



Manager Management

GLOBAL COURSEWARE

Getting Started

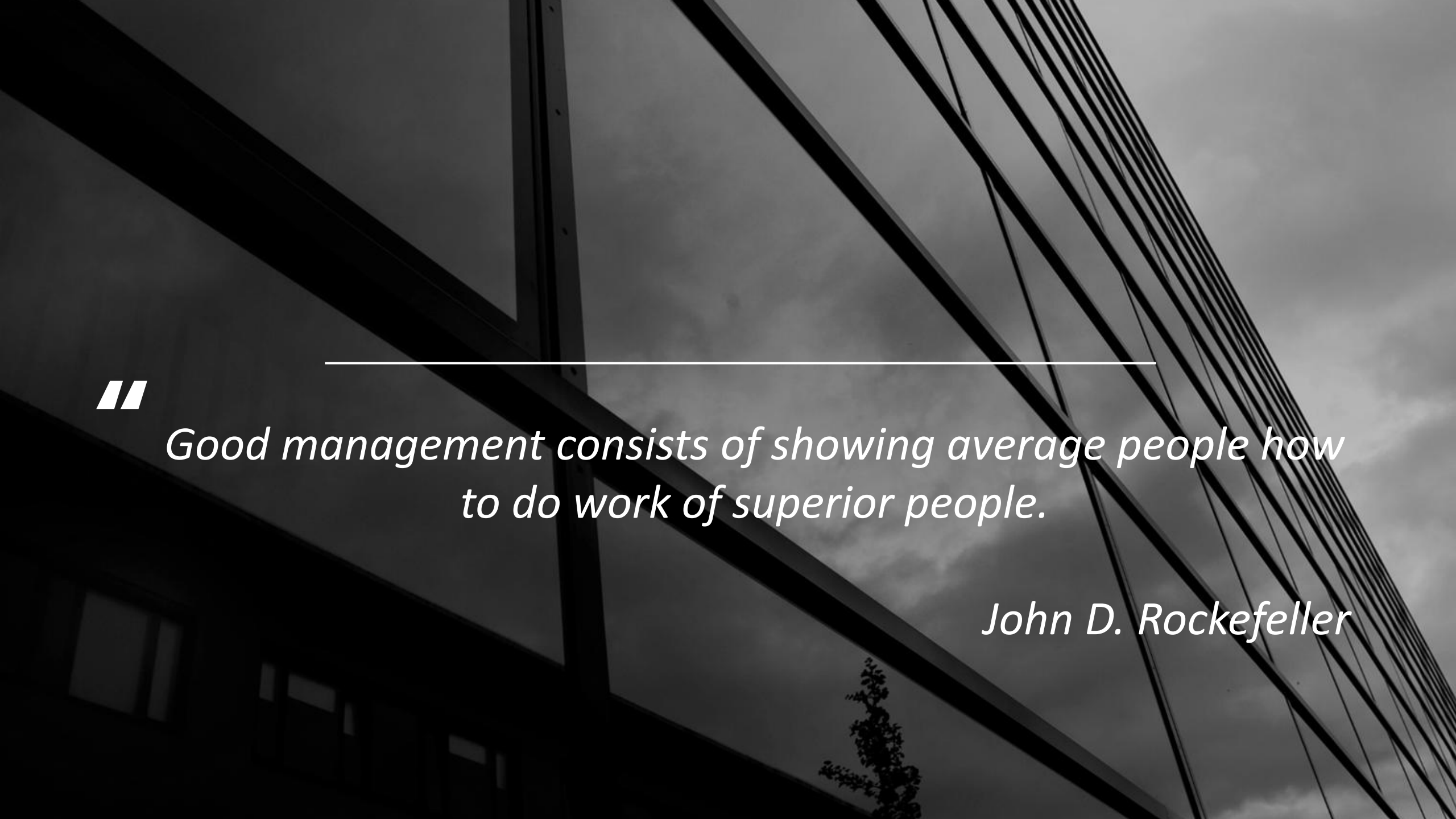
The idea behind good management is making your employees more efficient and productive, while finding the best way to do it.

When preparing to manage one, or a group of managers, you are preparing them to be able to manage their own employees.

Workshop Objectives



- Welcome and orientate new managers
- Learn ways to successfully coach and mentor
- Learn ways to measure and evaluate performance
- How to handle complications
- Communicate between employees and their managers



//

Good management consists of showing average people how to do work of superior people.

John D. Rockefeller

MODULE TWO

Grooming a New Manager

Bringing in a new member to the management team is never easy.

But with a little patience and open communication, you can groom your new manager for success in their position.



Set Specific Goals

- Become familiar with the office area
- Find ways to improve productivity/reduce errors
- Improve manager skills and duties

Authority (What They Can and Can't Do)

One of the hardest responsibilities a new manager has is asserting their authority to their employees.





Create a Shared Vision

- Give specific feedback and visions you want to see.
- Focus on goals and progress the employee can reasonably achieve.

The More They Learn, the More Responsibility They Get

- Start the employee with a fair amount of duties/projects.
- Gauge when to add new or additional tasks.



Practical Illustration



- Set Specific Goals
- Authority (What They Can and Can't Do)
- Create a Shared Vision
- The More They Learn, the More Responsibility They Get

