
Contents

Acknowledgments xxi

About the Author..... xxiii

Introduction: The Management Puzzle: Solved!1

1 Bringing Clarity to Key Manager Functions.....3

1.1 Attributes of Effective and Ineffective Managers.....3

1.1.1 Effective Managers...3

1.2 Communicating5

1.2.1 Communicate Direction.....5

1.2.2 Communicate Issues6

1.2.3 Communicate Opportunities7

1.3 Listening to Dissenting Voices7

1.4 Assisting Employees to Succeed8

1.5 Form 1.1: Factors That Motivate Employees8

1.6 Getting Employees Involved9

1.7 What Can Managers Do?.....10

1.7.1 Ask for Input on Issues.....10

1.7.2 Have Employees Run Some Meetings.....11

1.7.3 Ask Employees How They Can Have a Bigger
Impact on the Company.....11

1.7.4 Include Employee Contributions in Reports.....12

1.7.5 Collectively Establish Goals.....12

1.8 Form 1.2: Obstacles That Impact Performance13

1.8.1 What Can Be Done to Alleviate These Issues?.....13

1.9 Form 1.3: Delegation Manager Self-Assessment13

1.10 Form 1.4: Task Delegation Actions14

1.11 Encouraging Self-Direction15

1.11.1 A Different Perspective15

1.11.2 Sets Goals and Objectives16

1.11.3	Facilitates Activities	17
1.11.4	Develops and Trains	17
1.11.5	Eliminates Barriers.....	17
1.11.6	Serves as a Coach	17
1.11.7	Evaluates Outcomes.....	17
1.12	Facilitating Meetings.....	18
1.12.1	Prepare and Circulate an Agenda	19
1.12.2	Require Participants to Be Prepared for the Meeting.....	19
1.12.3	Rotate Meeting Facilitation If Possible.....	19
1.12.4	Develop a List of Issues for Proposed Actions	20
1.12.5	Finalize Actions.....	20
1.12.6	Follow-Up.....	20
1.13	Managing Conflict	21
1.13.1	Listen Carefully	23
1.13.2	Avoid Personal Biases	23
1.13.3	Diffuse Anger.....	23
1.13.4	Address Ideas/Behaviors	23
1.13.5	Seek Consensus	24
1.13.6	Monitor	24
1.14	Making Decisions	24
1.15	Form 1.5: Facts Analysis	25
1.16	Delegating.....	26
1.17	Developing Job Descriptions	28
1.18	Form 1.6: Sample Position Description.....	29
1.19	Key Performance Factors	30
1.20	Developing Employee Objectives	31
1.21	How to Develop Objectives.....	33
1.22	Managing/Coaching Performance.....	34
1.23	General Thoughts and Actions for Managers.....	37
1.24	Key Actions Summary	37
2	Leadership: Where Are We Going?	39
2.1	What Leadership Means	39
2.1.1	Communicate Direction.....	39
2.1.2	Manage Change	40
2.1.3	Develop Leadership Skills	40
2.1.4	Manage through Others.....	40
2.2	Transactional and Transformational Leaders.....	40
2.3	Form 2.1: Communicating Direction from Vision to Achievement.....	41

2.4	Communicate Direction	43
2.4.1	What Should Employees Know?	43
2.5	Being an Effective Leader	45
2.6	Developing Objectives Based on Vision, Mission, and Core Values.....	46
2.7	Communicating Objectives Based on Company Issues.....	47
2.7.1	Company Issues	48
2.7.2	Department Issues	48
2.8	Factors That Impact Performance	48
2.9	The Value of Change.....	50
2.10	Motivating Employees to Accept Change	52
2.11	Necessary Leadership Actions.....	53
2.11.1	Acknowledge Contributions	53
2.11.2	Embrace Diversity	53
2.11.3	Display Openness and Trust	54
2.11.4	Focus on Group/Company Interests	54
2.11.5	Be Supportive (Get Out of the “Foxhole”).....	55
2.12	Involving Employees in Developing Change Actions	55
2.12.1	The Issue to Be Addressed (Initially Developed by the Management Group)	55
2.12.2	Initial Planning.....	56
2.12.3	Action Process.....	56
2.12.4	Conclusion.....	57
2.13	Change Actions and Impacts: <i>Strategy Process Format</i>	57
2.14	Develop Leadership Skills.....	58
2.15	Characteristics of Successful Leaders.....	59
2.16	Leading: Being Out-Front.....	60
2.16.1	Challenge the Process.....	60
2.16.2	Inspire a Shared Vision.....	60
2.16.3	Enable Others to Act.....	61
2.16.4	Model the Way	61
2.16.5	Provide Encouragement.....	61
2.17	Preparing for the Future.....	63
2.18	Manage through Others	64
2.19	Form 2.2: Manager Rating Scale	65
2.20	Coaching Subordinates.....	66
2.21	A “Coaching” Action Plan	67
2.21.1	Determine General Areas of Need and Issues That Need to Be Discussed	67

