

Index

• A •

About.com (Web site), 132
academic reference, 96
accountability, 264
Accountemps, 67
accounting. *See also* budget
 accounting equation, 228–231
 double-entry bookkeeping, 231–232
 financial ratios, 238–239
 financial statements, 232–239
 importance of, 219
 technology, 242
 Web sites, 236
AccountingWEB (Web site), 236
accounts payable, 230
accounts receivable, 229
accrued expenses, 230
acid-test ratio, 238–239
action
 bar charts, 171
 differentiating from words, 207
 flowcharts, 173
 inspiring, as leadership trait, 29–30
 MARS system, 165
 turning goals into, 162–164
action items, 146
active listening, 197–199
activity trap, 112
ad hoc group, 140
adviser, 144
Age Discrimination in Employment Act, 302
Alcoholics Anonymous, 304
Allen, Kathleen (author)
 eBusiness Technology Kit For Dummies, 247
AltaVista translation services
 (Web site), 209
American Express, 56
American Productivity and Quality Center
 (Web site), 176
Andersen Consulting, 150
anger, 333

Angus Barn Restaurant, 58
appeal, 311
Apple computer, 249
Arnott, Amy (analyst, Morningstar, Inc.), 153
ASAP³ for elements of praise, 51–52
asset
 accounting equation, 228–229
 balance sheet, 234, 235
 capital budget, 221
 defined, 229
 double-entry bookkeeping, 232
 employees viewed as, 45, 254
 financial ratios, 238–239
 types of, 230
associate, 35
@Brint (Web site), 159
AT&T, 104, 125, 251
AT&T Universal Card Services, 72, 130
@Task (Web site), 174
attitude
 adjustment, to manage stress, 333
 candidate characteristic, 85
 written communication, 200
at-will termination, 302
Aubrey Daniels International (Web site), 61
audience for presentations, 206, 207
authority. *See also* empowerment
 delegation, 184, 186
 rescinding, 190
 self-managed teams, 140–141
automation, 242–243
average collection period, 239

• B •

balance, 76. *See also* work–life balance
balance sheet, 234, 235
The Balanced Scorecard Institute (Web
 site), 176
bar chart, 171–172
bar graph, 203, 204
Basecamp (Web site), 157, 174

- Baugh, Antoinette (personnel director, Boardroom, Inc.), 72
- behavior. *See also* misconduct, discipline for desired, programs based on, 169–170
 ethical, 253, 264, 267–268
 good, modeling, 324–325
 unacceptable, discipline for, 292–293
- Ben & Jerry's, 254
- Bender, Cynthia (CEO, Meridian Travel), 58
- benefit of the doubt, giving to employees, 46
- benefits, and staying on budget, 227
- Berdahl, James (V.P., Technology Solutions Group), 32
- Best, Best and Krieger, 60, 78
- Beyond.com (Web site), 90
- Blanchard Training and Development. *See* Ken Blanchard Companies
- blogs, 89, 327
- Boardroom, Inc., 71, 72
- Boeing Co., 218
- Bolles, Richard Nelson (author)
What Color Is Your Parachute?, 91
- bonds payable, 230
- book
 audience, assumptions about, 3
 conventions used in, 2
 future directions, 5
 icons in, 4–5
 new edition, difference in, 1
 organization of, 3–4
 what not to read, 3
- bottom line, 236
- budget. *See also* accounting
 accuracy of, factors determining, 224
 being over, excuses for, 225
 combination approach, 224
 defined, 220
 importance of, 219
 making, process for, 221–224
 maneuvering up-front, 226
 purposes of, 220–221
 tips for, 224–228
 types of, 221
- Busch Gardens, 59
- business
 analysis of, for technology, 246
 change, becoming synonymous with, 271
- Business Communication Headline News (Web site), 209
- Business Communications Resources (Web site), 209
- business environment
 change, factors creating, 16
 corporate social responsibility, 255
 interview, for, 92–93
 safe environment, 127, 140
 supportive, 22–23, 44–45
 technology, 16
- Business Exchange (Web site), 209
- Business Finance* magazine (Web site), 236
- Business Gateway Scotland (Web site), 134
- Business Journal*, 59
- Business Owner's Toolkit (Web site), 298, 314
- Businessballs.com (Web site), 193
- BusinessTown.com (Web site), 100, 314
- C •
- candidates
 evaluating, 95–98
 hiring, 98–100
 questions for, 91
 ranking, 97
 revisiting pool of, 100
- capital budget, 221
- career development, defined, 118. *See also* employee development
- career development plans, 121, 122–124
- Career Lab (Web site), 298
- CareerBuilder.com (Web site), 90
- Carroll, Lewis (author)
Alice in Wonderland, 102
- Cascades Diamond, Inc., 169–170
- cash, 229, 230, 231. *See also* money
- cash-flow statement, 238
- Castonguay, Lisa (renewals and billing manager, Boardroom, Inc.), 72
- CCH Business Owner's Toolkit (Web site), 100
- Center for Coordination Science (Web site), 159
- Center for Leadership and Change Management (Web site), 37
- Cerametal Group, 244