Module Two: Review Questions

1. What is a benefit of setting new manager goals from the beginning?

A. Allows the manager something to work toward

B. It tells the supervisor how serious they are

C. They can come back and change them later

D. It looks good on their evaluation

Module Two: Review Questions

2. When setting goals, it is important to be _____ about what is wanted or needed.

A. Humorous

B. Vague

C. Specific

D. Serious

Module Two: Review Questions

3. What is one benefit of establishing a new manager's authority upon hire?

A. They can argue their points now rather than later

B. They know who to answer to if they have any problems

C. They will know what they are supposed to do

D. They are aware of what they can or cannot do from the beginning

Module Two: Review Questions

4. What is one way to outline a new manager's authority in the workplace?

A. Tell them to consult the manager's handbook

B. Create an outline or chart

C. Send an email with details

D. Discuss verbally in a brief meeting

Module Two: Review Questions

5. When creating a shared vision plan, the main focus should be on what?

A. Timing

B. The manager's new team

C. Goals and future progress

D. Previous mistakes

Module Two: Review Questions

6. One of the final steps of the vision plan is what?

A. Schedule periodic follow ups

B. Tell the manager what is expected of them

C. The manager explains what he wants to achieve

D. Both parties get to introduce themselves

Module Two: Review Questions

7. What is one way to measure if a manager is ready for more responsibility?

A. Ask them if they are ready for something new

B. Let them have it and see how they do

C. Monitor their progress over a period of time

D. Ask their employees how they are doing

Module Two: Review Questions

8. The more a manager succeeds, the more _____ they will get.

A. Trouble

B. Friendly

C. Bored

D. Responsibilities

Module Two: Review Questions

9. Which of the following should the new manager focus on?

A. Get to know the employees

B. Reduce errors

C. Become familiar with the workplace

D. All of the above

Module Two: Review Questions

10. One of the hardest responsibilities a new manager has is asserting their authority to _____.

A. Their manager

B. Their employees

C. A and B

D. Neither A nor B



//

The conventional definition of management is getting work done through people, but real management is developing people through work.

Agha Hasan Abedi

MODULE THREE

Coaching and Mentoring (I)

There are many tools available to help coach and mentor any new employee, including performance reviews, feedback, and open communication.

Writing Performance Reviews



- 1 Make the reviews a priority
- 2 Hold personal, one-on-one meetings
- 3 Offer tips for improvement

Provide Clear and Timely Feedback

- Prepare and outline what you want to say or address
- Decide if feedback should be given formally or informally





Praise in Public, Criticize in Private

If you have some sort of criticism to deliver, ensure that it is done in private and not in front of other employees.

Make Sure Your Door is Always Open

- Always be approachable – avoid becoming too distant
- If you are busy, schedule a follow-up as soon as possible



Practical Illustration



- Writing Performance Reviews
- Provide Clear and Timely Feedback
- Praise in Public, Criticize in Private
- Make Sure Your Door is Always Open

Module Three: Review Questions

1. Why is it important to make performance reviews a priority?

A. Over time, the included feedback can lose its effect

B. The manager has other things to worry about

C. Because they have to be included in HR reports

D. It gets it out of the way faster

Module Three: Review Questions

2. What is the best method for delivering a performance review?

A. Over a conference call

B. Private, one-on-one meetings

C. On a written form in the employee's mailbox

D. Group employee meetings

Module Three: Review Questions

3. What is one benefit of delivering timely feedback?

A. It makes one less thing the supervisor has to do

B. The manager can be disciplined properly

C. It can be recorded in office records

D. The manager receives helpful information regarding performance

Module Three: Review Questions

4. What are the two main categories of feedback used?

A. Positive and impartial

B. Neutral and periodic

C. Positive and negative

D. Negative and neutral

Module Three: Review Questions

5. Why is it important to praise employees in public?

A. The employee has a chance to make a speech

B. It can be a positive influence and encouragement to others

C. It subtly tells other employees to be jealous of the employee

D. The employee doesn't have a chance to hide

Module Three: Review Questions

6. Why is it important to deliver criticism in private?

A. The employee may get angry and lash out

B. It subtly lets other employees know that someone is in trouble

C. The employee is able to cry in a private place

D. Criticizing in private saves the employee from feeling embarrassed

Module Three: Review Questions

7. How does having an open door benefit the employee?

A. The employee feels comfortable to approach you for help

B. It allows them to make more complaints

C. The employee can go to multiple managers if they don't get the answer they want

D. It allows employees to request more time off

Module Three: Review Questions

8. Which is not a tip for a successful open-door policy?

A. Make sure all employees are aware of it

B. Only schedule time 1 month in advance

C. If you are busy, schedule a follow-up as soon as possible

D. Always be approachable – avoid becoming too distant

Module Three: Review Questions

9. Give praise where it is due, and _____ where it is needed.

A. Direction

B. Space

C. Discipline

D. None of the above

Module Three: Review Questions

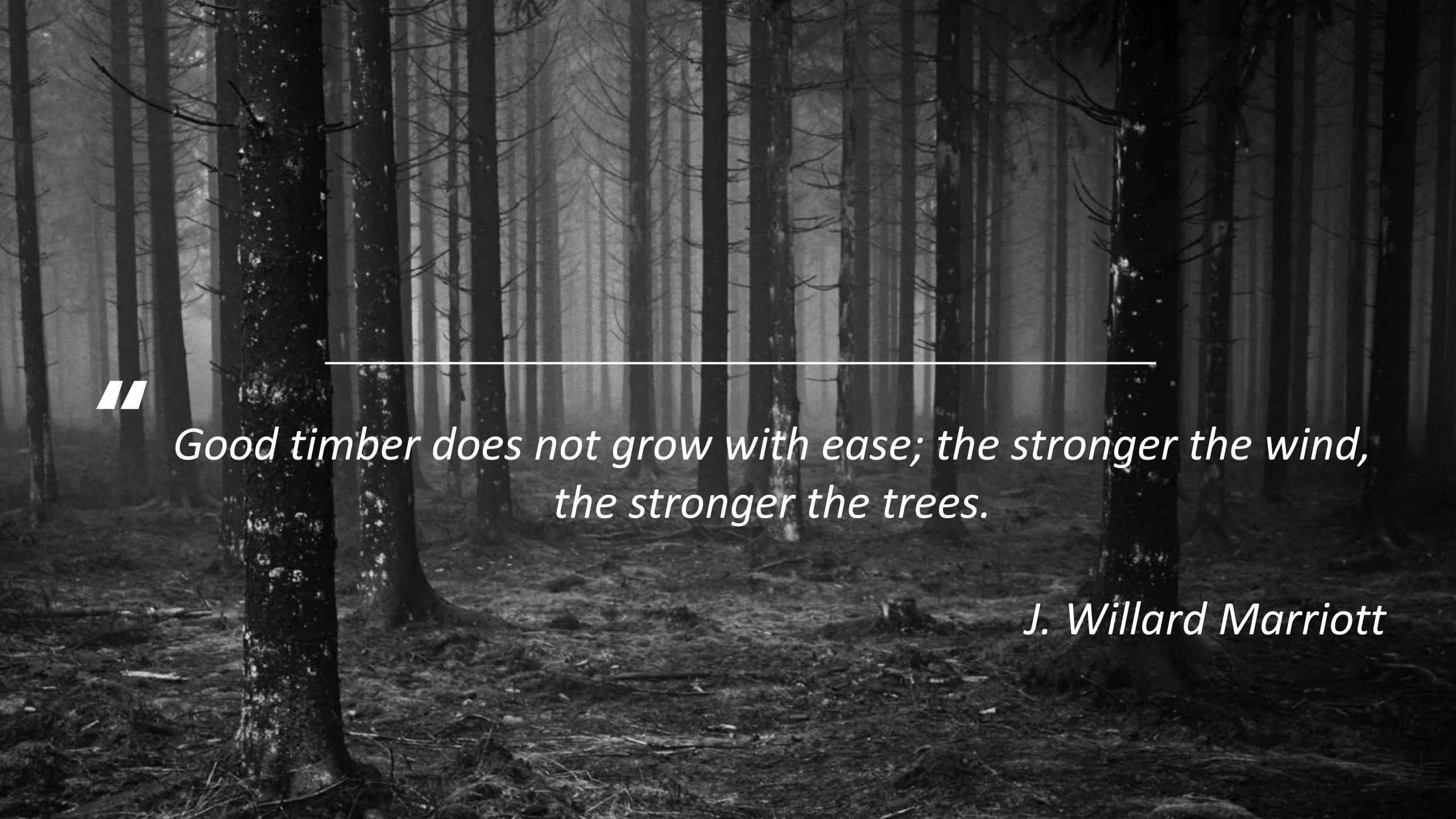
10. How are a coach and mentor alike?