2.21.2	Select One or Two to Focus On for a Defined Period.....	67
2.21.3	Determine Resources That May Be or Should Be Available	67
2.21.4	Determine Outcome Expectations	68
2.21.5	Determine Review Intervals	68
2.22	Self-Directed Work Teams.....	68
2.22.1	The Role of Leaders.....	68
2.22.2	What to Do	68
2.23	Key Actions Summary.....	70
3	Applicant Interview Matching System (AIMS): Hitting the Hiring Target.....	71
3.1	The High Cost of Turnover.....	71
3.2	Obstacles to Making the Best Hiring Decisions.....	72
3.3	The Interview Process.....	73
3.4	Interview Sequence/Transitions.....	74
3.4.1	Opening (3–5 Minutes).....	74
3.4.2	Biographical (20–30 Minutes).....	74
3.4.3	Profile Factors (15–20 Minutes).....	75
3.4.4	Provide Information (5–7 Minutes)	76
3.4.5	Questions (5–7 Minutes).....	76
3.4.6	Close (2–3 Minutes)	76
3.5	Interview Biases	77
3.6	Negative Interviewer Behavior.....	79
3.7	Effective Interviewing	79
3.7.1	Be Prepared	80
3.7.2	Encourage Information Flow.....	80
3.7.3	Evaluate the Candidate after (Not during) the Interview	81
3.7.4	Evaluate the Interview Immediately After	81
3.8	Legal Issues in Employee Selection Interviewing	82
3.8.1	Pitfalls in Interviewing.....	82
3.8.2	Volunteered Information.....	82
3.8.3	Taking Notes	83
3.9	Lawful and Unlawful Inquiry	83
3.10	Narrative Report Format.....	88
3.10.1	Can the Candidate Do the Job?.....	88
3.10.2	Will the Candidate Do the Job?.....	88
3.10.3	Does the Candidate Fit the Company?.....	88
3.11	Objective Profile Factors	88

3.12	Maturity.....	90
3.13	Task Focus.....	90
3.14	Self-Confidence.....	91
3.15	Dependable.....	92
3.16	Cooperative Achievement.....	93
3.17	Adaptability.....	94
3.18	Communication Skills.....	95
3.19	Resourceful.....	97
3.20	Form 3.1: Candidate Profile Factor Evaluation Form.....	98
3.21	Form 3.2: Candidate Summary Assessment Form.....	100
3.21.1	Can the Candidate Do the Job?.....	100
3.21.2	Will the Candidate Do the Job?.....	100
3.21.3	Does the Candidate Fit the Company?.....	101
3.21.4	Hiring Recommendation/Decision.....	101
3.22	Form 3.3: Do's and Don'ts of Interviewing.....	101
3.22.1	Opening the Interview.....	101
3.22.2	Gathering Information.....	102
3.22.3	Sharing Information.....	103
3.22.4	Candidate's Questions.....	103
3.22.5	Ending the Interview.....	103
3.22.6	Result.....	104
3.23	Key Actions Summary.....	104
4	Performance Can Be Managed.....	106
4.1	Why a Performance Management System?.....	106
4.2	Required Information for Performance Management.....	107
4.3	Vision/Mission/Core Values.....	108
4.3.1	Vision.....	108
4.3.2	Mission.....	109
4.3.3	Core Values.....	109
4.4	Job Descriptions.....	109
4.4.1	Key Skills, Abilities, and Knowledge Required to Perform Job.....	109
4.4.2	Key Tasks, Duties, and Responsibilities.....	110
4.4.3	Personal Attributes to Perform in This Position.....	110
4.4.4	Internal and External Impacts.....	110
4.5	Determining Critical Skills.....	111
4.6	General Critical Skills for Most Jobs.....	111
4.6.1	Problem Solving, Decision-Making, and Performance Improvement Ability.....	111

