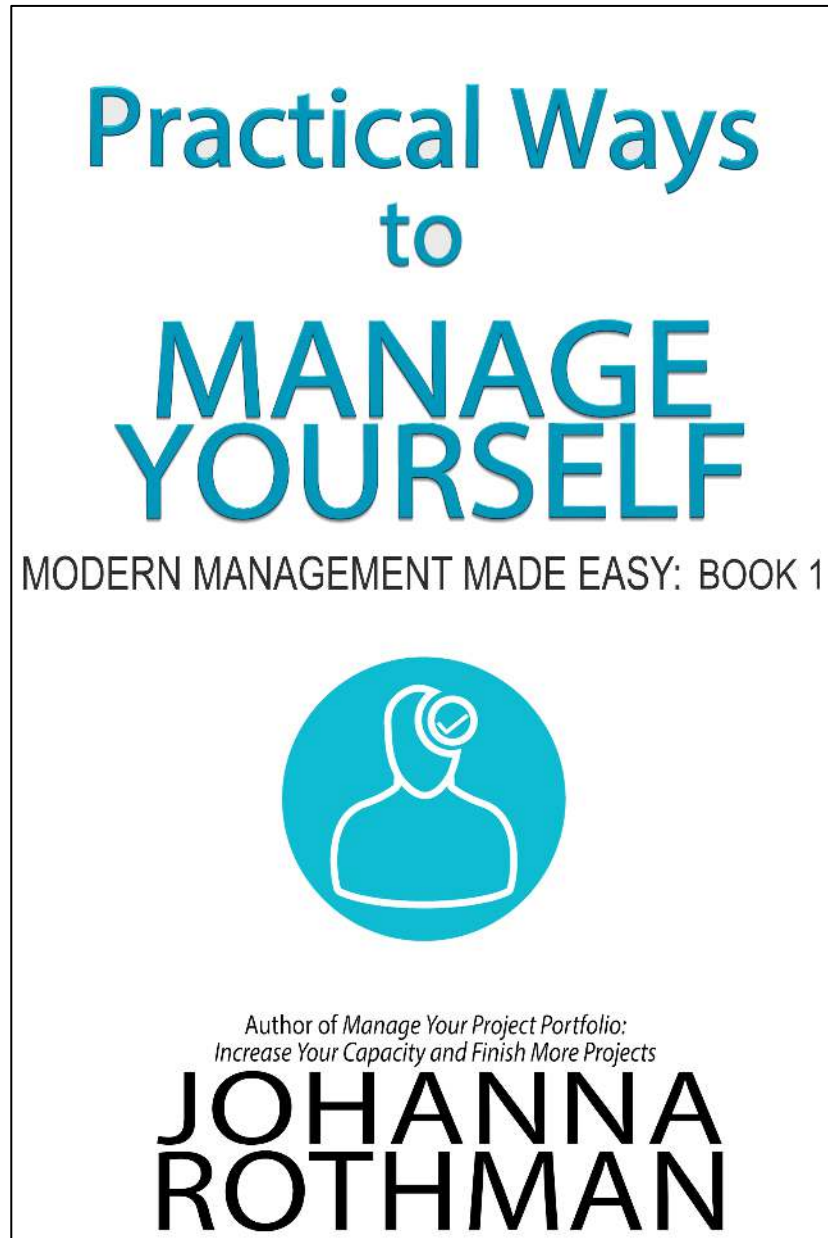


**Supplemental Materials for  
Practical Ways to Manage Yourself:  
Modern Management Made Easy, Book 1**

By Johanna Rothman

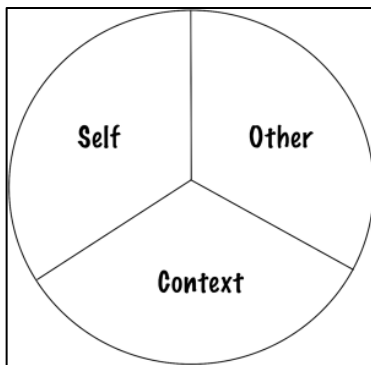


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**Figure 1.1: Congruence**



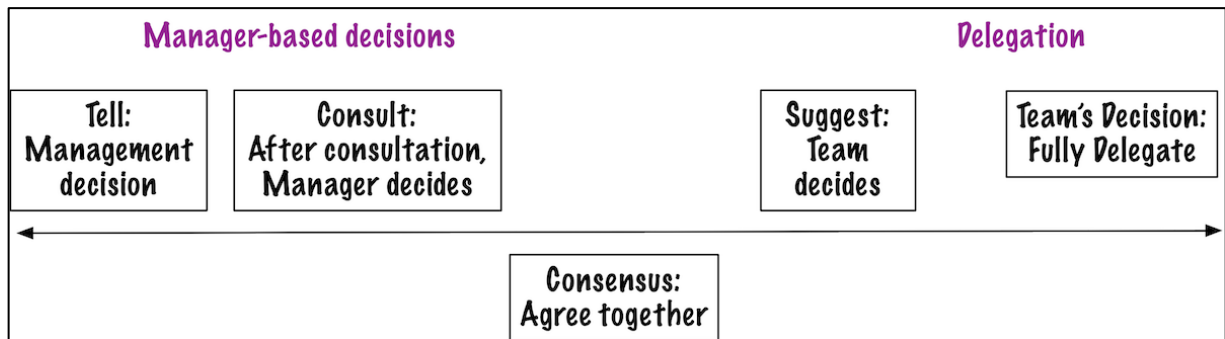