A. They offer advice to the new manger

B. They are both available to the new manager

C. A and B

D. Neither A nor B



//

*Good timber does not grow with ease; the stronger the wind,
the stronger the trees.*

J. Willard Marriott

MODULE FOUR

Coaching and Mentoring (II)

Although your manager has branched out on their own, you still play an important role in their professional development.



Offer Advice, Not the Solution

*“Give a man a fish and you feed him for a day.
Teach a man to fish and you feed him for a
lifetime.”*

Create a Supportive Environment

- Allows you to deliver news or criticism to employees without frightening them.
- Employees feel more at ease hearing constructive criticism.





Build Ownership

Listen to their
input and ideas

Offer
advancement
opportunities

Keep all
employees
informed and 'in
the loop'

360 Degree Feedback

- Must be anonymous and confidential
- Include a rating scale, comment boxes or a combination of both



Practical Illustration



- Offer Advice, Not the Solution
- Create a Supportive Environment
- Build Ownership
- 360 Degree Feedback

Module Four: Review Questions

1. What skill set is improved when a manager is not given the answer right away?

A. Critical thinking skills

B. Bribery

C. Their delta-shift

D. Persuasion speaking

Module Four: Review Questions

2. When approached with a problem, a person's first reaction is to what?

A. Turn the other person away

B. Do all the work yourself

C. Criticize the employee for making a mistake

D. Offer an immediate solution

Module Four: Review Questions

3. What is a benefit of having a support environment for your employees?

A. They take less vacation time

B. It makes everyone get along in the workplace

C. It boosts confidence in themselves and their management

D. They do not call in sick as much

Module Four: Review Questions

4. What is one way of creating a supportive environment?

A. Placing a suggestion box outside of the manager's office

B. Taking time to listen to the employee's opinions

C. Buy everyone lunch on Fridays

D. Offering pay raises to certain employees

Module Four: Review Questions

5. What is one way of helping an employee build ownership?

A. Taking an employee survey after a new product arrives

B. Consulting with a board of members

C. Putting their names in the company newsletter

D. Listen to the employees' ideas and input

Module Four: Review Questions

6. What is the benefit of having employees build ownership in their work?

A. The employee feels committed to work and works harder

B. They can take part in its liability

C. They pitch in to buy office supplies

D. They take less vacation time

Module Four: Review Questions

7. An important aspect of 360-degree feedback is that it is _____.

A. Open ended

B. Confidential

C. Public

D. Biased

Module Four: Review Questions

8. One benefit the manager receives from 360-degree feedback is what?

A. It lets them know who made a complaint

B. Gives unbiased feedback for improvement

C. It lets them speak in a group setting

D. They get to give feedback in return

Module Four: Review Questions

9. Although your new manager is on their own, why are you still an integral part of their career?

A. To ensure they get the job done right

B. To meet for daily chats

C. To offer constructive criticism

D. To offer solutions to their problems

Module Four: Review Questions

10. The key to effective 360-degree feedback is:

A. It is confidential

B. It must be anonymous

C. Use the information to set goals
of improvement

D. All of the above



//

Everything depends on execution; having just a vision is no solution.

Stephen Sondheim

MODULE FIVE

Measuring Performance

Performance measurement is an ongoing tool that supervisors and managers use on a timely basis, whether it is random or annual.



Staying Within Their Budget

Besides ensuring that projects are completed in a timely manner, the manager must also be sure to adhere to the company budget.

Setting Measurable Objectives

- Set goals first
- Decide on desired outcomes from goals
- Be specific and use details



Skip Level Feedback

- Usually done orally in a private meeting
- Open ended questions allow the employee to make comments and suggestions
- Once feedback is received, a plan for change/improvements can be made



Collaborate on Criteria to be Evaluated

A supervisor normally has a written evaluation plan with pre-motioned ideas of what areas they plan to monitor and assess.