- CFO.com (Web site), 236
Champion Solutions Group, 73
change
 accepting, 274–278, 332–333
 adaptation to, 66
 business, becoming synonymous with, 271
 employee involvement in, 73
 failure to learn from, 320–321
 fighting, 275–278
 guiding employees through, 278–281
 healthier living, 331–332
 making, 282
 within oneself, 281
 required, specifying during discipline, 294
 resisting, 321
 stages of, 274–275
 urgency and crisis, 271–273
 Web sites, 281
Change Management (Web site), 281
Change Management Learning Center
 (Web site), 281
Change Management Toolkit
 (Web site), 281
Civil Rights Act (1964), 302
Clarizen (Web site), 174
cNet.com (Web site), 250
coach
 coaching, needing, 130
 day-to-day interactions, 131–133
 defined, 117
 manager and coach, dual roles as, 126–128
 new managers, 327
 show-and-tell coaching, 129–130
 tools for, 128–129
 turning points, 130–131
The Coaching and Mentoring Network
 (Web site), 132
The Coaching Connection (Web site), 132
code of ethics, 264–267
Code of Ethics for Government Service, 265
collaborative leadership, 35–37
command team, 139
commitment, 42, 50, 186
communication
 active listening, 197–199
 bad news and rumors, 69
 company networks, 250
 delegated tasks, monitoring, 192
 delegation, step in, 186
 direct, two-way, 67–68
 employees, helping cope with change, 278
 engaged workforce, 67–69
 failure to, 319
 formal and informal, 196–197
 importance of, 67, 195
 individuals, techniques for, 68
 layoffs, 308–309
 leadership trait, 30–31
 management from a distance, 155
 managers, function of, 23
 miscommunication, 21
 new managers, 327
 performance evaluations, 212
 presentations, making, 201–207
 real meanings, determining, 207–209
 shift employees, 158
 supportive work environment, creating, 45
 teams, 139
 techniques for, 68–69
 virtual employees, 152
 vision and goals, to the team, 108–111
 Web sites, 209
 written, 199–201
company networks, 250, 251
compensation, defined, 47
compensatory time off, 75
computer. *See also* technology
 networks, 130, 250–251
 PC compared to Apple, 249
 presentations, 205
 viruses, 245
Computerworld (Web site), 250
confidence as leadership trait, 33–34
confidentiality
 codes of ethics, 266
 delegation, 190–191
conflict of interest, 266
consequences of behavior, 294
consistency, 257
contingency, 53
control by manager
 change interfering with, 276
 delegation, 182–183
Cook, Paul M. (founder and former CEO,
 Raychem Corporation), 30
Corcoran, Barbara (founder, Corcoran
 Group), 58
Corcoran Group, 58

- Core Creative, 59
 - corporate citizen, 261
 - corporate social responsibility
 - benefits of, 255–256
 - defined, 253
 - strategy for, 257–258
 - traits of, 254–255
 - cost of goods sold, 236, 237
 - counseling
 - delegated tasks, monitoring, 190, 192
 - delegation, inappropriate for, 189
 - discipline for performance, 289
 - intoxication, 304
 - layoffs, 309
 - performance monitoring, 175
 - CoWorking (Web site), 159
 - craigslis (Web site), 89
 - Crisafulli, Steve (president, Marmot Mountain, Ltd.), 109
 - crisis management, 271, 272–273
 - critical path method, 173
 - cross-functional team, 140
 - Culver, Bob (management expert), 141
 - current asset, 230
 - current liability, 231
 - current ratio, 238
 - customer
 - corporate social responsibility, 256, 258
 - customer service, 16
 - loyalty, 256
 - needs and requests, 70
- D •
- data for budget, 222–223, 224
 - debt-to-equity ratio, 239
 - decision making
 - corporate social responsibility, 254
 - employee involvement in, 73, 254
 - managers not doing, 24
 - decisiveness as leadership trait, 34–35
 - delegation
 - danger signs, 190
 - deciding what to delegate, 186–191
 - defined, 179
 - employee development, 181
 - failure to, 318–319
 - learning how, 326
 - manager, importance to, 180–181
 - monitoring, 191–192
 - myths about, 182–185
 - reasons for, 180–181
 - steps for, 185–186
 - Web sites, 193
 - Delta Consulting Group, Inc., 130
 - demotion, 290
 - denial as stage of change, 274–275
 - depreciation, 229
 - detail work, 187
 - development, defined, 118. *See also*
 - employee development
 - direction
 - employee engagement, 64–66
 - goals providing, 103
 - discipline
 - defined, 284
 - delegation, inappropriate for, 189
 - fairness, 287
 - misconduct, for, 287, 290–292
 - need for, 283–284
 - office politics, 259
 - performance, focusing on, 286–287
 - performance problems, for, 287, 288–290
 - positive experience, as, 284–286
 - progressive discipline, 287–288
 - timeliness, 288
 - unions, 288
 - discretionary expense, 227
 - dismissal. *See* termination
 - display, visual, for presentation, 204
 - diversity
 - candidates, hiring, 99
 - codes of ethics, 266
 - corporate social responsibility, 255
 - documentation
 - discipline for misconduct, 291
 - discipline for performance, 289, 290
 - firing employees, 310
 - double-entry bookkeeping, 231–232
 - downsizing
 - employee development, 124–126
 - layoffs, 302, 307–309
 - telecommuting, 154
 - draft budget, 223
 - DreamWorks SKG, 251
 - Drucker, Peter (management expert), 27, 65, 167

Dummies.com: Giving Constructive
Feedback (Web site), 298
Duramet Corporation, 244