**Chapter 4 Reference to Eeyore**

Eeyore is a donkey in the Winnie the Pooh books. He expects things to go badly. He tends to be a martyr.

**Figure 4.1: Vacation email**



**Figure 4.3: Decision Autonomy Continuum**



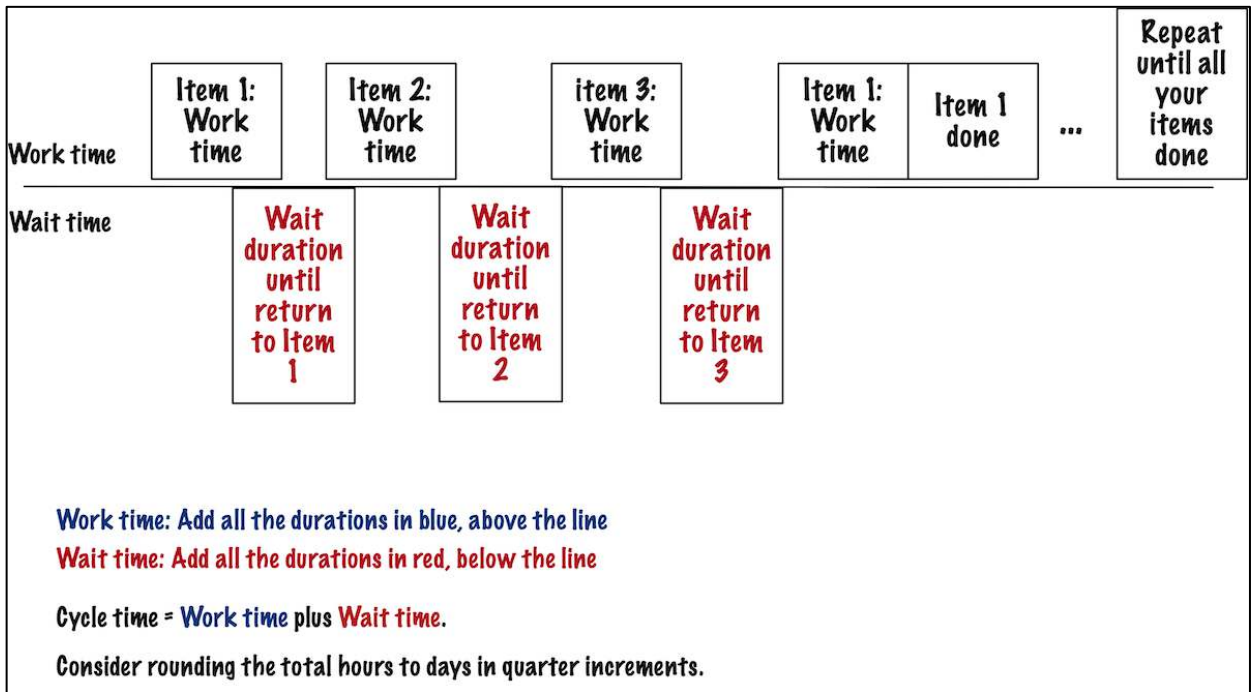
**Figure 5.1: Management Time with Manager-Led Team**

