

URL: <https://stvp.stanford.edu/clips/managing-is-trusting-people>

Julie Zhuo is the co-founder of Inspirit, and also the author of *The Making of a Manager*, a field guide for new managers that was named one of Amazon's Best Business and Leadership Books of 2019. A turning point in her career as a manager, she says, was realizing that it wasn't her job to always know the best way to do things. Instead, her job was to coordinate and empower a group of people to solve problems collectively.



## Transcript

- The most surprising insight for me 00:00:04,650 was realizing that as a manager my job wasn't to do all of these things, or all the things that needed to get done in the best way, or even to know how to do all of those things in the best way.. The job was to help a group of people, you know, my team, the team that I was supporting., was to help empower them to be able to solve these problems collectively.. And that's a huge transition, because you know, my instinct as an individual contributor was like, "This is my project." or "I need to figure out what the design is" or "I need to figure out the solution" or "I need to do X, Y, and Z".. And as a manager I had to let go of that and I had to actually trust people.. I had to, you know, change my thinking from, "How do I solve this problem?" to "Who is best equipped to solve this problem, "and what does that person need?" You know, what support structure, what resources, what cadence, whatever it is.. What does that person need to be able to solve that problem? And there's a leap of faith, you know, that goes into that, right? You have to stop the wheel in your head that's trying to problem solve and instead turn it towards people.. Turn it towards process, and turn it towards, you know, how do we align around a common purpose...