### CHAPTER 4  CLUES ABOUT COMMUNICATION PITFALLS AND STRATEGIES

Communication Situation 49  
Communication Patterns and Factors 50  
The AIDR Technique 55  
Focusing on Others—A Development Experiment 56  
Ask Questions 57  
Challenge Assumptions 58  
Email 58  
Email Guide 59  
Applying the MBTI 60  
Planning a Personal Communication Strategy 63  
Communication Situation—Suggestions 64  
References 64  
Bibliography 65

### CHAPTER 5  SECRETS TO MANAGING PERFORMANCE

Performance Situation 67  
Setting Expectations and Goals 68  
Consider Personal Styles—Both Yours and Your Employee’s 71  
Managing Performance 74  
Performance Problem Solving 76  
Dealing with Performance Issues 76  
Managing a Performance Issue 77  
Distinguishing between Observations and Conclusions 78  
Performance Conversation Checklist 80  
Tackling Recurring Problems 81  
Performance Issue Linked to Technical Problems 81  
Managing Managers 83  
Suggested Answers for Distinguishing between Observations and Conclusions 86  
References 87  
Bibliography 87

### CHAPTER 6  INCREASING EFFECTIVENESS THROUGH DELEGATION

Delegation Situation 89  
Delegation Choices 90  
Delegation Benefits 91  
Delegation Analysis 93  
Delegation Profile 95  
Planning for Delegation 96  
Styles of Delegation 97
Relation of U/E to Delegation Style 101
Delegation Checklist 102
Delegation Using Type 104
Temperaments 107
Applying New Concepts and Skills 108
Delegation Situation—Solution 109
Delegation Choices—Suggestions 109
References 110
Bibliography 110

CHAPTER 7  POINTS FOR SUCCEEDING AS A COACH 113
Coaching Success 113
Building Connections 114
How Do Star Performers Network? 115
Group Social Networks 115
Challenging the Status Quo 117
Looking Forward 121
Suggestions for Development Activities 122
Coaching Success—Solution 131
References 132
Bibliography 132

CHAPTER 8  TECHNIQUES TO MANAGE GROUPS, TEAMS, AND MEETINGS 135
Facilitation Situation 135
Building Collaboration 136
Role Clarification Activity 137
Goal Clarification Activity 138
Group Operating Principles or Norms 138
Increasing Meeting Effectiveness 139
Individual Autonomy versus Group Interdependence 140
Decision Making 142
Meeting Management Techniques 143
Application: Your Own Meeting 147
Facilitation Situation—Suggestions 149
References 150
Bibliography 151

CHAPTER 9  CLUES TO FOSTER CREATIVITY AND INNOVATION 153
Sam’s Dilemma 153
Social and Educational Input on Creativity 154
Raising the Bar for Creativity and Innovation 155
CHAPTER 10  POINTERS ON MANAGING PROJECTS AND DECISIONS

Project Support  171
So, What Can You Do?  173
Learn the Basics of Project Management  173
Understand and Take Advantage of Different Approaches to Project Planning  173
Challenge What Does Not Make Sense  175
Consider the Difference between Risk and Uncertainty  175
Look for Ways to Improve Communication in Your Project  176
Avoid Going for the Big Bang—Prioritize and Proceed Incrementally  177
Be Assertive and Work to Kill a Project That Should Die  180
Use Consensus Wisely and Make Timely Decisions  181
Project Support—Suggestions  186
References  187
Bibliography  188

CHAPTER 11  SUGGESTIONS FOR MANAGING UP

Managing Up Stories  191
Build Your Relationship  193
Manage Communication  194
Guidelines to Approach Your Boss  197
Guidelines for Receiving Feedback  198
Managing Up Stories—Resolved  201
References  203
Bibliography  204

CHAPTER 12  LET’S USE IT RIGHT: A SUMMARY OF SUGGESTED APPROACHES

References  215

FIFTY-TWO-WEEK LEADERSHIP JOURNAL  217

INDEX  315