4.6.2	Technical and Professional Ability	111
4.6.3	Communicative Ability	112
4.6.4	Interpersonal Ability	112
4.6.5	Administrative Ability	112
4.6.6	Developmental and Motivational Ability.....	112
4.6.7	Leadership Ability	112
4.7	Performance Objectives	113
4.8	The Purpose and Format of Objectives.....	114
4.9	Obstacles to Accomplishing Objectives.....	115
4.10	Potential Obstacles	115
4.10.1	Training Needs.....	115
4.10.2	Time Constraints	116
4.10.3	Other Employees	116
4.10.4	Conflicting Objectives.....	116
4.11	Evaluation	117
4.11.1	Purposes of Evaluation.....	117
4.11.2	General Measurement Parameters.....	117
4.11.3	Potential Evaluators.....	118
4.12	Performance Evaluation Process.....	119
4.13	Truisms about People and Performance.....	119
4.14	What a Performance Management System Should Do	120
4.15	Sequencing the Performance Evaluation Process.....	121
4.15.1	Prior to the Meeting to Develop Objectives and Performance Measures.....	121
4.15.2	Performance Meeting.....	122
4.15.3	After the Meeting	122
4.15.4	Performance Update Meetings	122
4.15.5	Monitoring Performance and Coaching	123
4.15.6	Year-End Evaluation of Performance	123
4.16	Common Mistakes Made during Performance Appraisals.....	124
4.16.1	The Halo Effect.....	124
4.16.2	Not Knowing the Employee	124
4.16.3	Lack of Interest	124
4.16.4	Recency Effect.....	125
4.16.5	Compatibility	125
4.16.6	Effect of Past Record.....	125
4.16.7	Confusing Potential with Actual Performance.....	125
4.17	Guidelines for Giving Corrective Feedback.....	125
4.18	Employee Career Planning: The Manager's Role	127
4.18.1	This Discussion Should Focus On	128

4.18.2	To Create the Best Environment to Implement a Career Development Plan.....	128
4.19	The Forms.....	129
4.20	Form 4.1: Employee Self-Appraisal Summary (Form One)	129
4.21	Performance/Development Objectives (Form Two).....	130
4.21.1	Performance Planning	130
4.21.2	Personal Development/Training.....	131
4.22	Form 4.2: Performance/Development Objectives (Form Two)	131
4.22.1	Performance Planning	131
4.22.2	Personal Development/Training.....	132
4.23	Form 4.3: Performance Assessment (Form Three)	132
4.23.1	Review of Performance Objectives (Year Two and Beyond).....	133
4.23.2	Review of Performance for Responsibilities (Year Two and Beyond)	133
4.23.3	Composite Rating and Comments (Year Two and Beyond).....	133
4.24	Form 4.4: Performance Assessment (Forms Three, Four, and Five).....	133
4.24.1	Evaluation Key	134
4.25	Review of Specific Performance Objectives (Form Three)	135
4.26	Review of Performance for General Responsibilities (Form Four).....	136
4.27	Review of Personal Development/Training (Form Five).....	137
4.28	Composite Ratings and Comments.....	138
4.28.1	Standard/Expectation Total Points	138
4.28.2	Employees Total Points.....	138
4.29	Form 4.5: Career Action Plan (Form Six).....	139
4.30	Career Action Plan (Form Six)	139
4.30.1	Complete Forms.....	140
4.30.2	Formal Evaluation Meeting.....	141
4.30.3	During the Year	141
4.30.4	Periodic Review Meetings.....	141
4.30.5	Prior to Year-End Formal Evaluation Meeting	141
4.31	Key Actions Summary.....	142
5	Change Management, Teams, and Organization Achievement.....	144
5.1	Resistance to Change.....	144
5.2	Why Change?	145

5.3	The Impact of Change	146
5.3.1	Gains from Change.....	147
5.3.2	Possible Losses.....	149
5.4	Important Behaviors for Change to Successfully Occur	152
5.4.1	Adapting to Differences.....	153
5.4.2	Understanding Contributions.....	153
5.4.3	Knowledge of Strengths/Weaknesses	153
5.4.4	Dealing with Diversity	153
5.4.5	Focus on Achievement	154
5.4.6	Openness and Trust.....	154
5.4.7	Primary Focus on Organization Interests	155
5.4.8	No "Foxhole" Functioning.....	155
5.4.9	Change Management, Personal Development, and Organization Needs	155
5.5	Functioning as a Team Overview.....	157
5.6	Goals and Values.....	158
5.7	Form 5.1: Keeping Employees Informed	160
5.8	Team Building Exercise Individual Effectiveness.....	160
5.9	Facts about People and Work	161
5.9.1	Each Individual Expends Energy to Satisfy Personal Needs and Achieve Personal Goals	161
5.9.2	The Environment Influences Behavior	162
5.9.3	An Individual Tends to Fulfill Others' Expectations	162
5.9.4	Relationships Are Based on Expectations, Reciprocity, and Predictability	162
5.9.5	Relationships Grow by Contact: Ongoing, Regular, Two-Way Communication	162
5.9.6	Lack of Performance Is Not Usually Caused by Lack of Competence to Do the Job	162
5.10	Components of Effective Teams	163
5.10.1	The Best Teams Have	163
5.11	Productive Teams	164
5.11.1	Understand Goals	164
5.11.2	Are Committed to Them	165
5.11.3	Communication Is Spontaneous.....	165
5.11.4	Trust One Another.....	165
5.11.5	Diverse Opinions Are Encouraged.....	165
5.11.6	Accept Risks/Mistakes for All.....	165
5.11.7	Change-Oriented.....	166

