



Facebook

The Manager Trumps The Brand



# Jeff Turner

Update info

Activity log  

-  EMEA Learning and Development Manager at Fac...
-  Studied Performance Management at University o...
-  Lives in Waterford, Ireland
-  Add your school or university

About



Friends 910



Photos 151



Map 376



Likes 244

6 

# Who we are



# Managing 'aint easy!

Help me grow

Support me

Encourage me

Give me freedom

Give me responsibility

Empower me

Trust me

Let me go

signals from  
below



# What we know to be true

1 I have the opportunity to do what I do best every day

2 I know what is expected of me at work

3 My supervisor seems to care about me as a person

4 I have received recognition/praise for good work

# What we know to be true

1 Set Me Free

2 Be Clear With Me

3 Care About Me

4 Recognise Me

# Managing the **facebook** generation



# Generations at work

## Characteristics

## Motivations

## Opportunities

B

Strong work ethic  
Respectful & loyal  
Hours equals output

Moving up the ladder  
Financial perks  
Recognized as a leader

- Acknowledge their experience
- Leverage their wisdom
- Clear roles & responsibilities
- Accommodate learning styles

X

Independent  
Job change for worth  
Work/life balance

Flexible schedule  
Value empowerment  
Feeling appreciated

- Provide them freedom
- Stimulate for their point of view
- Be flexible with time
- Recognition programs

Y

Values driven  
Need to know 'why'  
Peer oriented

Need & expect praise  
Flexibility in life  
Co-worker recognition

- Frequent perf. conversations
- Teamwork & solidarity
- Increasing responsibility
- Stretch assignments





# The Players



Manager

Direct Report

Manager of the Manager

The Culture

# The overall plan



Set Context

Create Focus

Drive Impact

Cultivate Growth

# 7 Key manager behaviours

1. Show care by understanding what is most important for each person's experience at Facebook
2. Support people in finding opportunities to develop and grow based on areas of strength and interest
3. Set clear expectations and goals for individuals and the team
4. Give clear, actionable feedback on a timely basis
5. Provide the resources people need to do their jobs well, and actively remove roadblocks to success
6. Hold people and the team accountable for success
7. Recognize people and teams for outstanding impact

# Manager Effectiveness



## Expectations

- Rigorous selection
- Lateral movement
- Dual career tracks
- Regular check-ins
- Span of control

Clear  
Expectations

- Clear
- Support & Development
- Tied to real work

Accountability &  
Rewards

## Accountability

- Upward feedback
- Engagement data
- Team performance
- Regular performance calibrations

1

Identify the *right* goals

# 2

Maintain an effective  
butt-to-seat ratio



3

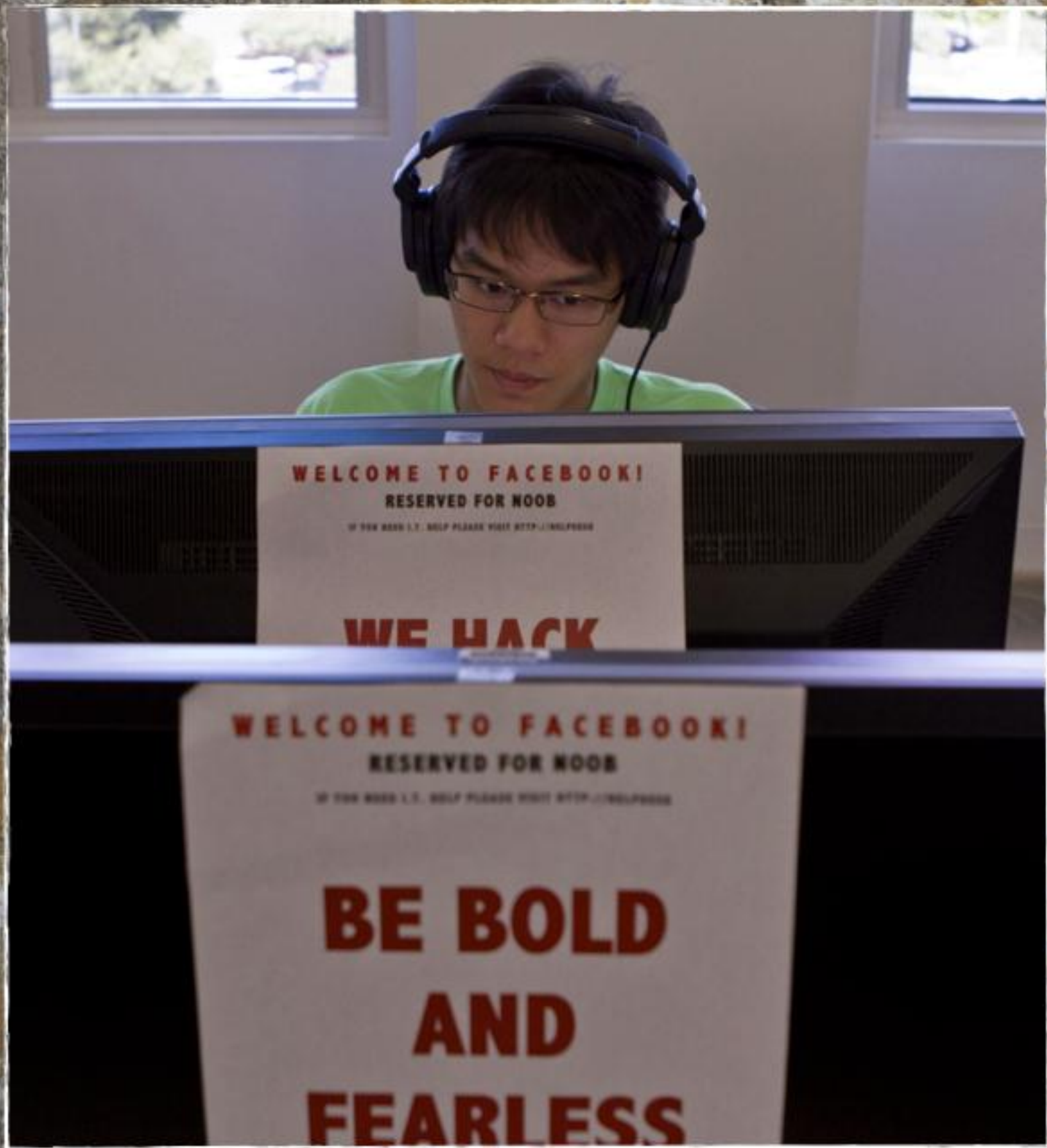
Effective management isn't  
just about the manager

# 4

Be authentic in  
everything you say & do

5

Act with  
responsibility



**PROCEED  
AND  
BE BOLD**

**facebook**