Practical Illustration



- Staying Within Their Budget
- Setting Measurable Objectives
- Skip Level Feedback
- Collaborate on Criteria to be Evaluated

Module Five: Review Questions

1. Why is it important to stay within a company budget?

A. It takes away from CEO bonuses

B. Expenses are allotted on a strict basis

C. It can improve money management skills

D. Managers must do so to pass their evaluation

Module Five: Review Questions

2. What is one tool managers can use to help stay within their budget?

A. Keeping receipts in a shoe box

B. Planning and comparison are great ways to help stay within a set limit

C. Asking another employee to track their spending

D. Make a mental note of what they will spend

Module Five: Review Questions

3. How do objectives differ from goals?

A. They are more specific

B. They take longer to accomplish

C. Only managers can set them

D. They are more vague

Module Five: Review Questions

4. Who can set measurable objectives?

A. The supervisor

B. The manager

C. The supervisor and the manager

D. The employees

Module Five: Review Questions

5. Skip level feedback is usually performed _____.

A. In person

B. Anonymously

C. In a group

D. With written forms

Module Five: Review Questions

6. What is the benefit of skip level feedback?

A. It allows an employee to give comments directly to management

B. It gives the new manager a chance to argue with the employee

C. It is done anonymously

D. It is done in a group setting

Module Five: Review Questions

7. What is the benefit of collaborating on evaluation criteria?

A. The new manager knows what they don't have to do

B. It gives the new manager a chance to argue about it

C. The new manager knows what is expected of them

D. It's just a formality

Module Five: Review Questions

8. What is one type of criteria that can be included on a collaborated criteria evaluation?

A. A manager's expected work statistics

B. Lunch and break times

C. When an employee will have surprise evaluations

D. A map of the company building

Module Five: Review Questions

9. When is performance measurement usually administered?

A. Randomly

B. Annually

C. A and B

D. Neither A nor B

Module Five: Review Questions

10. Besides ensuring that projects are completed in a timely manner, the manager must also _____.

A. Dress well at work

B. Arrive to work on time every day

C. Stay within the budget

D. Not miss a day of work



//

Really great people make you feel that you, too, can become great.

Mark Twain

MODULE SIX

Motivating Managers

It's been proven that a company with employees who feel motivated and inspired will perform better and take pride in their work.



Provide the Needed Resources

Emotional support

Coworker and other management support teams

Additional training times and materials

Bonuses and Incentives

- Determine the bonuses or incentives you want to accomplish
- Develop clear performance goals





Give Credit for Good Work

- Recognize all forms of good work, large or small
- Give credit right away – over time it can lose its effect
- Be sincere and avoid sounding “cheesy”

Keep Them Challenged

While they may not physically leave the company, their desire, and job pride may have already left.



Practical Illustration



- Provide the Needed Resources
- Bonuses and Incentives
- Give Credit for Good Work
- Keep Them Challenged

Module Six: Review Questions

1. An employee is not able to feel confident about their work without what?

A. A partner coworker

B. Inkjet printers

C. Coffee

D. Support and resources

Module Six: Review Questions

2. Which of the following is an example of a necessary resource from the manager?

A. Downloadable forms on the intranet

B. A list of expected job duties and assignments

C. Locations to the nearest employee restroom

D. Public telephone numbers

Module Six: Review Questions

3. What is the purpose of offering bonuses and incentives?

A. To motivate employees to meet or exceed a goal

B. To exploit the employee's hard work

C. To give the employee's hope at work

D. To allow management to make a tax-deductible donation

Module Six: Review Questions

4. What is one advantage of bonus or incentive rewards?

A. They are usually expensive

B. They can be taken back

C. They are usually cheap

D. They can be customized

Module Six: Review Questions

5. When giving credit for good work, it is important to do what?

A. Do it in public

B. Be sincere

C. Deliver in private

D. Be loud

Module Six: Review Questions

6. Which of the following is one form of delivering credit for good work?

A. Giving an employee their annual raise

B. Asking the employee to help train new hires

C. Praising an employee for getting a customer compliment

D. Assigning an employee to another department

Module Six: Review Questions

7. What is a disadvantage of not keeping an employee challenged on the job?

A. They can become an expert in their field

B. They can become arrogant

C. They try to teach others how to do things

D. They can become bored

Module Six: Review Questions

8. What is one way of ensuring an employee is challenged in their current position?

A. Give them more vacation time to relax

B. Allowing them more job responsibilities

C. Ask them to become your new assistant

D. Challenge them to keep up the good work until next year

Module Six: Review Questions

9. Recognizing all employees with cash is acceptable.

A. True

B. False

Module Six: Review Questions

10. How can you continue to support new managers?

A. Emotionally

B. Create a support team

C. Provide training materials

D. All of the above



//

Not only must we be good, but we must also be good for something.

David Henry Thoreau

Signs of Poor Management

When management is not up to par, it can cause problems with other employees, affecting morale and job performance.



Missed Deadlines

- Is the pattern consistent?
- Does this happen on certain projects?
- Has the manager sought help to meet their deadlines?

Team Turnover

- Constant Critics
- The 'Prosecutor'
- Helicopter Managers





Losing Customers

If you notice a loss in customers, consider what impression you or your manager is portraying to them.

Little or No Growth

- Low numbers or statistics
- No acquirement of new skills
- Lack of job promotion



Practical Illustration



- Missed Deadlines
- Team Turnover
- Losing Customers
- Little or No Growth

Module Seven: Review Questions

1. What is one disadvantage of missing a deadline?

A. It takes longer to complete

B. It can confuse other managers

C. It makes everyone else look lazy

D. It can throw off other employee's reports

Module Seven: Review Questions

2. How can management tell if a missed deadline is a constant problem, or an accident?

A. Ask the employee about it

B. Monitor for patterns

C. Ignore it and see if it gets better

D. Ask a coworker if they notice anything

Module Seven: Review Questions

3. What is one thing a high team turnover can project?

A. The team is not getting along with each other

B. The manager is not working well with the group

C. Some team members want to be assigned to something else

D. The manager is not taking the job seriously

Module Seven: Review Questions

4. What is a disadvantage of a high team turnover?

A. Team members have trouble making friends

B. The team has to learn new employee names

C. New team members will have to be brought up to speed

D. Team members learn to work alone

Module Seven: Review Questions

5. What can a supervisor do when a manager has lost a customer/client?

A. Ask the manager what happened

B. Ignore it and find a new customer

C. Ask a subordinate employee what happened

D. Follow up with the customer

Module Seven: Review Questions

6. What is one thing a manager can do to lose a customer/client?

A. Make rude or offensive comments about their team

B. Offer additional assistance to the customer

C. Assign the project to one of their top employees

D. Ask for extension on the deadline

Module Seven: Review Questions

7. What is one sign of a lack of growth from a manager?

A. Increased sales quotas

B. No customer compliments

C. Has not learned any new skills

D. Increased number of vacation days taken

Module Seven: Review Questions

8. How can a manager with little or no growth be helped?

A. Assign them to try different activities

B. Have them take a leave of absence

C. Hope it improves over time

D. Given additional training in various areas

Module Seven: Review Questions

9. _____ can have a negative impact on the functionality of any office or company.

