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The

Accidental

Manager

**Get the Skills You
Need to Excel in
Your New Career**

A PDF COMPANION TO THE AUDIOBOOK

The Key to Success: “Doing Nothing”

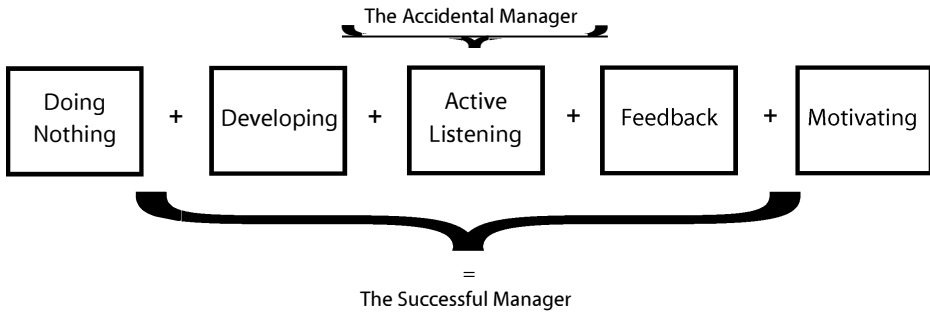


Figure 3-1. Platinum skills of managing and leading.

The Platinum Skill of Developing Your Team Members

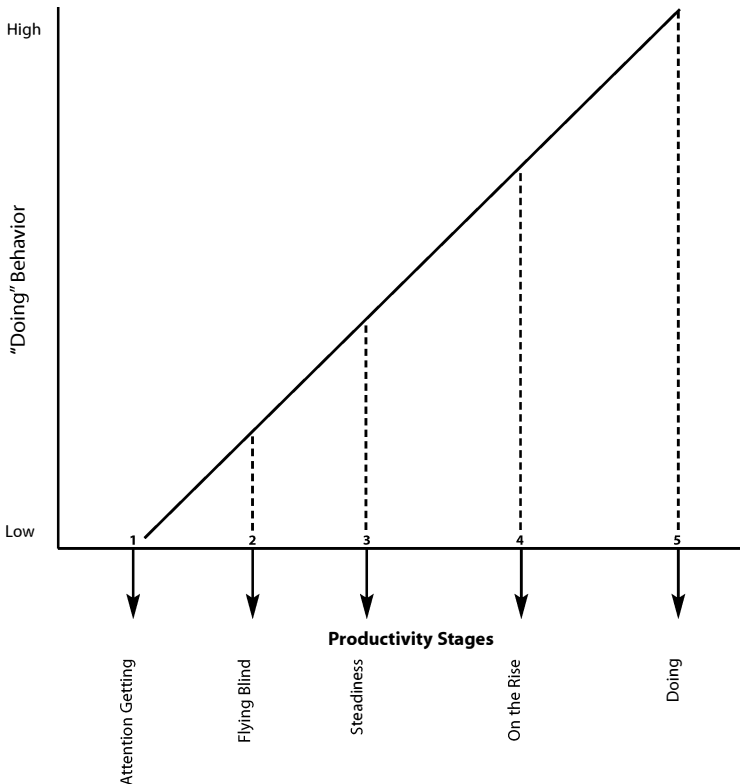


Figure 4-1. Productivity stages and “doing” behavior.

The Platinum Skill of Active Listening



Figure 5-1. The active-listening skills.

The Platinum Skill of Creating a Motivational Climate



Figure 7-1. The three motivational components.