5.11.8	Willingness to Function as Equals	166
5.11.9	Subordinate Function to Organization	166
5.11.10	How Can This Team Function Better?	167
5.12	Open Communication	167
5.12.1	Introduction	167
5.12.2	Dealing with Differences of Opinion	168
5.13	Making an Impact on Issues	170
5.13.1	Solvable by the Group	170
5.13.2	Can Be Influenced by the Group	171
5.13.3	Outside of Group Influence	171
5.14	Dealing with Conflict and Agreement	171
5.14.1	Dealing with Conflict	171
5.14.2	Dealing with Agreement	172
5.15	Group Participation Technique	174
5.15.1	Present Issue for Discussion	174
5.15.2	Have All Participants List Their Thoughts in Written Form Prior to Discussion	174
5.15.3	Organize Small Groups If Necessary (4 to 6 in Each)	174
5.15.4	Decision on Actions to Take	175
5.15.5	Outcomes	175
5.15.6	Value of Group Participation Technique	177
5.16	Change Actions and Impacts	177
5.17	Change Management and Personal Growth	178
5.17.1	Develop New Skills to Meet Changing Requirements	178
5.17.2	Participate in Cross-Functional Training	178
5.17.3	Balance Your Personal Needs to the Needs of Your Department and the Organization	178
5.17.4	Solicit Input and Ideas from All Levels of the Organization	179
5.17.5	Take Responsibility for Your Career Direction	179
5.18	Key Actions Summary	179

6 Communication Is Critical to Organizational Performance.....180

6.1	Form 6.1: Communication Analysis	180
6.1.1	Communication and Feedback Concerns	180
6.2	Form 6.2: Targeting Communication Issues	182
6.3	Form 6.3: Others' Perspectives of Your Style	182
6.4	Form 6.4: Listening	183
6.4.1	Listening Skills Questionnaire	183

6.5	Form 6.5: Keys to Effective Listening.....	184
6.5.1	Empathize with the Speaker	185
6.5.2	Attending Skills	185
6.5.3	Take the Time Necessary	185
6.6	Form 6.6: Barriers to Effective Listening	186
6.6.1	Judging Responses	186
6.6.2	Avoiding Responses	187
6.6.3	Advising Responses	187
6.7	Form 6.7: Reducing Communication Gaps	188
6.7.1	Communication Feedback	189
6.7.2	Giving Feedback	190
6.7.3	Receiving Feedback	192
6.7.4	Managing Conflict.....	194
6.8	Form 6.8: Problem Solving/Conflict Resolution Process.....	195
6.9	Form 6.9: Verbal Communication	196
6.9.1	Closing Off Communication.....	196
6.10	Form 6.10: Interpersonal Skills	197
6.11	Form 6.11: Communication Management	198
6.11.1	Communication Actions.....	199
6.11.2	Open Communication Guidelines.....	200
6.12	Form 6.12: Assessing Communication with Others Forms	200
6.13	Form 6.13: Individual Communication	202
6.13.1	Meeting Form (One Way)	202
6.13.2	Meeting Form (Two Way)	202
6.14	Form 6.14: Initial Action Summary	204
6.14.1	Communication/Interaction Action Plan.....	204
6.14.2	Enhancing Verbal Communication.....	205
6.15	Form 6.15: Written Communication	206
6.15.1	Identify Your Concerns about Writing: Lengthen Form as Needed	206
6.16	Form 6.16: Voicemail/Email/Text Messages/Other Social Media	209
6.16.1	Your Concerns about Use of Voicemail, Text Messages, and Email.....	209
6.16.2	Voicemail.....	209
6.16.3	Email	210
6.16.4	Text/Other Social Media	211
6.16.5	Note.....	211
6.17	Form 6.17: Personal Action Form	211
6.18	Key Actions Summary	212

7	You Can Have Meaningful Meetings.....	213
7.1	Why Meet?	213
7.1.1	Evaluate Options for a Meeting.....	214
7.2	Principal Reasons for Meetings.....	214
7.3	Communicating Information.....	214
7.4	Gather Information.....	215
7.5	Gain Support	216
7.6	Brainstorm	217
7.7	Multi-Purpose Meetings.....	217
7.8	Effective Meetings.....	218
7.8.1	Key Points for Productive Meetings	218
7.9	Planning for the Meeting.....	219
7.10	Form 7.1: Meeting Announcement.....	220
7.11	Meeting Facilitation	220
7.12	Facilitator Behavior/Actions.....	222
7.13	Meeting Participation.....	223
7.14	Meeting Behavior	224
7.15	Dealing with Difficult People	224
7.16	Managing Agreement	225
7.17	Post Meeting Follow-Up.....	226
7.18	Key Actions Summary.....	227
Index		229