



Management Courses

100 Management Tips

20 Personal Effectiveness Tips

Self-confidence

1. Use your self-talk to remind yourself of your strengths and resources
2. Prepare yourself for a situation ahead of time
3. Before entering into a tricky situation, picture a successful outcome
4. Adopt upright, open, symmetric, and broad postures

Personal Time Management

5. Know what is important to you – it is something that will help you meet your goals
6. Distinguish important things from those that are just urgent
7. Use OATS planning: determine Outcomes, list Activities, estimate Times, and Schedule
8. Replace your To-Do list with a Could-Do list. Move tasks you won't do to a To don't list

Being Assertive

9. Assertive behavior starts with respect for other people and respect for yourself
10. How you dress will influence how you feel and how people react to you
11. Use assertive language – say what you mean, be clear what you want, and be polite
12. Turn to face the person you are speaking with and look them in the eye

Problem Solving

13. Define your problem as 'how to...'
14. Find root causes by asking the question 'why?' multiple times. Address root causes
15. Generate multiple options to resolve your problem, and then evaluate to find the best
16. Make a rational decision, based on criteria you select before identifying options

Presenting Effectively

17. Prepare well: do your research, prepare your talk, and rehearse several times
18. Structure your presentation to make it easy for your audience to follow
19. Take a power pause. Survey your audience before you start speaking. Wait for silence
20. For maximum impact, look at your audience, slow down, and take pauses



20 Tips for Managing Individuals

Helping People to Set Goals

21. Set goals that play to their strengths and help develop the skills they need
22. Define what 'done' looks like – and also 'done excellently'
23. Set a clear time target by which you want to see completion
24. Write down the goals. Consider asking for a signature.

How to Delegate Effectively

25. Match the task to person. Who can benefit from taking it on?
26. Invest the time to give a through briefing
27. Secure their three commitments: understanding, ability, willingness
28. You retain accountability. So, monitor and review progress appropriately

Giving Useful Feedback

29. Start with the evidence and be specific about what you observe
30. Recognize achievement and balance any criticism with praise
31. Praise successes and don't go looking for minor faults if the performance is good
32. Discuss how to embed learning, both positive and negative. That's what matters

How to Deal with Poor Performance

33. Be honest: describe what has happened and how it fails to meet required standards
34. Act as soon as possible – but do it at an appropriate time and place
35. Set the standards you expect for future performance
36. Offer support to help them meet the standards you set

Use Coaching to Support and Develop People

37. Prioritize making the time to for coaching – it's your most important responsibility
38. Focus on asking questions that will make them think in new ways
39. Listen hard and follow-up with questions rather than opinions (not leading questions)
40. Use silence to elicit deeper thinking and fuller answers. Use the question 'what else?'



20 Workplace Communication Tips

Use Powerful Listening

41. The best listening comes from a deep curiosity
42. Turn down your inner voice. If you catch your mind wandering, refocus on the person
43. Avoid judging what you hear. Instead, listen to understand
44. Pay attention to the quality of your listening. Make it a matter of pride

Motivating Your Team Members

45. Address the basics (hygiene factors) so they have nothing to gripe about
46. Unfairness demotivates. Be fair in how you deal with people and address injustices
47. Everyone has a different balance of personal motivators. Find the right levers
48. Create milestones that allow people to notice successes throughout their day

Make Your Meetings Valuable

49. Prepare well by inviting the right people, for a clear purpose, at a suitable time & place
50. Create a clear, simple structure for your agenda
51. Secure commitments from participants for the actions they accept
52. Follow-up on committed actions after the meeting

Being Comfortable with Negotiating

53. Do your research in advance: the people, the issues, your goals, and theirs
54. Build relationships at the start of the negotiation
55. Focus on the end goal and recognize that positions are just a part of the process
56. Only make a concession if you can get something in return

Handling Conflict

57. Declare the breakdown as soon as it becomes evident. Don't try to avoid it
58. Build a bridge by finding out what you both agree on
59. Determine how you will create agreement and resolve any strain on your relationship
60. Look for multiple options to create a result you both value



20 Team Management Tips

Harness the Power of Teams

61. Select for diversity of experience and thinking styles. Harder to manage: better results
62. Make use of each individual's particular strengths
63. Create a respectful environment where everyone can thrive
64. Use raw information to support problem solving and decision making

Developing Team Effectiveness

65. You need to be clear what you expect at the early stages of group development
66. As the group develops, support them in forming constructive working relationships
67. Provide the information and resources your team needs to do its job
68. Be a lightning rod to absorb problems, so your team doesn't need to

Maintaining Your Team's Performance Levels

69. Be sensitive to changes in team structure and guide them through the transition
70. Get the right balance between focusing on tasks and relationships
71. Welcome in new joiners and make them feel at home and useful
72. Fill the gaps in your team's workload, so they feel productive

The Four Essentials of Team Management

73. Get to know and value each individual for what they are good at and enjoy
74. Work with your team to develop a plan
75. Work hard to build a team spirit
76. Encourage network communication – so you don't act as a hub (or point of failure)

Make Your Team Meetings Successful

77. Generate pace and energy
78. Encourage maximum diversity of participation
79. Use a part of the meeting to celebrate successes
80. Be dispensable: the team meeting should function just as well without you



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20 More Tips for Your Manager's Toolkit

Develop Your Emotional Intelligence

81. Build self-awareness by reflecting on your experiences regularly – daily or weekly
82. The single most valuable asset for any manager, professional, or leader is self-control
83. You can only succeed as a manager if you understand the people around you
84. Build and make use of a network of relationships at all levels

Transactional Analysis is a Powerful Tool for Managers

85. Stay in 'Adult' state where you assess a situation rationally pursue fair outcomes
86. Notice how other people respond. Use this to inform how you interpret their feelings
87. Respect each person but call out any bad behavior. You don't have to respect that
88. Don't get drawn into politics and game-playing

Use the SCOPE Process to Control Your Response to Tricky Situations

89. **S**top and think about what has happened
90. **C**larify the situation by seeking facts
91. Find and assess your **O**ptions
92. **P**roceed with the best option. **E**valuate how effective your actions are

Selecting the Right Management Style for the Situation

93. Diagnose the situation. How able is the person, and how motivated are they?
94. Select the right balance of direction and support, according to ability and motivation
95. Share your thinking about how you intend to manage and lead them
96. Monitor appropriately to minimize the risk to you, them, and your organization

The Powerhouse Loop is the Secret to Success

97. Identify the outcomes you want to achieve
98. Analyze your situation so you understand your options
99. Plan your approach
100. Act decisively and then loop back to re-analyze the changes you created