• E •

Easy Projects (Web site), 157, 174
eBusiness Technology Kit For Dummies
(Allen and Weisner), 247
The Economist, 159
Economy, Peter (author)
fear and intimidation, 32
*Leadership Ensemble: Lessons in
Collaborative Management from the
World's Only Conductorless Orchestra*, 36
visual learning axiom, 204
Edelston, Martin (chairman and CEO,
Boardroom, Inc.), 72
Edward Jones (company), 77
efficiency, 243–244
EHow: How to Discipline Employees
(Web site), 298
80/20 rule
 activity trap, 112
 relevant goals, 105
electronic praise, 51
The Elements of Style (Strunk and White), 200
e-mail
 candidates for positions, finding, 89
 employees, keeping in touch with, 327
 unclear messages, 245
empathy
 firing employees, 313
 showing, 78
employee. *See also* virtual employee
 achievements, not recognizing, 320
 assets, viewed as, 254
 attracting and retaining, 256
 autonomy, 74
 benefit of the doubt, giving, 46, 306
 budget, input for, 222
 career development plans, 121
 career guidance, 123, 134
 change, guiding through, 278–281
 coaching, 132
 commitment and effort, 42, 50
 comparison, in performance
 evaluations, 217

 current skills and talents, 121
 decision making, involvement in, 73
 delegation providing responsibility, 181
 energizing, 19–20
 expectations of, 23, 46
 favorites, not playing, 324
 financial impact on organization, 70
 flexible work schedules, 74–75
 focus, guiding, 70–71
 future roles, delegating to, 188
 getting to know, 325–326
 goal setting, Web sites for, 115
 good behavior, noticing, 46
 health and safety, 266
 initiative, encouraging, 69–73, 279–280
 input from, 71
 involving, 69–73
 key players, identifying, 260–261
 knowledge of, taking for granted, 118–119
 layoffs, 227, 308, 309
 leaders supporting and facilitating, 31–32
 leadership roles, sharing with, 35–37
 management, promotion to, 11
 manager, lack of confidence in, 10
 managers inspiring, 12
 managers partnering with, 15–16
 meetings, dominating, 145
 morale, boosting, 280–281
 performance evaluations, 214–215
 perks, as rewards, 60
 praise, coaching, and counseling for, 175
 pulling, by leaders, 29
 pushing, by managers, 29
 putting first, with change, 281
 questions from, taking, 78
 ranking, for layoffs, 308
 responsibilities, 11–12, 123
 rewarding inexpensively, 59–60
 roles of, goals related to, 106
 shift employees, 158–159
 strengths and weaknesses, discussing, 121
 support, 757–79
 thanking, 55–56
 time for, not making, 319–320
 time with, taking, 78
 unequal performers, equal treatment
 of, 41
 wants and needs, asking about, 78
 working remotely, 75–76

- employee development. *See also* coach
 - career development, 118, 121, 122–124
 - coaching and mentoring, 120–126
 - delegation providing, 181
 - downsizing, 124–126
 - employee as asset, 45
 - performance evaluations, 212
 - reasons for, 118–120
 - step-by-step approach, 121–122
 - ways to accomplish, 125
 - employee engagement
 - autonomy, flexibility, and support, 74–79
 - clear and compelling direction, 64–66
 - communication, lines of, 67–69
 - corporate social responsibility, 257–258
 - initiative, encouraging, 69–73
 - power of, 63–64
 - employee handbooks, 18
 - employment agencies, 88
 - empowerment. *See also* authority
 - benefits of, 17
 - defined, 136
 - employees getting accustomed to, 17
 - overview, 20–22
 - teams, 136–138, 141–142
 - entitlements, incentives becoming, 48
 - Entrepreneur* magazine (Web site), 100
 - environmental concerns, 254
 - Equal Employment Opportunity Act (1991), 302
 - Equal Employment Opportunity Commission hiring law Q&A (Web site), 100
 - The Essene Book of Days* (Parry), 274
 - ethics
 - behaviors exhibiting, 264
 - code of, creating, 264–267
 - defined, 253, 263–264
 - ethical choices, making, 267–268
 - Ethics Resource Center (Web site), 266
 - events, in flowcharts, 173
 - example
 - good, setting, 281, 324–325
 - mentors teaching by, 133
 - execution, 162, 175–176
 - expectations of employee
 - high, having, 46
 - not being met, and termination, 306
 - not setting clear, 318
 - setting, in performance evaluations, 213–214, 215
 - setting clear, 323–324
 - expense
 - double-entry bookkeeping, 232
 - income statements, 236, 237
 - expense budget, 221
 - experience as candidate characteristic, 85
 - exploration as stage of change, 275
 - external rewards, 34
 - ExxonMobil, 254
- **F** ●
- Facebook
 - candidates for jobs, checking, 96
 - candidates for positions, finding, 90
 - corporate social responsibility, 258
 - employees, keeping in touch with, 327
 - use of, at work, 245
 - facial expressions, and active listening, 199
 - fair warning, 310
 - fairness
 - discipline, 287
 - ethics, 264, 267
 - falsification of records, 304
 - family concerns, 76, 153
 - Fast Company* magazine (Web site)
 - coaching, 132
 - leadership, 37
 - management, 26
 - termination, 314
 - fear
 - manager using, 25, 32
 - unknown, of, with termination, 305
 - Federal Express
 - computer networks, 130
 - employee initiative, rewarding, 279
 - intranet use, 251
 - mentoring program, 134
 - upward evaluation process, 218

