IDC TECHNOLOGIES

Technology Training that Works

People Management Skills for Technical Professionals

Contents

1	**Strategic Goals and Objectives**	**1**
1.1	How exactly does goal setting help?	1
1.2	Basic tips for effective goal setting	1
1.3	Setting goals at the right level	4
1.4	Thinking a goal through	5
1.5	Tracking the goal progress	5
1.6	Prioritizing Goals	5
1.7	Evaluating Goals	5
1.8	Managing Group Goals	5
1.9	A Managers' guide to goal setting	6
2	**The Four Behavioral Styles**	**21**
2.1	Understanding the Four Major Behavioral Styles	21
2.2	Foundation of the Concept: Two Dimensions of Behavior	22
2.3	Behavior Style Solutions	27
2.4	Personality types and styles	28
2.5	Management effectiveness	66
3	**Effective Communication**	**69**
3.1	The communication process	70
3.2	Barriers to effective communication	72
3.3	How to encourage communication	73
3.4	Developing communication skills	75
3.5	Why managers are often reluctant to provide feedback	76
3.6	Principles for Constructive Feedback	77

Technology Training that Works

4	**Team Motivation**	**83**
4.1	Motivational Theories	83
4.2	Motivation is the key to performance improvement	89
4.3	Application of employee motivation theory to the workplace	90
4.4	Supporting Employee Motivation	92
4.5	Steps to Take	94
4.6	Conclusion	96
5	**Delegation and Empowerment**	**99**
5.1	The Objective of Delegation	100
5.2	Effective control	101
5.3	Staggered Development	101
5.4	Constrained Availability	102
5.5	Outcomes and Failure	103
5.6	What to delegate	103
5.7	Negotiation	104
5.8	When all is done for you	104
5.9	Summary	104
6	**Conflict Resolution**	**109**
6.1	What is conflict?	109
6.2	Symptoms of Team Conflict	110
6.3	Understanding conflict	111
6.4	Can conflict ever be useful?	112
6.5	Addressing Team Conflict	112
6.6	Tools to help teams deal with conflict quickly and effectively	119
6.7	Assertiveness and conflict	120
6.8	Listening effectively	120
6.9	Negotiating Conflict	128
6.10	What factors can affect our conflict modes?	131
6.11	Further reading	141

7	**Emotional Intelligence**	**145**
7.1	Introduction	145
7.2	Who is Emotionally Intelligent - and does it matter?	150
7.3	Overview of measuring emotional intelligence	151
7.4	Can emotional intelligence be enhanced and learned?	152
7.5	Developing emotional self-awareness	152
7.6	Identification of strategies to regulate emotion	153
7.7	Summary	154
8	**Performance Management and Problem Solving**	**157**
8.1	Introduction	157
8.2	Performance management values	158
8.3	Performance standards	158
8.4	Reasons why employees do not perform well	162
8.5	Management performance	163
8.6	Leadership behaviors and development of leadership style and skills	164
8.7	Problem solving and decision making	165
8.8	Decision making	169
8.9	Decision making techniques	171
8.10	Guidelines to ensure successful planning and implementation	182
8.11	Meeting management	185
8.12	Managing yourself	187
8.13	Building teams	189
9	**Proactive Time Planning**	**195**
9.1	Time management skills	199
9.2	Time planning	211
9.3	Effective scheduling	218
10	**Acknowledgements and Bibliography**	**221**