

## THE 8 ESSENTIAL SKILLS

The job of first-line supervisor and middle-manager (the first and second rungs on the ladder of organizational management) are the most difficult and challenging positions in any organization. These positions are frequently the most overlooked when it comes to recognition, often receive too little information about most aspects of the organization's strategy, and yet are relied upon to manage the employees who must implement that strategy on a day-to-day basis.

The purpose of this book is to lay out practical advice for those who hold these positions as well as those who manage front-line supervisors and managers. This book focuses upon the following:

### **The Job of the Manager**

- Multiple Roles – The Many Hats You Wear
- What Managers *Really* Do
- Why Managers Fail
- Great Expectations
- The First Step on the Ladder

### **Skill 1 – Managing Yourself**

- Your Personality Preferences
- Your Remarkable Brain
- Your Innate Talents
- A Cluttered Mind
- Choices, Choices, Choices
- Managing Your Focus

### **Skill 2 – Communicating for Results**

- The Basics of Interpersonal Communication
- The Importance of Communication
- Verbal Communication
- Non-Verbal Communication
- Written Communication
- E-mail, Text Messaging, etc.
- Listening
- Making Meetings More Effective

### **Skill 3 – Building Successful Relationships**

- The Benefits of Healthy Relationships
- The Components of Healthy Relationships
- Managing Your Boss
- Creating a Great Working Environment
- Improving Relationships – Tips and Suggestions

### **Skill 4 – Managing Others**

- Creating the Climate for Outstanding Performance
- Improving Individual Performance

- The Self-Fulfilling Prophecy
- Managing Your Team's Performance
- Feedback, Evaluation, and Performance Improvement

#### **Skill 5 – Managing Change**

- Understanding the Dynamics of Change
- Creating Successful Change
- Large & Small-Scale Change

#### **Skill 6 – Solving Problems & Making Decisions**

- What's the Problem with Problems?
- Solving Real Problems, Every Day
- The Importance of Creativity
- Implementation – Making Your Decision Work!

#### **Skill 7 – Leading & Empowering**

- Leaders – What Do They Do?
- Leadership Traits, Skills, & Styles
- Nurturing Leadership Potential
- Empowering Your Employees

#### **Skill 8 – Growing Yourself**

- Creating & Using a Personal Action Plan
- Setting Developmental Goals

#### **Summary/Conclusion**

- Putting It All Together

**Appendix:** Assessments, Exercises, Resources, Tools  
Organizational Trends for this New Millennium

**Notes**