- Federal hiring law Q&A (EEOC)
 - (Web site), 100
- feedback
 - change, 278
 - coaches providing, 127–128
 - delegation, inappropriate for, 189
 - immediate, system for, 164–166
 - meetings, for, 146
 - performance evaluations, 214
 - performance measuring and monitoring, 163–164
- financial ratios, 238–239
- financial statement
 - balance sheet, 234, 235
 - cash-flow statement, 238
 - defined, 234
 - financial ratios, 238–239
 - income statement, 234, 236–237
 - make-or-buy decision, 233
 - purpose of, 232
- financial transaction, 228
- fring
 - defined, 302
 - humane treatment, 305–307
 - procedure for, 309–313
 - tense meetings about, defusing, 313
- fixed asset, 221, 230
- flat organization, 16, 35
- flexibility
 - candidate characteristic, 86
 - delegation diluting, myth about, 185
 - flexible workplace, creating, 330
 - work schedules, 74–75
- flip chart, 205
- flowchart, 172–173
- focus
 - active listening, 198
 - meetings, 145, 146
- follow-up on delegated tasks, 190
- Ford Motor Company, 30, 31, 251
- forecast, 222
- formal communication, 196–197
- formal reward, 53
- formal team, 139
- formality, degree of, in the organization, 260
- Forrester Research, 244
- Fortune* magazine, 77, 142–143
- forward thinking, 27
- frequency of recognition events, 53
- fun, 280, 322, 335
- **G** ●
- Gallup Organization, 64, 77
- Gantt, Henry L. (industrial engineer), 171
- Gantt chart, 171–172
- Gantt Chart and Timeline Center (Web site), 176
- Geffen, David (founder, DreamWorks SKG), 251
- general and administrative expense, 236, 237
- General Electric (GE)
 - corporate social responsibility, 254
 - leadership, 19
 - meetings, 144
 - targeted career training, 125
- Genius Project for Domino (software), 174
- Geon Company, 244
- global economy, 16
- goal
 - action, turning into, 162–164
 - budget, 221
 - coaches setting, 126–127
 - guidelines for, 104
 - learning goals, 123
 - long-term, 189
 - measurable, 105, 123
 - modifying strategies to meet, 66
 - multiple-goal statements, 106
 - performance evaluations, 212
 - personalized, 110–111
 - presentations, 201
 - prioritizing, 108
 - relevant, 105, 108
 - revisiting and updating, 108
- goal setting
 - clear, 323–324
 - communicating vision and goals, 108–111

- goal setting (*continued*)
 - employees, setting with, 168
 - importance of, 101–102
 - making goals reality, 113–115
 - performance evaluations, in, 213–214, 215
 - priorities, 111–113
 - purpose of, 102–104, 105
 - setting fewer, 107–108
 - SMART goals, 104–106, 162
 - unclear, 318
 - Web sites, 115
 - goal statement, 296
 - Google, 54, 96
 - gossip, 261, 262
 - GoToMeeting (Web site), 147, 157
 - Graham, Gerald (professor, Wichita State University), 42–43
 - GreenBiz.com Mentoring Handbook (Web site), 134
 - Greenough Communications, 60
 - gross margin, 236, 237
 - gross profit, 236, 237
 - group
 - communication techniques, 68
 - virtual employees, group events for, 152
 - groupware, 143
 - growth experiences, mentors providing, 134
 - gunnysacking, 214
- **H** ●
- Hallmark Cards, Inc., 111
 - halo effect, 217
 - hardening of the attitudes, 320
 - Harvard Business Review*, 138
 - Harvard Business School Working Knowledge (Web site), 26
 - Hauptfuhrer, Robert (former chairman and CEO, Oryx Energy), 31
 - HDI Managing Change Library (Web site), 281
 - headhunter, 88
 - health, 266, 331–332
 - Herzberg, Frederick (management theorist), 47
 - Hesselbein, Frances (president, Leader to Leader Institute), 64
 - Hewlett, Bill (cofounder, Hewlett-Packard), 30
 - Hewlett-Packard (HP)
 - job interview, 91
 - leadership, 30
 - teams, advantages of, 138
 - virtual employees, 150
 - high-performance teams, 140
 - hiring
 - candidates, evaluating, 95–98, 100
 - candidates, finding, 86–90
 - desirable characteristics, 85–86
 - employment agencies, 88
 - freezing, to stay on budget, 227
 - freezing, with layoffs, 308
 - instincts, 99–100
 - internal candidates, 87
 - Internet search, 89–90
 - interview process, 90–95
 - job description, 84
 - legal issues, 94–95
 - new job creation, 83
 - notes, reviewing, 96–97
 - objectivity, 98–99
 - professional associations, 88
 - questions, asking, 91–92
 - references, checking, 95–96
 - referrals, 88
 - second interviews, 97–98
 - social networking sites, 90
 - temporary agencies, 88
 - want ads, 89
 - Web sites, 89, 100
 - Hockaday, Irvine O., Jr. (former president, Hallmark Cards, Inc.), 111
 - honesty, 264, 280
 - HP. *See* Hewlett-Packard (HP)
 - HRhero: How to Discipline and Document Employee Behavior (Web site), 298
 - human resources department
 - discipline for misconduct, 291, 292
 - firing employees, 311
 - layoffs, 307
 - hygiene factor, defined, 47

• I •

IBM

- career plan changes, 125
- PCs, compared to Apple computers, 249
- virtual employees, 150

ICI Pharmaceuticals Group, 58

icons, explained, 4–5

impartiality, 264, 324

improvement plan, 132, 296–298

Inc. Magazine: Firing and Employee Resignations (Web site), 314

incentive, 48

income statement, 234, 236–237

incompetence, termination for, 303

informal communication, 196

informal rewards program, 53

informal team, 139–140

information

- gathering of, delegating, 187
- informal teams, provided by, 139
- probing for, 208–209

information technology. *See also* technology

teams, 143

technology plan, 248

Web sites, 250

initiative, encouraging, 69–73

innovation, 16, 138

inspiration, coaches providing, 127

insubordination, 303

integrity

- ethical behavior, 264
- leadership trait, as, 34

intelligence as candidate characteristic, 86

internal candidates for positions, 87

Internal Revenue Service, 134

internal reward, 34

International Coach Federation
(Web site), 132

Internet

- candidates for jobs, checking on, 96
- candidates for jobs, finding, 89–90
- management from a distance, 156–158
- meeting tools, 147, 157

videoconferencing, 152

worker abuse, 244–245

Internet.com (Web site), 250

interview

- legal issues, 94–95
- preparation for, 84, 90–91
- questions, types of, 91–92
- second or third rounds, 97–98
- steps for better interviewing, 94
- suggestions for, 92–93
- topics to avoid, 93–95

intimidation, 25, 32

intolerable offenses, 303–304

intoxication on the job, 304

intranet, using, 251

introduction

- code of ethics, 266
- presentations, 202, 206–207

inventory, 229

involuntary termination

- avoiding, 304–305
- firing, 302, 305–307, 309–313
- layoffs, 302, 307–309
- reasons for, 302–304
- types of, 301–302
- unpleasant experience, 301