Weekly Management Work	3 people	4 people	5 people	8 people
One-on-ones (minimum): (30 mins/person)	90 minutes/ week= 1.5 hrs	120 mins/week= 2 hrs	150 mins/week= 2.5 hrs	240 mins/week= 4 hrs
Team Meeting for learning or problem solving: 60 mins plus 30 mins prep	1.5 hrs	1.5 hrs	1.5 hrs	1.5 hrs
Spend time with your manager	1 hr	1 hr	1 hr	1 hr
Problem-solving time spent with your peers on behalf of your team: 4 hours/person	12 hours	16 hours	20 hours	24 hours
HR, Finance, other management work (ranges over the year, call it an average of one hour/person/week)	3 hrs	4 hrs	5 hrs	8 hrs
Organizational issues	Unpredictable	Unpredictable	Unpredictable	Unpredictable
Committed management time	19 hours	24.5 hrs	30 hrs	38.5 hrs
Best-case remaining management time	21 hours	15.5 hrs	10 hrs	1.5 hrs

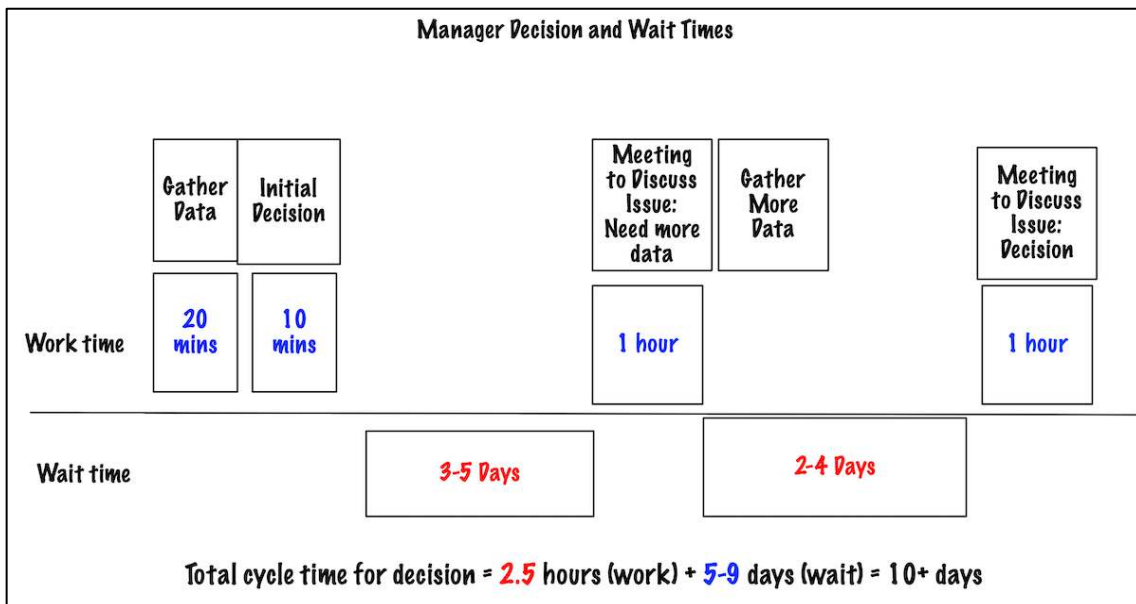
**Figure 5.2: Management time with a Self-Managing Team**

