

# Contents

## CHAPTER ONE

<b>What is management?</b>	<b>2</b>
You are a manager! Welcome to the world of people management	2
Projecting versus attracting strategies	5
So what is management really all about?	9
The classic functions of management	10
But things are changing	13
Managing in the knowledge era	14
Adapting the process of managing to the knowledge era	16
Two classic approaches to managing and leading in today's organization	19
Task, team and individual model	22
The situational approach	24
Leadership: the most valuable attributes of a leader	25
Will managers become extinct?	31
Characteristics of the knowledge era and the worst of the old world managers	33

## CHAPTER TWO

<b>Mastering yourself</b>	<b>38</b>
Getting in shape for the future	38
Insecurity as a daily phenomenon	39
Action plan	40
Developing a personal brand plan – what is your brand value worth?	41
Drawing a life line chart	44
Conducting a personal SWOT analysis	46

The seven essential questions in your personal brand plan	48
Getting support for your personal brand plan (PBP)	48
Eight key activities to assist you in developing your asset base	51
Action points	52
Getting balanced – how to take control and manage yourself and your true value	56
Assess your management skills	58
Identify areas for development at work	64

### CHAPTER THREE

#### **Mastering performance management 68**

Managing performance	68
Influencing people	75
Some basic influencing styles – their strengths and downsides	77
Classic influencing styles in detail	78
Effective delegation	85

### CHAPTER FOUR

#### **Mastering face-to-face communications 90**

How to really listen	91
Six fundamental questions to ask yourself to improve your communications style	92
Listening and communicating to others – some basic rules	95
Applying classic questioning techniques	100
Action point	101
Understanding the impact of non-verbal communications	103
Action point	104

### CHAPTER FIVE

#### **Mastering role reviews and coaching techniques 108**

Appraising your people	108
Action points	112

Conducting a role review and performance management meeting	113
A quick summary guide to running successful role reviews	118

## CHAPTER SIX

<b>Mastering poor performers</b>	<b>122</b>
How to deal with poor performers	122
Managing poor performers – a quick route map	123
Agreeing performance targets	124
How to give negative feedback successfully	126
Receiving feedback	129
The ten golden rules of feedback	129

## CHAPTER SEVEN

<b>Mastering team management</b>	<b>134</b>
An introduction to team performance	134
Team development	136
How to start up a team building process	142
A strategy for day-to-day teamworking	144
Team working – processes	148
Recognizing why teams fail	150
Understanding your team roles	151
1. The company worker/implementor	152
2. The chair/co-ordinator	153
3. The shaper	154
4. The plant	156
5. The resource investigator	157
6. The monitor evaluator	158
7. The team worker	159
8. The completer finisher	160
Belbin team types summary	161

## CHAPTER EIGHT

### **Mastering time management 166**

Managing time	166
Action point	167
Managing your time effectively	167
Tackling ‘time robbers’	168
Understanding your motivation	171
Planning and organizing your time	173
Minimize the effects of interruptions	174
Managing crises	175
Ensuring that efficient time management is maintained	176

## CHAPTER NINE

### **Mastering meetings 180**

An introduction to managing meetings	180
Techniques for managing meetings	180

## CHAPTER TEN

### **Mastering the skills of assertion 188**

The difference between passive, assertive and aggressive behaviour	188
Behaving assertively	191
A quick guide to developing assertiveness skills	195
Dealing with unjust criticism	199
Eight essential tips in behaving assertively	202
Neutralizing anger	204

## CHAPTER ELEVEN

### Summary checklists

208

Are you a leader or a ****	208
Absolute don'ts for real leaders	211
Listening	213
Feedback	214
Delegation	214
A simple guide to managing performance	215
A short guide to making better use of your time	217
Managing people – a simple guide to assessing people	218
High performance team checklist	218
The key rules of assertiveness	220
Listening skills checklist	220