IToolkit.com (Web site), 193

• J •

job

- description, 84, 92
- future availability, 83
- sharing, 75

Jobs, Steve (Apple founder), 249

JS Communications, 60

judgment, applying to budget, 223, 224

Just Good Business: The Strategic Guide to Aligning Corporate Social Responsibility and Brand (McElhaney), 257

• K •

Kanter, Rosabeth Moss (professor, Harvard University), 65

Katzenberg, Jeffrey (founder, DreamWorks SKG), 251
 Ken Blanchard Companies
 communication, 31
 recognition programs, 58
 Kennedy, John F. (former U.S. President), 29
 Kindel, Stephen (author)
 Leadership For Dummies, 27
 Kiner Communications, 60
 knowledge
 coach transferring, 128–129
 employee, of, taking for granted, 118–119
 power, 114
 Kovac, Frederick (former V.P., Goodyear Tire and Rubber Company), 16
 Kurtz, Brian (V.P. marketing, Boardroom, Inc.), 72

● L ●

labor budget, 221
 Lafley, Alan G. (former chairman, Procter & Gamble), 29
 lateral service, 25
 law enforcement, 303–304
 layoff, 302, 307–309
 leader
 action, inspiring, 29–30
 characteristics, 27, 28–29, 33–35
 communication, 30–31
 confidence, 33–34
 decisiveness, 34–35
 employee support and facilitation, 31–32
 integrity, 34
 necessary skills, 29–32
 optimism, 33
 vision, 28–29
 Leader to Leader Institute, 64
Leader to Leader magazine (Web site), 26, 37
 leadership
 code of ethics, 266
 collaborative, 35–37
 management, difference between, 28–29
 traits, 33–35
 Web sites, 37

Leadership Ensemble: Lessons in Collaborative Management from the World's Only Conductorless Orchestra (Economy), 36

Leadership For Dummies (Loeb and Kindel), 27
 The Leadership Network (Web site), 37
 Leadervalue (Web site), 37
 learning, by management, 25–26
 learning goals, 123
 leasing payment model, 66
 legal issues
 codes of ethics, 266
 discipline, 288, 291
 employee handbooks, 18
 firing employees, 310–311
 interview topics, 94–95
 layoffs, 308
 termination of employees, 302–304, 305
 virtual employees, 150
 Levi Strauss & Co., 218, 251

liability
 accounting equation, 228
 balance sheet, 234, 235
 defined
 double-entry bookkeeping, 232
 financial ratios, 238–239
 forms of, 230–231
 types of, 231
 LinkedIn, 90, 96
 liquid asset, 230
 listening
 coaching, 132
 employees, helping cope with change, 279
 manager, becoming, 24–25
Living Our Values (World Bank Group), 266
 Loeb, Marshall (author)
 Leadership For Dummies, 27
 long-term liability, 231
 Lord Aerospace Products, 136
 loyalty, 264

● M ●

M.A. Hanna, 244
 make-or-buy decision, 233

- management
 - attitude, as, 14
 - automation, 242
 - challenges, 12–19
 - common mistakes, 317–322
 - defined, 9
 - distance, from, 155–158
 - doing and learning, 25–26
 - functions, 19–23
 - goal setting, Web sites for, 115
 - good, scarcity of, 10
 - key duties, mastering, 3
 - leadership, difference between, 28–29
 - resources, Web sites for, 26
 - right kind of, 11–12
 - shift employees, 158–159
 - styles of, 9–12
 - tools and techniques, 4
- manager
 - accessibility to, and support of, 77–79
 - becoming, steps toward, 24–26
 - challenges, 4
 - coach, dual role with, 126–128
 - delegation as tool, 180–181
 - employee motivation, 45–46
 - employees, lack of confidence in, 10
 - empowered teams, 136–137
 - getting a start as, 3
 - new, tips for, 323–327
 - not making transition from worker, 317–318
 - others, learning from, 26
 - poor, learning from, 24–25
- manager-initiated incentives, 43
- manufacturing conditions, 254
- map as visual aid, 204
- Maritz, 42, 49, 61
- Marmot Mountain, Ltd., 109
- MARS system, 164–166
- McElhaney, Kellie (author)
 - Just Good Business: The Strategic Guide to Aligning Corporate Social Responsibility and Brand*, 257
- McKesson Corporation, 254
- The McKinsey Quarterly (Web site), 26
- McKnight, William (former CEO, 3M), 22
- McNealy, Scott (chairman, Sun Microsystems), 130
- Meek, Catherine (former president, Meek and Associates), 32
- meeting
 - common problems, avoiding, 144–145
 - firing employees, 311–313
 - managers, function of, 21
 - purpose of, with teams, 143–144
 - software tools, 147, 157
 - time involved in, 25
 - tips for, 145–147
 - virtual employees, 152
- MegaMeeting (Web site), 147
- mentor
 - defined, 133
 - finding and being, 133–134, 326
 - Web sites, 134
- mentoring circle, 140
- Meridian Travel Inc., 58
- Merrill Lynch, 134
- micromanager, 74, 179
- Microsoft Office Live Meeting (software), 157
- Microsoft Office Project (software), 174
- milestone
 - employee career development plans, 121
 - goals providing, 103
 - MARS system, 164–165
- Mind Tools (Web site), 193
- Mindview (software), 174
- mirroring, 218
- misconduct, discipline for, 285, 287, 290–292
- mission
 - corporate social responsibility, 257
 - employee engagement, 65
 - goals, 108
- mistakes, 45, 79, 127
- MIT Sloan Management Review* (Web site), 26
- Mittal Steel USA, 244
- money
 - motivator, as, 47–49
 - reward, as, 49
 - saving, with company networks, 250