A. Too many breaks

B. Poor management

C. Too many projects

D. Low attendance

Module Seven: Review Questions

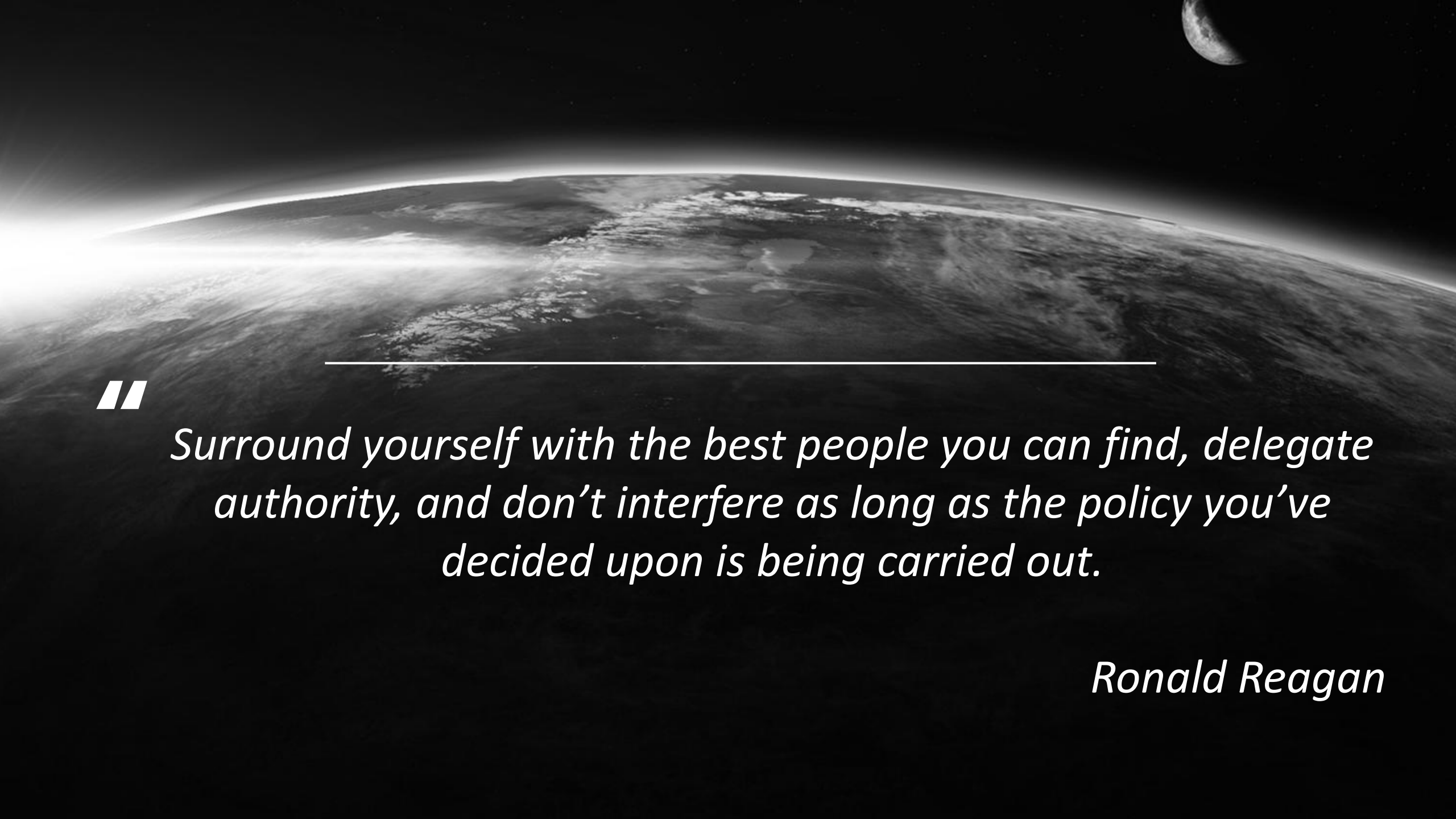
10. Missing a deadline is generally a _____ issue.

A. Time management

B. Training

C. Information

D. None of the above



//

Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.

Ronald Reagan

MODULE EIGHT

Trust Your Team of Managers

Sometimes we forget that it can take an entire team to run a project or office.

Trust that you have taught them well, and rely on them to do a good job.



Do Not Micromanage

Make your
employees
accountable

Hire the
right people
from the
start

Clearly
outline your
expectations
of your
employees

Promote Open and Honest Communication

- Have an open-door policy
- Ask questions frequently
- Give everyone a chance to speak



A large yellow cone is positioned on the left side of the image, set against a solid blue background. Inside the base of the cone, three yellow chairs are arranged. The chairs have a modern, rounded design with four legs. The scene is brightly lit, creating a clean and minimalist aesthetic.

Reward Initiative

As a leader, it is important to encourage initiative among your managers and motivate them to do better.

Trust, But Verify

We can't always assume the job will be done right; sometimes the work needs to be verified or reviewed.



Practical Illustration



- Do Not Micromanage
- Promote Open and Honest Communication
- Reward Initiative
- Trust, But Verify