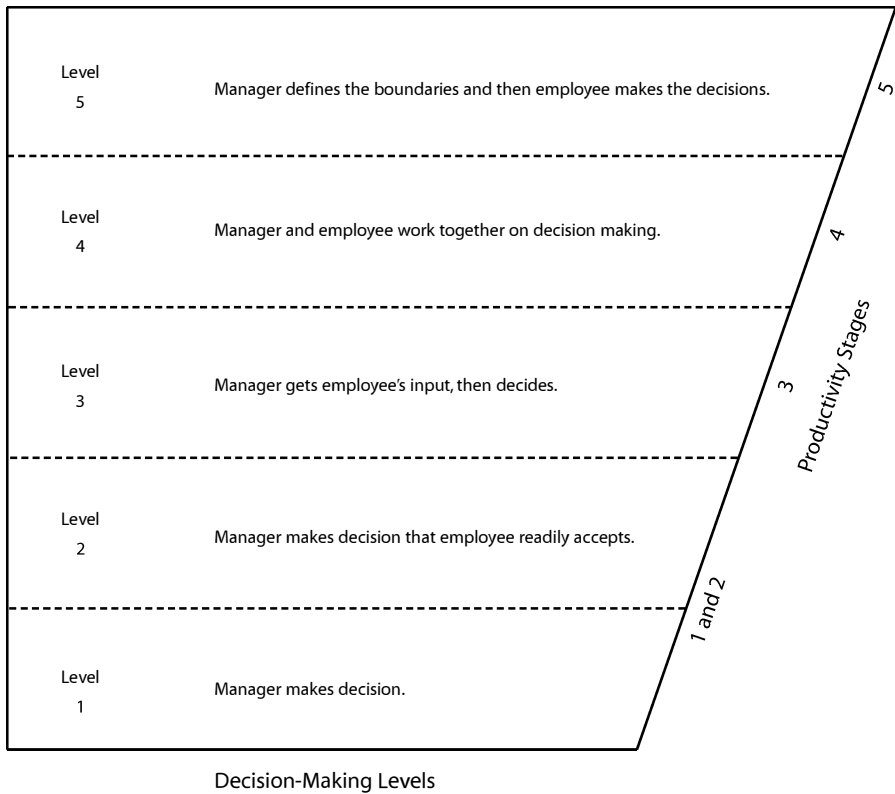


Figure 7-2. Decision-making levels and productivity stages.

Appendix A: Managerial Assessment

This appendix includes an assessment profile for you to use to ascertain how successful you are, or could be, as a manager. The assessment is based on the Platinum skills discussed in this book: developing others through delegation and training, active listening, giving and receiving feedback, and creating a motivational environment.

Read each statement in the assessment profile and indicate whether you always do, usually do, sometimes do, rarely do, or never do what each statement says. Assign a number value from the rating scale for each choice and put the number value (from 1 to 5) in the space at the end of the statement. When you have completed this assessment, add up all your numbers and determine how successful you are (or would be) in a managerial role. Then take a look at the interpretation section to see what your score means.

Rating Scale

Number Value	Meaning
5	You <i>always</i> do what the statement says.
4	You <i>usually</i> do what the statement says.
3	You <i>sometimes</i> do what the statement says.
2	You <i>rarely</i> do what the statement says.
1	You <i>never</i> do what the statement says.

The Assessment Profile

1. I make the time to develop my team members so they can become better performers. _____
2. I do not become defensive or attack my team members when they give me constructive feedback about my own actions or behaviors. _____
3. I do not have someone else discipline, coach, or do performance reviews for my team members. I do all of that myself. _____
4. If I were asked by management not to share confidential information, I would not do so with my team members. _____
5. I try new strategies and techniques to improve my working relationships with all of my team members. _____
6. I give myself positive feedback when I do well at work. _____
7. I have a very clear picture of what I want my team to accomplish at work. _____
8. I get excited and elated when my team members' results have achieved what I desired. _____
9. I carry through on the promises I make to my team members. _____
10. I know the skill and motivational levels of each of my team members. _____
11. I try to improve both the skill and motivational levels of all my team members. _____
12. I believe my main function, as a manager, is to help my people succeed. When they succeed, the organization succeeds. _____
13. When I train team members, I describe the importance of the skill that they are learning and how that skill helps the department or the organization reach its goals. _____
14. When training team members, I make sure that they can demonstrate that they have learned the new skill or behavior. _____