monitoring delegated tasks, 190, 191–192
 Monster.com (Web site), 90
 morale
 change, with, 280–281
 employees, ideas from, 71
 empowered teams, 136–137
 Morningstar, Inc., 153
 mortgages payable, 231
 motivation
 incentives, variety of, 42–44
 manager’s influence, 45–46
 money as motivator, limitations of, 47–49
 supportive work environment, 44–45
 Web sites, 61
 Motorola, 104, 137
 movers and shakers, 261
 multiple-goal statement, 106

• N •

negative consequence, 39
 Nelson, Bob (author)
 communication, 31
 The 1001 Rewards & Recognition Fieldbook, 44
 1001 Ways to Energize Employees, 44
 1001 Ways to Reward Employees, 29, 30, 32, 44, 169
 1001 Ways to Take Initiative at Work, 44, 85
 visual learning axiom, 204
 Nelson Motivation, Inc. (Web site), 61
 net income, 236, 237, 238
 net loss, 238
 nice guy/gal
 management, 11
 performance evaluations, 218
 Nissan Motor Manufacturing Corporation
 U.S.A., 32
 Nolo: Firing Employees and Employee Resignations (Web site), 314
 non-cash-based reward, 49
 Nordstrom, Inc., 17–18

no-surprise performance evaluation, 216–217
 note taking
 active listening, 199
 interviews, 93, 96–97
 MARS system, 165
 presentations, 202
 notes payable, 230
 Nucleus Research, 245

• O •

objectivity, 98–99
 office culture, 152–153
 office politics
 assessment of, 259–260
 defined, 253
 evaluating, 258–263
 key players, identifying, 260–261
 organization chart, redrawing, 261–263
The 1001 Rewards & Recognition Fieldbook (Nelson), 44
1001 Ways to Energize Employees (Nelson), 44
1001 Ways to Reward Employees (Nelson), 29, 30, 32, 44, 169
1001 Ways to Take Initiative at Work (Nelson), 44, 85
 operating cash-flow statement, 238
 operating expense, 236, 237, 256
 opportunity, equal, 266
 optimism
 change for healthier living, 332
 leadership trait, as, 27, 33
 organization
 employees, engaging, 64–66
 goals, rewards linked to, 50
 mentors explaining how they work, 133
 obstacles, managers removing, 12
 problems, manager assessing, 26
 organization chart, 261–263
 organizing
 priorities, 113
 written communication, 200
 Orpheus Chamber Orchestra, 36–37

outplacement service, 309
outsourcing technology, 248
owners' equity
 accounting equation, 228
 defined, 231
 double-entry bookkeeping, 232
 forms of, 231

● *p* ●

Pacioli, Luca (Franciscan monk), 231
paid-in capital, 231
Pareto, Vilfredo (economist), 105
Parry, Danaan (author)
 The Essene Book of Days, 274
Payne v. Western & A.R.P. Co., 302
PCWorld.com (Web site), 250
pearl of wisdom icon, explained, 5
peers, recognition initiated by, 57–58
performance, discipline for, 287, 288–290
performance, recognizing and rewarding
 inexpensive rewards, 59–60
 motivation of employees, 42–49
 motivation Web sites, 61
 peer-initiated recognition, 57–58
 positive consequences, managing, 39–42
 praise and recognition, using, 50–58
 recognition and rewards system, 49–50
 supportive work environment, 44–45
 thanking for, 55–56
performance evaluation
 delegation, inappropriate for, 189
 discipline, 289–290
 importance of, 211
 mistakes, avoiding, 217–218
 preparation for, 215–218
 process for, 213–215
 purpose of, 212–213
 salary increases with, 49
 upward and 360-degree evaluations, 218
performance improvement plan, 296,
 297–298
Performance Measurement Association
 (Web site), 176

performance monitoring
 bar charts, 171–172
 execution, assessing, 175–176
 feedback, immediate, 164–166
 flow charts, 172–173
 goals, turning into action, 162–164
 importance of, 161–162
 measuring and monitoring, 167–170
 software, 174–175
 system for, changing, 168
 Web sites, 176
performance-based incentive, 43
personal goal setting, Web sites for, 115
personal power, 114
personal praise, 51, 52
PERT (program evaluation and review
 technique), 173
Petersen, Donald (former president and
 CEO, Ford Motor Company), 31
philanthropy, 255
Pillsbury Company, 60
planning goals, 212
The PM Forum (Web site), 176
Poling, Harold A. (former chairman and
 CEO, Ford Motor Company), 30
PolyOne Corporation, 244
position power, 114
positive affirmation, 334
positive consequence, 39–42
positive praise, 52
positive reinforcement
 coaching, 132
 defined, 40
power
 goals, accomplishing, 113–115
 sources of, 114–115
power trips, avoiding during interviews, 93
PowerPoint (software), 205
praise
 elements of, 51–52
 little successes, recognizing, 56–57
 thanking, 55–56
 types of, 51
 using, 50–58

