

Questions for EBook Readers by Chapter

Introduction

How many terrific managers have you had in your career? (Write down the number.) Try not to dwell on the answer. Think of how many managers positively influenced your career.

What made them terrific?

What impact did that manager have on you and your team?

How did that manager help shape you and your career?

While you worked with that manager, did you receive positive as well as constructive feedback?

Think of the most positive feedback you received and what it meant to you. Why was it so meaningful?

Think of the most constructive feedback you ever received and when you received it. Maybe it was hard to hear, but you really benefited from it and value it to this day. What was it, and what made it so valuable?

Take a few minutes to summarize the most important things you learned in the introduction. Write down one or two things you want to remember and apply later.

Chapter 1 Integrity

Now pause for a few minutes and think about those managers who most influenced your career. Think of examples of how they showed integrity or how they reflected trustworthiness to you. List some examples below:

1. As you review the list, what qualities or characteristics jump out to you?

2. How have these characteristics influenced your managerial skills and practices?

3. When you consider the first two questions, what part of operating with integrity is a challenge for you?

What impact did the manager's lack of integrity have on you and the team?

What were your takeaways from this chapter and how will you apply them at work?

Is there any one thing that you want to work on first?

Chapter 2 Competence

Consider the managers you have worked for in your career: How many were less than competent?

How did working for an incompetent manager impact you?

What was the impact on your team?

The big question for you is: Are you fully competent in your current role?

Yes_____ No_____

If your answer was yes, how do you know you are fully competent? What measures have you used to evaluate yourself? What feedback have you obtained to confirm that you are competent in your role?

*If your answer was no, what are you doing to become fully competent in your role?
Have you defined specifically what you need to learn and where you can learn it? And
just as important, how will you measure your progress?*

What was your biggest takeaway from this chapter?

What one or two skills do you want to work on first? Who can be of assistance to you?

Chapter 3 Mentoring and Coaching

*Think of a time when your manager saw more in you than you saw in yourself, and
because of their trust, encouragement, and confidence in you, you tried something and
succeeded. What did you achieve?*

How did you feel after you finished the project or task?

Make a list of projects or tasks you have been doing that might be a learning opportunity for your employees. Be sure to let them know you are doing this for their development, and if possible, tie it back to the career development plan that they are working on. It is important for the employee to see you are actively helping their development. These might include:

- tasks you did before you got promoted
- tasks that are below your business card level of responsibility
- tasks that would help develop your employee's skill set to be able to do more and higher-level work
- tasks you continue to perform they used to do before being promoted. It might be because they like doing the task, or feel that they don't have time to train employees how to do it

What were the one or two things that you learned in this chapter that you want to work on to improve your managerial effectiveness?

Chapter 4 Trust (No Micromanaging)

How do you define micromanagement?

If you have experience working for a boss that micromanaged, how did you feel? What message did you feel the boss signaled to you?

What would you add if your reason(s) for micromanaging is not listed above?

Can you think of any other dangers of micromanaging?

Can you think of any other benefits for the manager to not micromanage

Can you think of any other benefits for the employee who is not micromanaged?

What were the one or two things you learned in this chapter that you want to work on to improve your managerial effectiveness?

Chapter 5 Courage (To Deal with the Slackers)

Now for your input. Have you worked for a manager who put up with coworkers who had performance and/or behavioral issues?

If so, what was the impact on you and your team?

Why do you think the manager did not address the problems?

What did you do to address these issues?

If you quit your job or transferred to another department, did you report your manager's actions (or lack of) to their manager or HR? If not, why not? And if yes, what happened?

Applying this to your situation at work, (a behavior/policy warning P 62) think of a problem situation with someone on your team. What are some open-ended or clarifying questions you might ask to learn more about why the employee did something?

What are a few lessons you will take from this chapter?

What is the biggest change you must make in your approach to employee performance and/or behavioral issues?

Think of some specific examples you need to address right now. What are they?

Chapter 6 Conclusion and Build Your Plan

What are a few lessons you will take from the book?

List the skills you want to improve from each chapter.

Identify the top one or two skills you want to improve.

Then identify the one skill that is most important for you to begin improving.