15. When delegating, I have the ultimate responsibility for the success of the project. I do not blame my team members if the project does not succeed. _____
16. My team members know how to proceed with their assignments and projects. _____
17. I always think about delegating. I delegate as often as possible. _____
18. When delegating, I set up periodic reviews to guarantee that the team member has grasped and is carrying out his or her new responsibilities. _____
19. Listening is a very difficult skill and I practice getting better at it. _____
20. I inspire my team members to do more than what is expected of them. _____
21. When I listen to my team members, it is important for me to be empathetic. I allow them to talk without having to feel that they are being criticized or judged. _____
22. I do not give my team members mixed messages. I would not say, "Thanks for finishing the Sondheim project on time; it saved us a lot of money by coming in ahead of schedule. But, while working on a project, you need to cut down on your numerical errors." _____
23. When I listen, I try to clarify what my team members have said. I do this to let them know that I do hear what they are saying. _____
24. I keep an open mind and try to understand the point of view of the team member. _____
25. When listening, I give my full attention to my team members. I am not on the phone, writing, or thinking about something else. _____
26. I summarize at the end of a conversation or discussion. _____
27. I am careful not to allow the words or expressions that I use to get in the way of my team members understanding me. I avoid jargon, slang, and acronyms. _____
28. I want my team members to be creative and think of new and better ways of doing their work. _____

- 29. When I listen, I look for meaning not only from what my team members are saying, but also from their facial expressions, hand gestures, body language, vocal tones, and inflection. _____
- 30. I am aware that team members come from different backgrounds and diverse cultures, so they communicate differently. I never make value judgments as to what is the best way to communicate. _____
- 31. I communicate my feelings and thoughts about work issues and policies to my team members. _____
- 32. I make it a point to give my team members positive feedback often. _____
- 33. I am very specific when I am describing what team members did well or what they need improvement in. I would not use a general, vague statement like, "You have a bad attitude." _____
- 34. I give constructive feedback in private. _____
- 35. I give positive or constructive feedback as soon after an event as possible. _____
- 36. I prefer to allow team members to come up with their own action plans for improving their work performance or work behavior. _____
- 37. I spend a great deal of time at work focusing on how to make my unit, group, or department better. _____
- 38. I am in a positive frame of mind when giving team members feedback about mistakes and errors they have made. _____
- 39. I try to be the best manager that I possibly can. _____
- 40. When I reward my team members, I do it fairly and base it strictly on performance criteria and not on what I value or who I like. _____
- 41. One of my goals is to develop each of my team members so he or she can work on his or her own without close supervision. _____
- 42. I make it a point to build a team spirit where all members work well together. _____

43. I try to provide learning and growth opportunities for each of my team members. _____
44. I build a team environment that is fun and enjoyable. _____
45. I establish ways for my team members to measure their own progress so they do not always have to rely on me to tell them how they are doing. _____
46. I am there to help team members resolve conflicts, when needed. _____
47. I match the task to be delegated to the individual's level of knowledge, skill, and interest. _____
48. I celebrate, and encourage my team members to celebrate, their successes. _____
49. I know when I am making assumptions about others, and I validate my assumptions before acting on them. _____
50. I actively communicate my support for organizational policies and procedures, even if I do not agree with them. _____
- Total score _____

Interpretation

Each of the fifty items from the assessment represents a specific skill that successful managers practice on a regular basis. Review each of the items to see if you scored it a 1, 2, or 3. If you did, you need to develop an action plan for how you will improve upon this skill.

Based on your total score, this is your assessment profile:

225–250. You are in the right job and are doing (or understand) exactly what a successful manager needs to do. Your team members appreciate and value you. You are a credit to your organization.

200–224. You are well on your way to succeeding in your managerial role. You understand what it takes to be a successful manager. Keep up the good work.

175–199. You understand what it takes to succeed as a manager but need to improve the areas where you scored below a 4 on any of the items.

150–174. You need more skill development and an increased understanding of what successful managers do. Attending some training programs and reading up on successful managers would be very helpful. Additionally, speak with managers you know who enjoy their job and are good at it. They will be able to give you a lot of advice and suggestions.

Below 150. You need a great deal of management training and have to make a dedicated commitment to developing management skills. You need to acknowledge that managing is not for everyone. You may bring more value to your organization if you took a different career path.