Module Eight: Review Questions

1. What is one way to prevent micromanaging?

A. Outline your work expectations from the beginning

B. Send emails instead of talk in person

C. Take more days off

D. Check in with your employees often

Module Eight: Review Questions

2. What is one disadvantage of micromanaging your employees?

A. It can make you more tired

B. Employees will feel as though you don't get out enough

C. You can find more mistakes than the employees

D. Employees can feel as though you don't trust them

Module Eight: Review Questions

3. What is one way to promote open and honest communication?

A. Send a memo asking for comments

B. Take time to listen to every employee

C. Telling everyone what you feel about them

D. Asking everyone to take an employee satisfaction survey

Module Eight: Review Questions

4. What is an advantage of having open and honest communication in the office?

A. Employees feel they can be meaner

B. Managers can tell employees when they are being annoying

C. Employees feel free to express themselves

D. Everyone has to watch what they say to each other

Module Eight: Review Questions

5. What is one benefit of rewarding employee incentive?

A. Employees feel as though their hard work is noticed

B. Employees don't try to compete with each other

C. Employees become motivated by prizes

D. Employees feel they should be rewarded all of the time

Module Eight: Review Questions

6. What is one way to encourage employee initiative?

A. Offer a set prize

B. Praise initiative when you see it

C. Make it a contest

D. Make it an evaluation requirement

Module Eight: Review Questions

7. What is one way to trust and verify a manager's work?

A. Send daily memos to remind them of the due date

B. Ask an employee to send an email when they are finished with certain phases

C. Not asking any questions until they are finished

D. Check in with them just at the beginning

Module Eight: Review Questions

8. What is an advantage of using the 'trust but verify' rule?

A. It allows you to sneakily check on the manager's work

B. Managers feel as though they can goof off more

C. It allows supervisors to be more in control

D. Saves time in the event that something needs to be corrected

Module Eight: Review Questions

9. Assure that your managers do a good job without _____.

A. Micromanaging

B. Starting a project

C. Asking for assistance

D. None of the above

Module Eight: Review Questions

10. To promote open and honest communication, you should _____.

A. Enforce an open-door policy

B. Ask questions

C. A and B

D. Neither A nor B

A black and white photograph of a hand holding a lightbulb against a cloudy sky. The hand is in silhouette, and the lightbulb is held up, with its filament visible. A horizontal white line is positioned above the quote.

//

The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them.

Tom Crum

MODULE NINE

When an Employee Complains About Their Manager

While they can be troublesome, or even annoying, effectively handling a complaint and resolving the issue can not only boost employee morale, but it can provide constructive feedback that can aid in a solution.



Keep the Information Confidential

Ensure your employees that they can come to you, and that their information and complaints will be kept confidential.

Gather Information from Both Sides

- Take time to hear both sides of the situation
- Be objective – avoid picking sides or becoming biased





Coach or Delegate the Solution

Once you have handled the situation and arrived at a solution, it is important to decide who will carry out the plan and how.

Follow-Up With the Manager or the Employee

- Individual meetings
- Observation on the floor or office
- Phone calls



Practical Illustration



- Keep the Information Confidential
- Gather Information from Both Sides
- Coach or Delegate the Solution
- Follow-up With the Manager or Employee

