

## ***Journey In, Journey Out***

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*Managing people is rather like getting married and like raising children; it creates relationships which demand growth in both character and skill. Also like parenting, people tend to assume that they know how to do it because they have been around it a long time.*

*For the new manager, the risk is a new set of responsibilities upon which your income depends. For the direct reports, the stakes are almost as high. For most people his/her boss is the second most important person (after their spouse) to their quality of life.*

*But the position also offers a tremendous opportunity, and this is the place to focus.*

*Most people make personal growth when the pain (or fear of pain) from not learning becomes too high, and most people grow their professional skills in a haphazard and incidental manner. Though normal, they are not normative. In a small leap from its original application, a paraphrase of Dave Ramsey applies: Normal is broke and miserable.*

*The answer is to be conscious, to be intentional on both a “journey in” and a “journey out.” Closer to normative is the manager who diligently, intentionally, consistently learns new tools and skills to use in management—the “journey out.” Reading a management book is, of course, such a step, and you should recognize the win that it represents.*

*Probably the harder, though, is the “journey in” to one’s heart and motivations and character which forms the foundation and the fountain of the journey out. It deserves the same kind of intentionality as skills development. Human experience, not intellectual abstraction, provides the raw material for this growth.*

*Encountering hardship and facing it standing up and emotionally and intellectually open, this is the root skill. Finding difficulty is finding opportunity.*



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*As you begin this journey, I encourage you to ask yourself, “What do I value?” and “What do I intend?”*