



Welcome to Oaktree

Manager Information Pack

Hey there.

If you are reading this, it means that there are people who believe in your ability to inspire and motivate a team.

These people see enormous potential in you, and it is likely that have encouraged and supported you in your work. They may also be people who you look up to – because you see them as being visionary, humble and passionate.

In your role as an Oaktree manager, you have the privilege and responsibility of providing this same support and leadership to your team.

Oaktree is an incredibly unique organisation, with special needs and ways of working.

We take pride in our ability as young people to support and unite other young people to do great things. We value this as our point of difference.

And we also work to support our people in a way that reflects who we are and who we want to be – this is reflected in our organisational values, the Oaktree Way.

This induction pack will introduce to you the Oaktree Way manager compass – a novel way of supporting our teams at Oaktree, and an approach that we see as central for all of our managers.

We've also provided you with tools that you can use to set yourself and your team up for success. And finally, we've given you a space to troubleshoot some common management challenges and try out innovative approaches using the Oaktree Way manager compass.

Congratulations and happy managing!



Contents

Welcome	2
The Oaktree Way Manager Compass	4
Management Scenarios	5
Tools to set you up	
Communication styles	9
Effective Meetings	11
Seeking Support	11
Tools for team success	
Expectation Setting	12
Will vs Skill Delegation Model	13
Asset Mapping	14
Organisational Leadership – support structure	16
Further information & support	17



The Oaktree Way Manager Compass

The Oaktree Way Manager Compass sets out some guiding principles to govern the way we interact with, and support our teams.

It is also a way of holding us accountable as managers and leaders of Oaktree, in more fully embodying our values.

The Compass has been developed by People and Culture, in collaboration with Oaktree's Extended Leadership Team.

We think big and we're unafraid

1. I cast a vision where everyone has a place, and everyone can create
2. I create a space to innovate and challenge

We put the impact of our movement first

1. I recognise that what we are a part of is greater than ourselves
2. I focus on what is best for the movement rather than for us and our internal teams

We embrace change

1. I recognise change impacts everyone uniquely
2. I clearly and consistently communicate

We're humble

1. I don't need to have all the answers but I will find out
2. It is always 'us', not I

We're relentless

1. I always work to grow my team and myself
2. I value diligence and hard work

We build our community with passion and energy

1. I genuinely know and value my team
2. I work to build strong relationships between my team and with the Oaktree community

We're hungry to learn

1. I always ask "how can we be doing things better"
2. I value knowledge and endeavour to share it



Management Scenarios

We've identified a variety of common scenarios that you might face as a manager at Oaktree. Some of them may be a bit challenging, whilst others offer a space to implement some really creative strategies but keep in mind – there is no one right answer!

You can use these scenarios to practice or reflect upon how you will manage through the Compass presented above.

Conflict Resolution

1. Two members of your team have been finding it difficult to work with your Assistant Manager. This is causing considerable tension within meetings and these two volunteers are becoming disengaged.

Your Assistant Manager consistently performs their work to a high standard, but recently has become increasingly stressed because of the two team members.

They are left to take on the majority of the workload, whilst the team members are neglecting their core duties. As a result of the stress, you can also see that the Assistant Manager is becoming somewhat short and blunt in their communication, and you also know they don't respond to critical feedback all that well.

You do not want to lose your Assistant Manager or your team members. Some questions to think about here are:

- How do you approach the situation to resolve conflict between your Assistant Manager and your team, while ensuring that they each feel valued?
- How can I give each team member equal space to contribute?
- How can I work to foster and facilitate positive relationship between my team?

2. Lately you have been having many differences of opinion with one of your team members. To begin with, you thought it was productive debate that was useful, however you have recently noticed that they are quick to shut you down and have been treating you with limited respect.

You are unsure of what has instigated this behaviour, and so, speak to the volunteer. When asked if they have any issues with you, they claim that they are having issues outside of Oaktree that have been influencing their behaviour and apologise.

However, a week later you hear from another team member that the volunteer is telling others that you are a terrible a manager who is hard to get along with.

- How do you approach the volunteer to find the source of their issue without making them feel targeted or defensive, and consequently be able to work through the issue?
- Has my behaviour and communication with this volunteer been as positive as possible?
- How can I assure the volunteer that they are welcome to provide me with feedback at any point, and help them to trust that I value that feedback?
- 3. A volunteer who has previously, but not recently, been involved with Oaktree has expressed interest in the organisation again. The volunteer didn't leave on entirely positive terms, but is obviously ready to move past any previous experiences and volunteer with the organisation again. How can you facilitate a more positive and constructive volunteer experience for the volunteer?
- How can I re-establish a positive relationship with the returning volunteer that is inclusive and positive?



Underperforming volunteers

1. The Marketing Officer on your team is a really good friend, but has not been pulling their weight recently. When you have asked them if anything is wrong, they say that they are fine but have just been a bit busy with university work.

When the behaviour continues, you need to have a conversation with them to let them know that their performance has been below standard.

As their friend, you know how much pressure they are under at university, but you are becoming exhausted trying to take on their workload as well as yours.

