

Frances HESSELBEIN Leadership FORUM

LEADERS in Action

Jason Womack interviews JOCELYN MANGAN



Jocelyn Mangan, [Snagajob](#)'s COO, is a proven, forward-thinking executive with nearly two decades of experience building iconic global mobile apps, marketing-leading software products and relevant marketplaces. Prior to Snagajob, Jocelyn was head of product for OpenTable and oversaw the vision, strategy and development of the company's consumer and restaurant products. Recently, Mangan was honored as a member of the 2016 class of Henry Crown Fellows and the Aspen Global Leadership Network at the Aspen Institute. She received her B.A. in English and Communications from Vanderbilt.

Q&A

Jason Womack: Do you have a simple way to think about how leaders get better?

Jocelyn Mangan: Leaders improve by valuing growth over fear. If you're ruled by fear, you'll face challenges in life and work.

Leadership is like yoga — which I practice regularly — there isn't ever a point when you look around and say, "I'm done." I'm always learning. Always. We get better by putting ourselves in a position to learn and grow, and gather the resources to help us get to our next level.

JW: How do you explain the leadership journey?

JM: If you're not a sponge, it's going to be really hard to be a better leader. Listen to everything around you, not just the spoken words. Study trends, find subtleties: how you are influenced, and what you are influenced by. Your title does not make you a leader.

I've learned the most when put in a position to manage a project that I'd never done before. Winning a big contract wasn't the end of the project, it was the beginning. My journeys have begun when I created a vision of where we were going and began to organize the resources to get things done effectively and efficiently.

JW: What will leaders increasingly need to include that up until now they may not have had to study in great detail?

JM: The time to lean in to learning, to seize an opportunity, is when faced with a challenge. Leaders need to stay focused on their mission, the purpose of the organization. Consider the legacy you would like to leave. Envision an end, even though we may not know all the steps necessary to get there. Be ready for change and serendipity - and keep clear goals in mind. Never lose sight of your mission. Don't only focus on the details, trust the process.

Q&A with Jocelyn Mangan

In our interview, Jocelyn Mangan, Chief Operating Officer of Snagajob shares her insight on valuing growth over fear, trusting the process, and considering legacy.

As you read our conversation, ask yourself, "What behavior might I need to change?"

Continued

In addition, leaders today need to consider the beneficial impacts of diversity. Research proves that diversity creates better results for business.

We're still at conversation level, and leaders need to learn how to approach and address differences and work together more productively. More innovation and bigger business growth depends on growing diversity and being more inclusive.

JW: What do you think are the most important questions effective leaders need to ask of themselves?

JM: "What do you want to be when you grow up?" I'm surprised by how many people haven't asked themselves that question. Without knowing the answer to that question, it's going to be hard to create a path.

and

"What behavior do I need to change?" We all have work to do, and we need the training to bridge the gap between what we hold as our vision and how we are going to take action to make things happen.

JW: What are some of your own habits or routines as an effective leader?

JM: I rely on systems and believe in processes. I work from Inbox Zero, and the leadership in our organization supports us. We use messaging apps and meet 1:1 to reduce the number of emails we need to send to one another.

Also, as I shared, I've been practicing yoga for more than 20 years. While I'm there, I think things through, often I find solutions to problems when I'm in that relaxed state.

Finally, sleep is important. I realize that I'm only as good as I am rested. And, that saying "I'll sleep on it"? Yes, I believe in it!

JW: How do you listen - and what do you listen for - so you hear more than what is just being said by those you lead?

JM: Be HUMBLE: Admit what you don't know. Create a space to learn. You're not supposed to know everything. Leaders must value the process of continual development. Continue to grow, step up to challenges and engage.

Any time you're faced with a challenge, there is an opportunity to turn away from fear and move toward growth. Become aware of unconscious biases. Recognize uncomfortable situations, slow down and listen. Observe how to work better together.

JW: How would you define your leadership philosophy in just one sentence?

JM: I think of this question a lot like the legacy you would like to leave. In that sense, I'd say I'm someone who lives with purpose and who hopes to impact others in a way that makes them do the same.

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