Weekly Management Work	8 people	10 people	12 people	16 people
One-on-ones (minimum): 10 mins prep 20 mins in the one-on-one Assume most one-on-ones biweekly	4 people *30 mins/week= 2 hrs	5 people *30 mins/week= 2.5 hrs	6 people * 30 mins/week= 3 hrs	8 people * 30 mins/week= 4 hrs
Organize Community of Practice for team-based learning or problem solving	1.5 hrs	1.5 hrs	1.5 hrs	1.5 hrs
Spend time with your manager (or with others ) on more strategic issues	1 hr	1 hr	1 hr	1 hr
Peer coordination to see and remove impediments (Large at first, then more consistent)	15 hours	15 hours	15 hours	15 hours
HR, Finance, other management work (ranges over the year, call it an average of one day/week)	8 hrs	8 hrs	8 hrs	8 hrs
Organizational issues	Unpredictable	Unpredictable	Unpredictable	Unpredictable
Committed management time	27.5 hrs	28 hrs	28.5 hrs	29 hrs
Best-case remaining management time	12.5 hrs	12 hrs	11.5 hrs	11 hrs

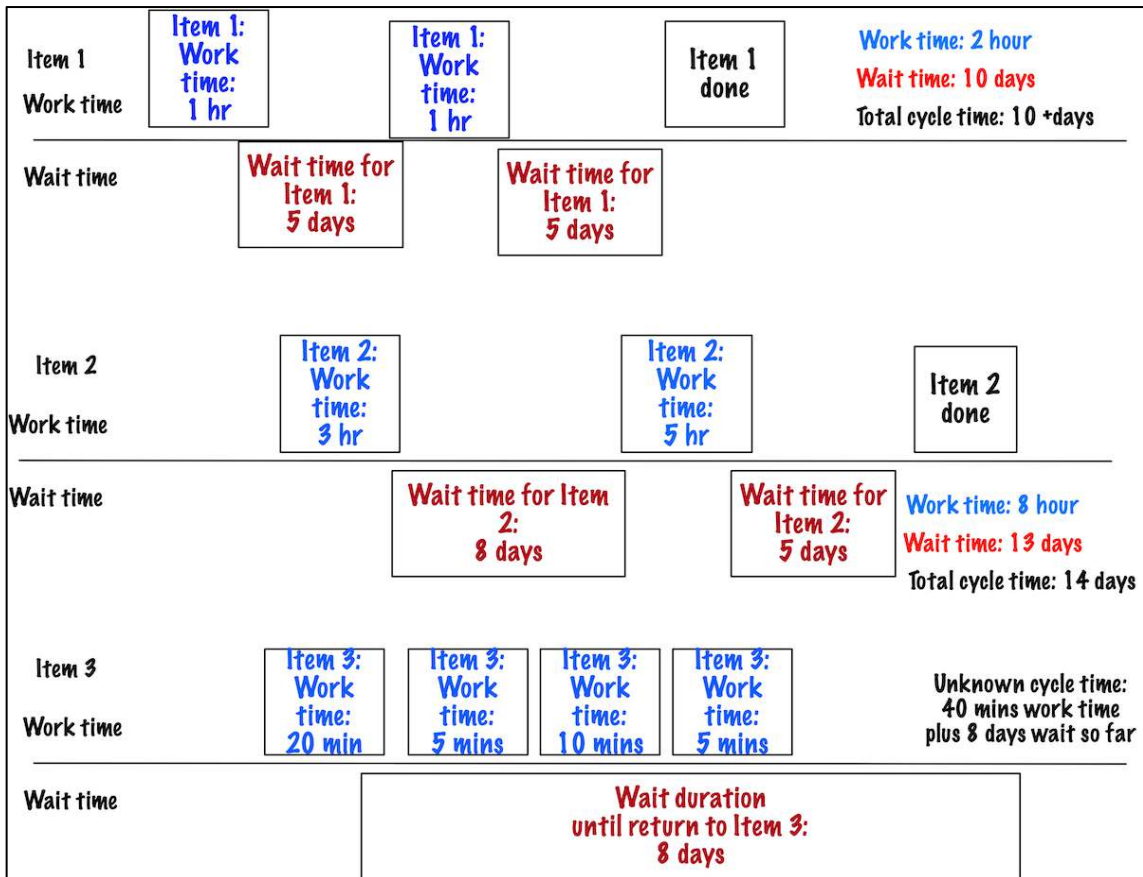
**Figure 15.1: Personal Value Stream Map**



**Figure 15.2: Manager Decision and Wait Times**



**Figure 15.3: Parallel Personal Value Stream**



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I consult, speak, and train about all aspects of managing product development. I provide frank advice for your tough problems—often with a little humor.

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—Johanna