

Charlie Coppola's Point of View on Management

I Value Your Family and Health.

If you have personal or family issues that require your attention, go. Those matters are always the top priority. That said, make sure to communicate with me and your colleagues so we know when we can count on you.

My View on Work / Life Balance

I believe it is 'work + life', not work vs. life. Work / life balance implies that they are competing. Total balance isn't something we can achieve every single day. It's likely not something we can achieve each week, month, or perhaps even each year. But over multiple years, and over your entire lifetime, we all can build work / life balance. Each season of life brings different challenges, opportunities, and priorities. Some seasons, we need to lean into work and grind. Other times, our family, health, and personal goals shift front and center. The scale continuously tips back and forth, and somewhere along the way, it levels off.

Terminology I Use:

- OBC (Objective Based Communication) – A direct and focused approach to all communication. Always use bullet points and keep the main thing the main thing.
- Velocity – Continuous movement on all projects, no black holes.
- Non-Negotiables – Core values specific to me, my company, you, your company, etc.
- Rocks, GRAVEL, Sand – The process of setting big goals, then breaking them into smaller goals and ultimately tiny, executable steps.
- LOCK – Learn, Own, Compress, Kaizen. A framework for learning something new.
- Inbox Zero – Mandatory for all my direct reports.
- Raving Fans – A customer who is so delighted by the customer experience and service that they can't help but passionately spread the word.
- Veggies & Dessert – Understand the top priorities, responsibilities, must-haves of your role vs. the nice-to-haves. We can have as much dessert as we want if we eat our veggies.
- Be a Buffalo – Face challenges directly. Don't avoid issues, go through the storm and get to blue skies faster.

My Toolbox:

- Non-Negotiables – Everything starts with core values.
- Goals – I love setting goals and am extremely goal-oriented in all areas of my life. My goals are non-negotiable. I review my goals, daily, monthly, and annually.
- 30/60/90 – The tasks, objectives, and expectations within the first or next 30, 60, and 90 days for a new employee or anyone within the organization.

- SOPs (Standard Operating Procedures) – It's critical to create and scale processes. Document them, revisit and revise them quarterly or as needed, and follow them.
- Tracking Sheets – I tend to be data-driven. All change starts by telling yourself the truth. Data is the truth, so track everything.
- The 5 Levels of Mastery – How much you grow depends on how deep you go. This framework puts learning into perspective.

A Few Beliefs of Mine:

- When my team wins, I win. I do not need credit; I find victories in our success.
- My job is to enable you to do yours better, faster, easier, and more effectively.
- I am responsible for my own success. You are responsible for your own success.
- I do not work well with people who need to be hand-held. I work best with self-starters. Be resourceful.
- Experiment all the time. It's the only way we get major breakthroughs. Celebrate 'failed' experiments.
- Critique in private, praise and congratulate in public and private.
- I want to have a personal relationship with each person I work closely with.
- Life is too short to work with people who are constantly unpleasant.
- BYOB – Bring your own batteries. Be batteries included! Positive, yes-first, open-minded, and joyful. Don't be an energy vampire.
- I'm going to let you drown but I won't let you die! The best way to learn is to try, work through it, and struggle a bit, before asking for a life jacket. You learn 10X more trying to do something compared to reading, watching, or listening to someone else do it.

Where I Stand On...

Decision-Making

Decision-making is rarely done by one person. Collaboration is critical to a highly functioning team. Everyone's opinion matters, so share it, respectfully. That said, I have a bias towards action. Most decisions are reversible, so make them quickly.

Meetings

Shorter is better. OBC every meeting. If you set up a meeting, you are responsible for finding a time that works for all of us on our calendars, creating and sharing the agenda (OBC), sending the invite out, leading the meeting, and documenting and executing all follow-ups.

Results

I care about results. We are paid to get results and solve problems. I care about achieving our goals and doing what we say we're going to do. If you are client-facing, you need to take full advantage of client hours (M-F: 8-5). If you work with a team, you need to be available and communicative, within reason, during normal hours. You can do your work during a time that works best for you, as long as you hit deadlines, follow through, and do what you say you'll do.

Career Development

Career development is a partnership between you and me / your manager. Let's discuss this regularly (every 90-180 days). Remember – you are responsible for your own success.

Performance Feedback

I subscribe to the management philosophy of *Radical Candor*. Care genuinely, be a human, and want the best for yourself and everyone you work with. Be direct, we don't have time to beat around the bush, but always come from a place of team-first. Our goal is to get it right, make it better, and grow personally and collectively. Performance feedback goes both ways, up the ladder, and down.

Self-Managing Teams

I am constantly trying to build self-managing teams. This comes from hiring great people, who are self-starters. They are batteries-included. They don't need to be motivated or held accountable. They have high expectations for themselves and others.

Books You Should Read

- *The Fantastic Life*, By R. Craig Coppola
 - My father's framework for living a full life
- *The Second in Command*, By Cameron Herold
 - Highlights the relationship between a CEO and a COO
- *Come Up for Air*, By Nick Sonnenberg
 - Full of great tools and frameworks for operations
- *Atomic Habits*, By James Clear
 - Make small changes to your day-to-day that can drastically change your life
- *Tiny Habits*, By B.J. Fogg
 - Another great habit book, similar to Atomic Habits
- *How to Get a Raise*, By Russ Hovendick
 - Easy read full of good info to know, regardless of where you are in your career
- *The Defining Decade*, By Meg Jay
 - Great to read in your 20's
- *Raving Fans*, By Ken Blanchard and Sheldon Bowles
 - Easy read on the importance of client relationships
- *The Way of the Wolf*, By Jordan Belfort
 - Easy read with some fantastic sales theory
- *Red Rising*, By Pierce Brown
 - The only fiction book on this list. My favorite book of all time.

Thanks for reading!

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