Managing to Excel2

What Can Be Accomplished in a Half-Day of Training?

A manager's time is precious. Too often, formal training tries to accomplish too much. *Managing to Excel* works from the premise that if training is to succeed, learning objectives need to concentrate on just a few key behavioral change goals.

THINKING CLEARLY

Thinking Clearly and Analytically
- Recognize differences in right-brain and left-brain thinking.
- Use a systematic thinking model to analyze a situation, conclusion, or decision.
- Pinpoint the underlying reasons behind a situation, conclusion, or decision.
- Evaluate all information and assumptions for clarity, completeness, and validity.
- Draw logical conclusions based on evidence.
- Recognize the role of values in the interpretation and acceptance of information or conclusions.

Making Decisions, Weighing Risks
- Distinguish between problem solving and decision making.
- Analyze a situation for limits, desirables, options, and risks.
- Identify when and how to involve others in decision making
- Complete a decision matrix.
- Use a 10-step decision-making process to specify desired outcomes, determine criteria, select and evaluate alternatives, assess risk, and draw up an implementation plan.

Identifying and Solving Problems
- Follow a four-step problem-solving model.
- Use appropriate problem-solving tools to work a problem through each step in the problem-solving process.

BUILDING THE TEAM

Training, Coaching, and Delegating
- Apply a model of employee development to match the right leadership approach to the employee's performance level.
- Follow a systematic process for training employees on the job.
- Employ three key coaching activities to build employee confidence and support continued growth.
- Give appropriate feedback to encourage desired performance and correct undesirable behavior.
- Plan for delegating work assignments to employees.

Appraising People and Performance
- Analyze an employee's performance.
- Develop strategies for responding to difficult appraisal situations.
- Plan and conduct an appraisal meeting.

Disciplining and Counseling
- Identify effective counseling behaviors.
- Use a planning tool to prepare for a counseling discussion.
- Follow a 5-step process to conduct a counseling discussion.
- Explain three levels of disciplinary action.

RELATING TO OTHERS

Getting Unbiased Information

- Apply the ABC's of communications (Aim, Bias, and Climate) that lead to getting accurate and complete information from others.
- Use a tool for planning to get information that is accurate and complete.
- Probe to get complete and accurate information from others.
- Use reacting skill to create and maintain a positive climate for the sharing of information.

Giving Clear Information

- Evaluate communication effectiveness in terms of Aim, Bias, and Climate.
- Follow a 5-step model to plan for and conduct effective interactions.
- Plan for communicating effectively back on the job.

Listening and Organizing

- Create a mental outline of key points as you listen.
- Distinguish fact from opinion.
- Neutralize "loaded" statements.
- Use the active listening skills of probing, steering, and summarizing to listen effectively.

MANAGING YOUR JOB

Time Management and Prioritizing

- Define your key responsibilities in helping to achieve organizational goals.
- Identify strategies for reducing or eliminating common time wasters.
- Plan and organize work in order to gain control of your time.

Setting Goals and Standards

- Identify the performance, standards, and benefit your goals.
- Develop standards related to quantity, quality, timeliness, and cost/resources.
- Apply five criteria for writing effective goal statements.
- Develop an action plan for achieving your goals.
- Follow a process for sharing your action plans with employees.
- Assess sources of potential resistance to setting goals in your organization.

Planning and Scheduling Work

- Identify elements of effective planning and scheduling.
- Use a work breakdown structure to identify major elements, tasks, and subtasks of a project.
- Use a Gantt chart to schedule work.
- Use a work responsibility chart to assign work to employees.