Module Nine: Review Questions

1. Why is it important to keep information about a complaint confidential?

A. It lets the employee feel safe about making a complaint

B. It makes the supervisor feel more comfortable

C. It creates less paperwork

D. It allows the employee to say mean things anonymously

Module Nine: Review Questions

2. How can a supervisor ensure that the information from a complaint is kept confidential?

A. By sending information over email

B. By sending it to human resources to mark in the employee's profile

C. By only allowing those that 'need to know' have access

D. By having a group meeting about it

Module Nine: Review Questions

3. When gathering information from both sides, it is important to be what?

A. Humorous

B. Objective

C. Serious

D. Bias

Module Nine: Review Questions

4. In order to help resolve a complaint, it is important to do what?

A. Trust what the complainer says

B. Have both sides talk to each other first

C. Trust what the manager says

D. Gather information from both sides

Module Nine: Review Questions

5. Which of the following situations should a supervisor step in to coach?

A. After an issue is resolved, to help them get back on track and back to work

B. An employee complains of being ignored on the job

C. An employee needs help with their schedule

D. An employee complains that the manager doesn't like them enough

Module Nine: Review Questions

6. Which of the following situations should a supervisor delegate a solution?

A. An employee complains that the manager spends too much away from the office

B. A manager needs assistance making the employee vacation schedule

C. An employee makes a sexual harassment complaint

D. A manager needs to reassign an employee

Module Nine: Review Questions

7. Why is it important to follow up with both parties after a complaint?

A. To make sure each party isn't angry

B. To see if any new problems have come up

C. To see if the problem is happening with other employees

D. To ensure that the problem has been resolved

Module Nine: Review Questions

8. What is one way to follow up after a complaint?

A. Speak with each party individually

B. Ask each party to send an email about how they feel

C. Check with HR to see if anything was filed

D. Speak with the manager only

Module Nine: Review Questions

9. Do not discourage your employees from bringing forth their_____.

A. Complaints

B. Challenges

C. Questions

D. All of the above

Module Nine: Review Questions

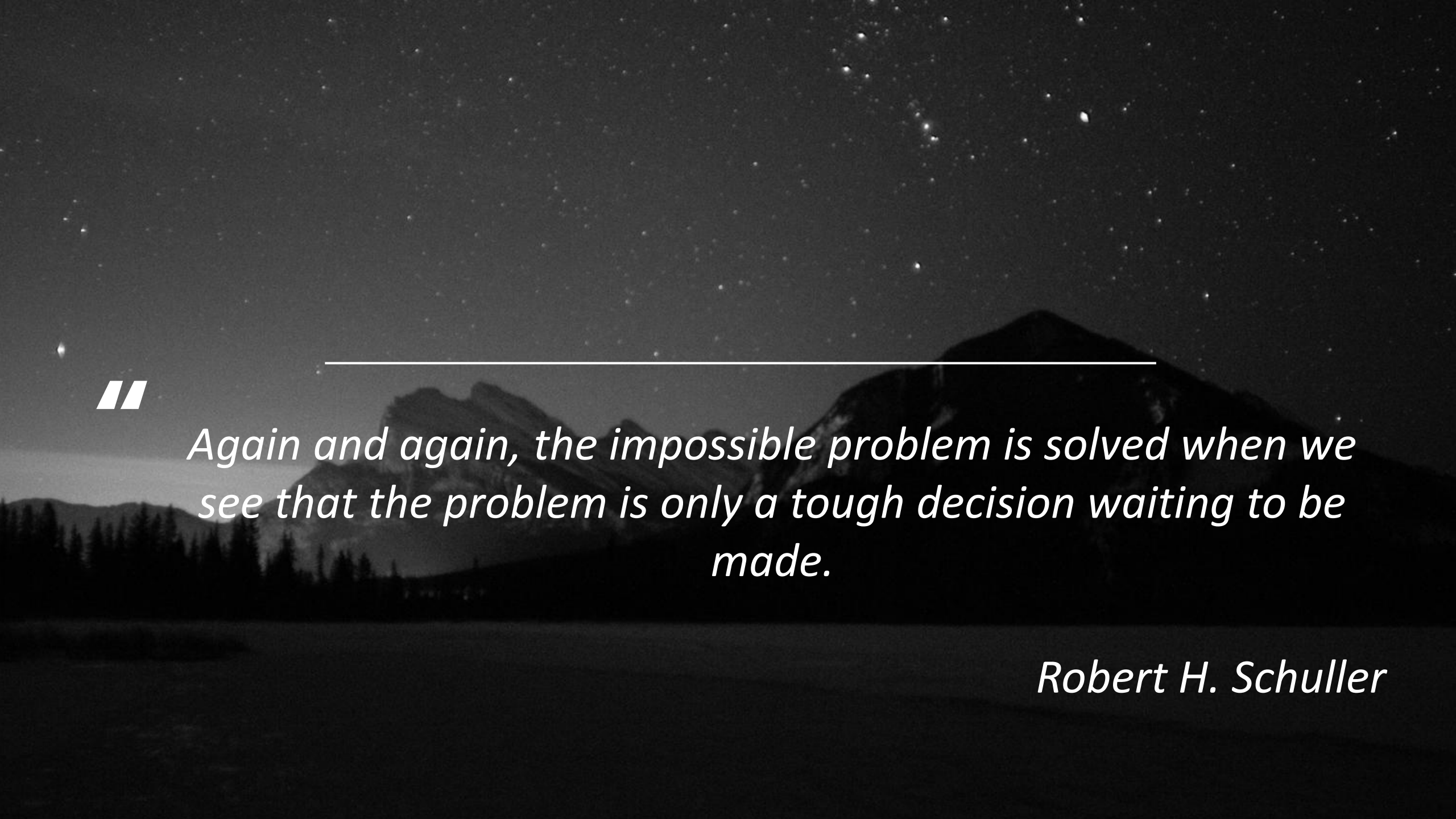
10. What can employees do if they are uncomfortable sharing information with you?

A. Keep it to themselves

B. Speak with HR

C. Call a complaint line

D. B and C



//

Again and again, the impossible problem is solved when we see that the problem is only a tough decision waiting to be made.

Robert H. Schuller

MODULE TEN

When Do You Step In?

A good leader or supervisor will step back and resist the urge to swoop in every time we see our new manager or employee encounter a problem.

A glowing red lightbulb hanging from a black fixture against a dark background.

Unsafe or Dangerous Events

When a manager or employee is doing something that can cause harm or pose a threat, higher management must step in.

Legal Ramifications

- Provide additional coaching and meetings
- Follow with appropriate consequences





Severe Financial Costs

- Review proper procedures and policies on company finances
- Explain why you had to step in – ensure that you are there to help
- Follow up frequently for a period of time afterwards

Repeated Failures After Coaching Has Occurred

Focus on the fact that the current behavior is not producing the desired results, and work together to form an alternate plan of action.



Practical Illustration



- Unsafe or Dangerous Events
- Legal Ramifications
- Severe Financial Costs
- Repeated Failures After Coaching Has Occurred