prepaid expense, 229
 preparation
 budgets, developing, 226
 lack of, for meetings, 145
 meetings, for, 145
 performance evaluations, for, 215–218
 presentations, making, 201–202
 presentation
 delivering, 206–207
 preparation for, 201–202
 visual aids and tools for, 202–206
 Presentations.com (Web site), 209
 Price Waterhouse, 266
 prioritizing goals, 108, 111–113
 priority cash-flow statement, 238
 privacy, 266
 proactive praise, 52
 process automation, 242
 process improvement, 70
 process management information, 143
 Procter & Gamble, 29
 production budget, 221
 productivity, 243–244
 products and services
 corporate social responsibility, 257
 employees, ideas from, 70
 postponing, to stay on budget, 227
 progress report, 190
 progressive discipline, 287–288
 project collaboration Web sites, 157
 Project Kickstart (software), 174
 The Project Management Hut (Web site), 193
 public praise, 51
 publicity
 codes of ethics, 267
 corporate social responsibility, 258
 punishment, 21. *See also* discipline
 purpose of organization, 65

• Q •

quality circle, 137
 question
 active listening, 198
 interviews, for, 92
 quick fix, avoiding, 13–15, 322
 quick ratio, 238–239

• R •

Raben, Chuck (CEO coach, Delta Consulting Group, Inc.), 130
 Raychem Corporation, 30
 real estate as asset, 229
 receipt, 232
 receivables turnover ratio, 239
 recency effect, 217
 recognition. *See also* reward
 defined, 47
 effective, key aspects of, 52–54
 employee morale, 42
 failure to recognize achievements, 320
 little successes, recognizing, 56–57
 management from a distance, 156
 peer-initiated, 57–58
 setting and context, 54
 symbolic, 59
 system, creating, 49–50
 thanking, 55–56
 using to everyone's advantage, 50–58
 Recognition Professionals International (Web site), 61
 references, checking, 95–96
 reflective listening, 198
 Reich, Robert (economist), 138
 relationship
 MARS system, 166
 power, 114
 relaxation
 delivery of presentation, 206
 work–life balance, 334
 relevant goal, 105, 108
 remember icon, explained, 5
 remote work site, 75–76
 repetitive task, 187–188
 reprimand, 291
 resignation, 300, 301
 resistance to change, 275
 resources
 career development plans, 123
 coaches providing, 129
 code of ethics, 266
 performance improvement plan, 296
 shift employees, 158
 respect, 44

- responsibility
 - candidate characteristic, 86
 - delegation providing, 181
 - employees, myths about, 182
 - ethical behavior, 264
 - not taking, with change, 277
- results
 - expectations, compared to, 175
 - reinforcing, 47
- résumé review, 92
- retained earnings, 231
- retirement, 300, 301
- return on investment (ROI), 239
- revenue, 234, 237
- reward. *See also* recognition
 - delegated tasks, monitoring, 192
 - employee behavior, 325
 - employee morale, 42
 - office politics, 259
 - system, 49–50
- Ritz-Carlton Hotel Company, 35
- ROI (return on investment), 239
- roles
 - future, delegating to, 188
 - goals clarifying, 103
- RoIm Corporation (technology company), 31
- rumor, 69
- **S** ●
- safety, 266
- salary
 - budget concerns, 227
 - firing, 306
 - hygiene factor, 47
 - interview questions, 92
 - reward, 49
- sales budget, 221
- sampling, 190
- Samsung, 104
- SBA Find a Mentor (Web site), 134
- SBA Office of Women's Business Ownership (Web site), 134
- schedule
 - improvement plan, 296
 - managing for healthier living, 332
 - MARS system, 166
 - self-managed team, 140–141
 - selling expense, 236, 237
- Service Corps of Retired Executives (Web site), 134
- sexual harassment
 - codes of ethics, 266
 - termination for, 304
- shift employee, 158–159
- show-and-tell coaching, 129–130
- simple cash-flow statement, 238
- simplicity
 - corporate social responsibility, 257
 - goals, in, 106
 - written communication, 200
- sincerity, 52
- Skype (software), 147, 157
- SMART goal, 104–106, 162
- SmartPros Accounting (Web site), 236
- social networking sites, 90, 96, 245, 258, 327
- software
 - meeting tools, 147, 157
 - performance monitoring, 174–175
 - presentations, 205
- Southwest Airlines, 86
- speech, 200
- Spielberg, Steven (founder, DreamWorks SKG), 251
- sponsors, 35
- spreadsheets, 203
- Sprint, 280
- stability, 86
- standards
 - code of ethics, 263–264, 267
 - delegation, 186
 - performance evaluations, 213–214, 215
- Starbucks, 255, 256
- StartWright (Web site), 159
- stereotyping, 217
- Stonyfield Farm, 254, 257
- Strategic Finance* magazine (Web site), 236
- strategic planning, 107
- stress, 331
- stretch assignments, 123
- stretch goal, 103–104
- Strunk, William, Jr. (author)
 - The Elements of Style*, 200

- Sun Microsystems, 130
- superteams, 140
- support
 - coaches providing, 127
 - delegation, 186
 - employee career development plans, 122
 - managers, of each other, 22–23
- Susan G. Komen for the Cure, 257
- suspension from work, 292
- sustainability, 255, 256