- Have I done my best to ensure that this volunteer has a balanced workload?
- Have I set clear enough expectations of hard work and diligence with my team?

2. One of your volunteers is new and despite having set clear expectations of what is expected of them in this role, you are finding that they are not checking their emails and are late in completing actions, if they complete them at all.

They have admitted to finding Oaktree a bigger adjustment than expected, and recognise that they feel guilty about not completing actions.

You try your best to support the volunteer over the next few weeks, but their working behaviour has not changed much. The volunteer brings a lot of energy and experience to the organisation, but you need to let them know that their performance needs improvement.

- How can I make sure that they feel supported, yet aware of the strain their actions are placing on the rest of the team?
- How can I support the volunteer in better managing their time and working smarter rather than harder?

Overzealous volunteers

1. A volunteer that you work with is really enthusiastic about their role. So much so that they are contacting you at all hours of the day, any day of the week, asking for more information, tasks or explaining new ideas.

You don't want to curb the enthusiasm and energy in this volunteer, but you also cannot keep up with their pace and cannot always be contactable during your non Oaktree days.

- How do you keep the volunteer engaged and let them know that their hard work is really appreciated, whilst getting them to calm down just a little bit?

2. One of your volunteers has a naturally extroverted personality, which has added a great energy and vivacity to your meetings. However, they have very strong opinions on a new campaign that your team is working on.

While some of their comments are constructive and useful, they feel it is their duty to get the best ideas across and at times, speak over other volunteers and interrupt meetings to have their say.

The situation is getting to the point where the volunteer is raising some good points, but meetings are taking twice as long and none of the other volunteers are getting to voice their opinions. How do you handle the situation?

- How can I help the volunteer to understand that other team members should have equal opportunity – the space and place - to contribute?
- How can I facilitate my meetings so that they remain on time and everyone gets to contribute?



Remote Management

1. One of your direct reports lives in a different state to you. They are a hard worker who can easily work unsupervised, but they are feeling isolated from the rest of the team.

Although frequent phone contact occurs between you, the interstate volunteer is becoming increasingly isolated and is having trouble keeping up with what is going on in your office.

- How can you ensure your direct report is supported via distance?
- How can I build the relationship between myself and my volunteer by distance?
- Are there any resources or local connections that I can give my volunteer to ensure that they are always supported?



Setting yourself up for success

TOOL 1. The Four Communication Preferences

The four communication preferences provides a framework to explain why we communicate differently, and by understanding this you will be able to communicate more effectively with those around you.

Visual Communicators

- Perceive the world through what they see. They need to see how something is done in order to comprehend it.
- Visual communicators use words and phrases such as see, focus, look, picture this, preview, display, appear, I see what you mean, show and look at that.
- Because they perceive everything through what they see they can process their environment every quickly and at times, can get frustrated quickly by others that process slower.
- When under stress they go into tunnel vision, take on a commanding voice and will show others that they are under stress.
- They are big picture people in the world and when communicating with them you need to keep them interested by creating a visual picture.

Auditory Communicators

- Perceive their environment through what they hear.
- When comprehending something, they not just need to hear from someone else but also need to process internally – they validate the information by hearing from their internal voice.
- They take their time to formulate what they are going to communicate and are very thoughtful in what they say because it must sound right.
- Words and phrases that Auditory Communicator uses are listen to me, hear, sounds good, listen, that rings a bell and sound.
- It is important to remember when you are communicating with an auditory communicator that they are sensitive to tone in a voice and it is important to them that they feel heard, so questions and rephrasing will assist with the exchange.

Kinaesthetic Communicators

- Pay most attention to what they are feeling.
- In order for them to understand something they have to make sure it feels right to them. This means don't take in information straight away, and they must have time to process the information.
- They use words and phrases such as feels good, get a hold of this, grasp, solid, soft, hard, bad vibes and hang in there.
- Because they are feeling people they like to stand close to others and will often pat you on the shoulder or hug you.
- If you are communicating with a Kinaesthetic Communicator you need to make them feel comfortable in the environment and consider that they may need to take time to process what you are saying.

Digital Communicators

- Perceive their environment through data, facts and figures.
- They are very detailed in their thinking, want to know if something makes sense, can summarise effectively, make a running commentary on raw data and make conclusions.



- Digital communicators use words and phrases such as I think, that figures, concept, process and I understand what you mean.
- In order to maintain a digital communicator's attention you must provide detail about the topic. It must be recognised that some of the preferences complement each other while others are poles apart. So, by knowing your preference and then being able to identifying the preference of the person you are communicating with, you can minimise the chance of communication breakdown occurring.

Running effective meetings

Regular meetings with your team are critical to maintaining momentum of work, ensuring each person has adequate information and support to carry out their role, and providing solid deadlines for task completion.