Module Ten: Review Questions

1. Which of the following would be considered an unsafe or dangerous situation at work?

A. A manager carries a weapon to work

B. A manager gets angry and yells a lot

C. A manager decides to go home early

D. A manager brings their kid to work

Module Ten: Review Questions

2. Who can be harmed in an unsafe or dangerous situation at work?

A. Only the managers

B. Only the subordinate employees

C. Only the cleaning staff

D. All employees

Module Ten: Review Questions

3. Illegal situations at work can be _____, due to ignorance.

A. Intentional

B. Lengthy

C. Accidental

D. Stupid

Module Ten: Review Questions

4. What is the first thing a supervisor should do when an illegal activity is found?

A. Fire the manager

B. Order the manager to stop the behavior at once

C. Report the manager to human resources

D. Ask the manager to tell their side of the story

Module Ten: Review Questions

5. When assisting a manager with a problem that could cost the company a lot of money, what is an important thing to do?

A. Let the manager learn from their mistakes

B. Tell someone in higher management

C. Transfer somewhere else

D. Explain why you had to step in

Module Ten: Review Questions

6. What is one thing a supervisor can do to help ensure company assets are better managed?

A. Offer additional coaching and assistance about money

B. Assign a different manager to the problem

C. Handle the money and assets themselves

D. Have the manager work with a partner at all times

Module Ten: Review Questions

7. If a manager is repeating negative behavior after coaching, this could be a sign of what?

A. The manager is angry at the supervisor

B. That the lesson is not being learned

C. The supervisor is not being clear

D. The manager is too stupid

Module Ten: Review Questions

8. What is one thing the supervisor can do if a manager is repeating negative behaviors?

A. Create a different plan on how to approach it

B. Discipline the manager for not following directions

C. Give up on the manager

D. Repeat the solution they tried before

Module Ten: Review Questions

9. What is often the best teacher?

A. Patience

B. Marketing

C. Experience

D. A manager

Module Ten: Review Questions

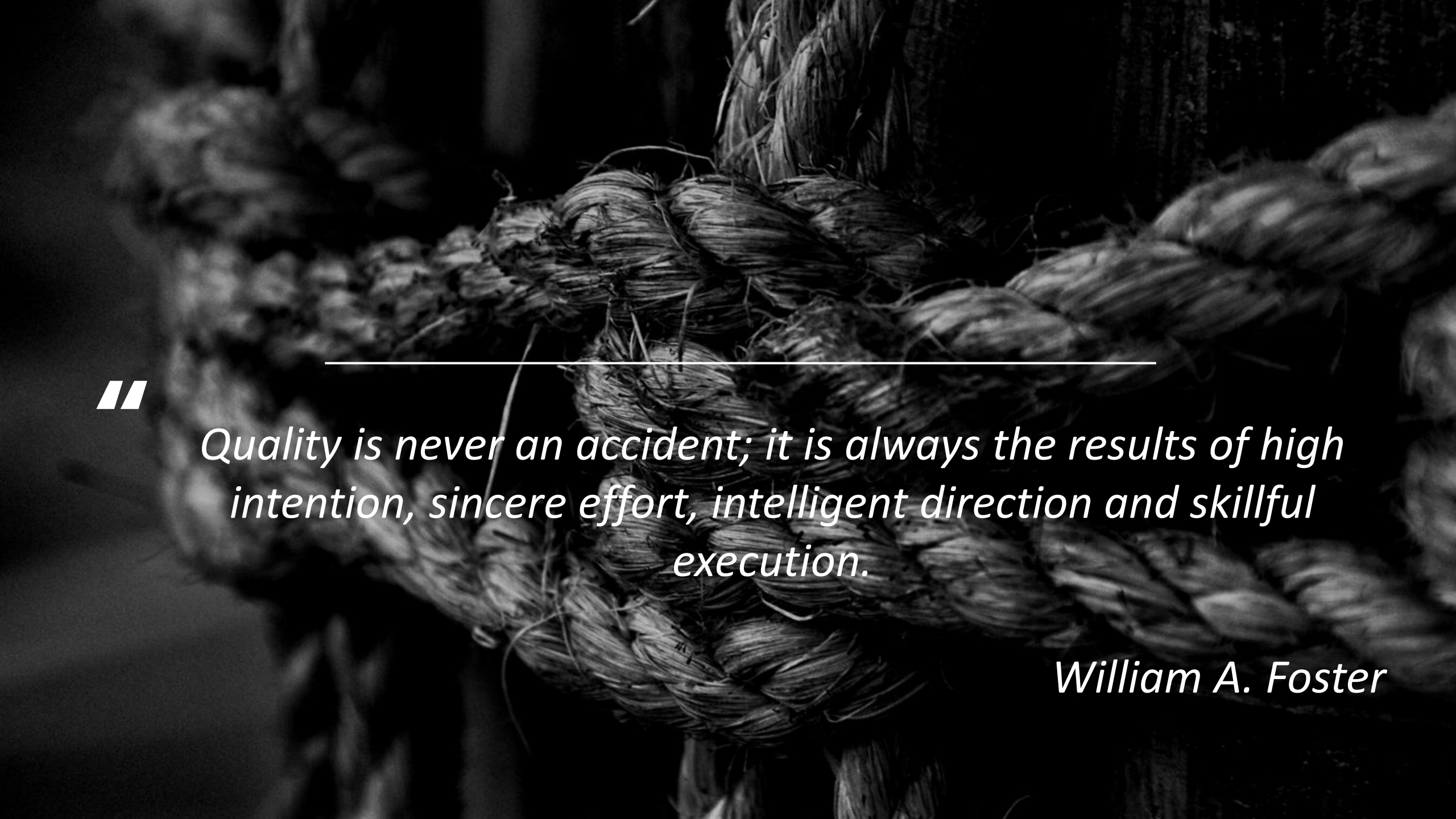
10. Unsafe or dangerous situations are not the time or place for an employee to _____.

A. Write a report

B. Learn from their mistakes

C. Take on an assignment

D. Be fired



//

Quality is never an accident; it is always the results of high intention, sincere effort, intelligent direction and skillful execution.

William A. Foster

Remember These Basic Qualities

Now that your managers are out on their own, don't forget why they are in your department in the first place.

Share in their success and know that you can take some of that credit too.

Express Confidence in Their Abilities



Praise
good work

Communicate your
confidence in them

Offer more
responsibilities

Practice What You Preach

Just make sure you are leading them in the right direction and down the same path that you walk upon.





Have an Open Door

- Establish what members of management are in the open-door policy
- Decide if there are any guidelines to follow (office hours, contact procedure)
- Ensure all employees are aware of the policy

Their Success is Your Success

- Continue coaching and advising as needed.
- Be available to your employees.



Practical Illustration



- Express Confidence in Their Abilities
- Practice What You Preach
- Have an Open Door
- Their Success is Your Success

Module Eleven: Review Questions

1. What is one way a supervisor can show confidence in their manager?

A. Have them work longer hours

B. Reward them with time off

C. Tell them periodically

D. Offer more responsibilities

Module Eleven: Review Questions

2. A supervisor should always have _____ when expressing confidence in their manager.

A. A sense of humor

B. Open communication

C. Written documentation

D. A coworker present

Module Eleven: Review Questions

3. It is important for supervisors to lead managers by example because _____.

A. Managers look to their supervisors as a role model

B. Employees do not know how to act

C. Managers are looking for them to make mistakes

D. They are trying to be funny

Module Eleven: Review Questions

4. If a supervisor does not lead by example, how can it affect the managers?

A. The managers will try to quit

B. The managers could form a riot

C. The managers can be confused about what to do

D. The managers will not take them seriously

Module Eleven: Review Questions

5. What is the purpose of having an open door?

A. To keep the air cool

B. To ensure all employees feel welcome to approach you

C. To let the employees listen to your conversations

D. To be able to eavesdrop on their employees

Module Eleven: Review Questions

6. What is an important aspect of having an open door?

A. That employees are aware of it
and know the rules about it

B. The door is always physically
open

C. That you have a sign on your
door

D. That the door is in working
order

Module Eleven: Review Questions

7. How can a supervisor boost success in their manager?

A. Give them more work to do

B. Have them take a vacation

C. Boost their confidence

D. Give them a fake medal

Module Eleven: Review Questions

8. Management is only as successful as its

_____.

A. Employees

B. Weakest link

C. Strongest employee

D. Break room coffee

Module Eleven: Review Questions

9. Don't be afraid to let your employees know _____.

A. What you do in your free time

B. Where the cafeteria is

C. How to provide good customer service

D. That you have confidence in them

Module Eleven: Review Questions

10. What does 'practice what you preach' mean?

A. Lead by example

B. Say what you mean, mean what you say

C. Do unto others as you would have done to you

D. None of the above

MODULE TWELVE

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Manager Management is just beginning.



Words From the Wise

Management is nothing more than motivating other people.

- Lee Iacocca

I have learned the novice can often see things that the expert overlooks. All that is necessary is not to be afraid of making mistakes, or appearing naïve.

- Abraham Maslow

Good communication is just as stimulating as black coffee, and just as hard to sleep after.

- Anne Morrow Lindbergh

I have yet to find a man, however exalted his station, who did not do better work and put forth greater effort under a spirit of approval than under a spirit of criticism.

- Charles Schwab