- **T** •
- tardiness, 303
- task force, 139
- task power, 114
- tasks
 - delegation, 187–188
 - office politics, 259
- Tate, Tom (program manager, Office of Personnel Management, U.S.), 58
- team
 - defined, 135
 - effectiveness, improving, 141–142
 - empowerment, 136–138
 - meetings, 143–147
 - setting up and supporting, 138–143
 - technology, 142–143, 147
 - technology plan, 248–249
 - types of, 138–141
- teambuilding
 - activities as rewards, 60
 - employees, ideas from, 71
 - virtual employees, 152
- teamwork
 - candidates for positions, 85
 - coaches emphasizing, 127
 - encouraging, 327
 - goals, 104
- technology. *See also* computer
 - automation, 242–243
 - benefits and drawbacks, 242–245
 - business analysis, 246
 - business environment change, 16
 - company networks, 250–251
 - competitive advantage, 246–247
 - efficiency and productivity, 243–244
 - employee flexibility, 75–76
 - information, obtaining, 16
 - information technology, 143, 248, 250
 - intranet, 251
 - management from a distance, 156
 - negatives, neutralizing, 244–245
 - overview, 241
 - plan, developing, 247–249
 - team operations, 142–143, 147
 - using to advantage, 245–249
 - Web sites, 250
- Technology Solutions Group, 32
- telecommuting
 - employees, integration of, 71
 - flexible work schedules, 75
 - pros and cons, 153–155
- teleconferencing, 147, 152, 157
- temporary agency, 88
- Tennessee Valley Authority (TVA), 140–141
- Tenrox Project Management, 173, 174
- termination
 - avoiding, 304–305
 - best time for, 314
 - difficulty of, 299–300
 - discipline for misconduct, 292
 - discipline for performance, 290
 - firing, procedure for, 309–313
 - humane firing, 305–307
 - involuntary, 301–313
 - layoffs, 307–309
 - legal issues, 302–304, 305, 310–311
 - performance evaluations, 212
 - script for, 312, 313
 - steps preceding, 128
 - tense firing meetings, defusing, 313
 - types of, 300–307
 - voluntary terminations, 300–301
 - Web sites, 314
- thanking employee, 55–56
- theft, 304
- Theory X management, 11
- Theory Y management, 11

360-degree evaluation, 218
 3M Company, 22
 time
 bar charts, in, 171
 budgets, 226
 coach making, for team members, 128
 company networks, 250
 discipline, timeliness of, 288
 flowcharts, in, 173
 making, for virtual employees, 155
 MARS system, 166
 meetings, 25, 145, 146
 praise, timeliness of, 52
 priorities, managing, 113
 recognition, timeliness of, 53
 time off for employees, 59–60
 time-bound goal, 106
 Time-Management-Guide.com
 (Web site), 193
 tip icon, explained, 4
 tough guy/gal management, 10–11
 Towers Watson (Web site), 61
 tracking system, 190
 training, 118, 279, 296
 true stories icon, explained, 5
 trust
 benefits, 17–19
 empowered teams, 137
 supportive work environment, 22, 44
 turning points, 130–131
 TVA (Tennessee Valley Authority), 140–141
 Twitter, 90, 258

• U •

union representation, 288
 unique competitive advantage, 65
 unknown, fear of, 305
 upward evaluation process, 218
 urgency, 271–272
 U.S. Congress code of ethics, 265
 U.S. Labor Department, 150

• V •

values, organizational
 budgets, 226
 core values, 266
 corporate social responsibility, 257
 goals related to, 106
 verbal abuse, 303
 verbal counseling, 289
 verbal warning, 291
 Verizon Communications, 140
 vetoer, 261
 victim role, 277, 333
 videoconferencing, 147, 157
 violence, 303–04
 virtual employee
 defined, 150
 legal issues, 151
 management challenges, 149–150
 management tips, 155–158
 office culture, changes to, 152–153
 readiness for, 151
 recognition programs, 156
 shift employees, 158–159
 telecommuting pros and cons, 153–155
 Web sites, 159
 virtual meeting, 157
 vision
 coach providing, 128
 communication of, to employees, 110
 corporate social responsibility, 257
 delegation, 189
 goals, 103, 104
 leaders having, 28–29
 visual aids for presentations, 202–206
 visual learning, 202–203, 204
 voice over IP (VoIP) technology, 147
 voluntary termination, 300–301
 volunteerism, 255

• W •

Wall Street Journal, 89, 100
 Walmart, 254

- WARN Act, 309
 warning icon, explained, 4
The Way We Do Business (Price Waterhouse), 266
- Web sites
 accounting, 236
 candidates for positions, finding, 89
 change, 281
 coaching, 132
 communication, 209
 delegation, 193
 discipline, 298
 goals, 115
 hiring, 100
 information technology, 250
 leadership, 37
 management, 26
 mentoring, 134
 motivation, 61
 project management, 176
 termination, 314
 virtual management, 159
- WebEx (Web site), 147
- Weirton Steel Corporation, 244
- Weisner, Jon (author)
eBusiness Technology Kit For Dummies, 247
- Welch, Jack (former chairman, General Electric), 29, 144
- Wharton Center for Leadership and Change Management (Web site), 281
- What Color Is Your Parachute?* (Bolles), 91
- White, E.B. (author)
The Elements of Style, 200
- Wired* magazine (Web site), 250
- W.L. Gore and Associates, 35
- work environment. *See* business environment
- work ethic, 85
- workaholism, 330–331
- work–life balance
 family concerns, 76, 153
 maintaining, tips for, 329–335
- World Bank Group, 266
- written communication, 199–201
- written counseling, 289
- written praise, 51
- written warning, 291

• X •

- x-axis in bar charts, 171
- Xerox Corporation, 138

• Y •

- y-axis in bar charts, 171
- YouTube, 258

• Z •

- zero-based budgeting, 224