Here are some tips to help you do this:

- Time-bound agenda - send this to team members at least 24 hours before the meeting.
- At the beginning of the meeting, check-in on actions from the previous meeting. This ensures that no task is left lost and forgotten, and that each team member is held accountable to completing actions.
- Begin meetings with happenings – each person gets to debrief their week, or engage in some discussion. This is fantastic for team building!
- Stick to your agenda.
- Have a team member take minutes and notes for the meeting so that all discussions and actions are clear.
- Come away from every meeting with a clear set of evenly distributed actions. Seeking support when you need it .

As a manager, a large focus of your role is ensuring a positive experience for your team. Your manager and those around you are there to do the same for you. It is okay to ask for help if you are unsure, or to ask for advice in difficult situations. Also, it is very likely they have experienced something similar and can help you out.



Setting your team up for success

Expectation setting

Establishing clear expectations of your team and allowing them to do the same for you is critical in planning for success.

Clear, well-communicated expectations provide the basis of any working relationship and can help in defining roles, articulating consequences for not meeting expectations and in avoiding any confusion that may arise

The following table identifies key areas that expectations should be set for, but this will vary from team to team and can be used as a guide for any teamwork.

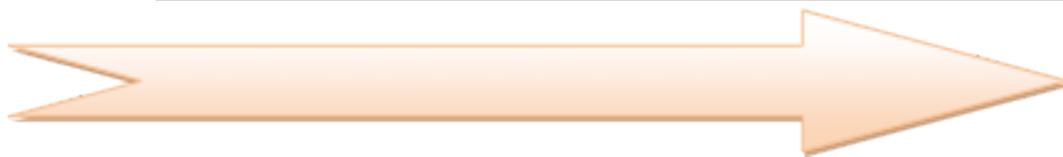
Key Area	Example
Communication <ul style="list-style-type: none"> - Preferred style - Times and days - Frequency - Formality - Email, text, call reply times - Information flow 	Face to face, email Monday – Friday 9 to 5, 24/7 Meeting once a week Short and sharp emails are fine 2 days for email, 6hrs for text etc. What kinds of information need to be communicated?
Time Commitments <ul style="list-style-type: none"> - Non-oaktree days/ hours - Weekly time commitment 	Wednesdays I'm not contactable Committed to 10 hours a week, including weekly team meetings.
Chain of report	I need to have my manager approve any external communications before I send them out.
Working styles	We will work with a spirit of fun; we will work quietly in the office.
Ways of receiving feedback	In person

Will v Skill Management Style Guide

High Will Low Skill Misses goals and deadlines, may get disillusioned and depressed. Works hard, but doesn't produce outcomes or at the right level.	High Will High Skill Gets stuff done, hits targets and actively contributes.
Low Will Low Skill Doesn't contribute or produce quality work. Will occasionally complete tasks if they are not too hard.	Low Will High Skill Performs well, but infrequently. Doesn't 'walk the walk', may contribute in meetings, but doesn't follow up afterwards.



<p>Guide</p> <ul style="list-style-type: none"> • Coach • Invest in them early • Allow early mistakes • Relax control as progress occurs 	<p>Delegate</p> <ul style="list-style-type: none"> • Set objectives, not methods • Provide freedom • Praise success, don't ignore them • Give tasks to stretch them • Encourage responsibility
<p>Direct</p> <ul style="list-style-type: none"> • Be brief • Give feedback • Supervise closely • Micromanage 	<p>Excite</p> <ul style="list-style-type: none"> • Identify reasons for low will • Big picture, vision • Give feedback • Encourage and motivate



Asset Mapping

Asset Mapping is a useful tool for identifying the strengths, resources and networks your team members bring to your team. It works like this:

Purpose:

Allow managers to understand their team and how best to delegate tasks accordingly.

Resources:

- 4 large pieces of butchers or poster paper
 - Enough post-it notes for each of your team to have 4 each
 - Pens
- Duration of time – 20 minutes

	Instructions	Time allowed
Setting Up	Give each of your team 12 post-it notes each. Tack 4 large pieces of butchers' paper to the wall. Label these pieces of paper according to the following headings: Head, Heart, Hands, Humans.	5 minutes
Head	Ask your team to take 3 pieces of paper and on each write down something that they know a lot about. This could be a language they have learned, what they study at university, knowledge on a particular topic etc. These pieces of paper belong in the Head category.	3 minutes
Heart	On another 3 pieces of paper, instruct your team to write down things that they are passionate about. These belong in the Heart category. Encourage your teams to tack these here.	3 minutes



Hands	Ask your team to write down, on 3 more pieces of paper, things that they can do – skills that they have, experience that they can use. An example of this could be playing guitar, proofreading documents, planning an event, speaking Japanese etc. These should go on the hands poster.	3 minutes
Humans	On the remaining 3 pieces of paper, have your team write down people that they know. Ideally, these would be contacts that your team can use, such as school principals, business owners, well- connected young people etc. These belong on the Humans poster.	3 minutes
Collating information	<p>After the meeting, collate all of this information in whichever format you find easiest. It is usually best to type up the information.</p> <p>Now, you have mapped out the key people your team know, what they are passionate about, what they know and what they can do. As a manager, you can use this information to manage through the Oaktree Way.</p>	