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THE
FIRST-TIME
MANAGER



SEVENTH EDITION

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A PDF COMPANION TO THE AUDIOBOOK



DEALING WITH YOUR SUPERIORS

FIGURE 7-1. YOUR SUPERVISOR'S STYLE

MONOPOLIZER	METHODICAL
<ul style="list-style-type: none"> • in charge • direct • quick decisions • organized • be ready with the facts 	<ul style="list-style-type: none"> • analytical • wants lots of information • prizes accuracy • slow decisions • be ready to support your position
MOTIVATOR	MIXER
<ul style="list-style-type: none"> • fun to be around • charismatic & social • high energy • may not follow-through • be ready for small talk 	<ul style="list-style-type: none"> • dedicated & loyal • patient & understanding • conflict-adverse • dislikes change • needs you to be a team player

FIGURE 7-2. YOUR SUPERVISOR'S PREFERENCES

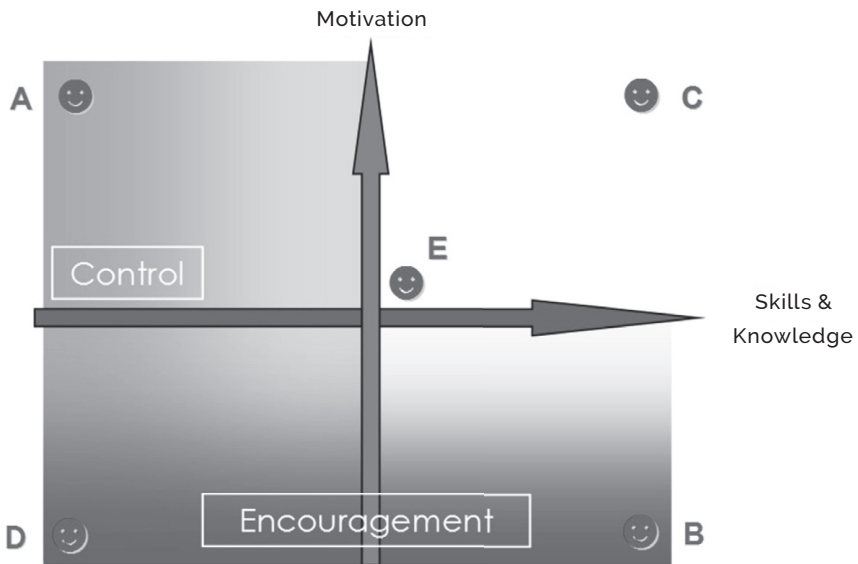
HOW DOES HE OR SHE PREFER TO PROCESS INFORMATION?	WHAT LEVEL OF DETAIL DOES HE OR SHE PREFER?
<ul style="list-style-type: none"> • verbally • in writing • graphically • in presentations 	<ul style="list-style-type: none"> • extensive detail • overviews and summaries • big concepts
WHAT IS HIS OR HER INNATE LEVEL OF IMMEDIACY?	WHAT DOES AND DOES NOT INTEREST HIM OR HER?
<ul style="list-style-type: none"> • wants new information right away • prefers you to process and consider information before you share it with them • would rather receive information at a regular time in the day or week 	<ul style="list-style-type: none"> • what fascinates him or her • what does not interest him or her • what causes him or her to "check-out"

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CHOOSING A MANAGERIAL STYLE OF YOUR OWN

FIGURE 8-1. PLOTTING THE FIVE TYPES OF EMPLOYEES





MANAGEMENT VERSUS LEADERSHIP

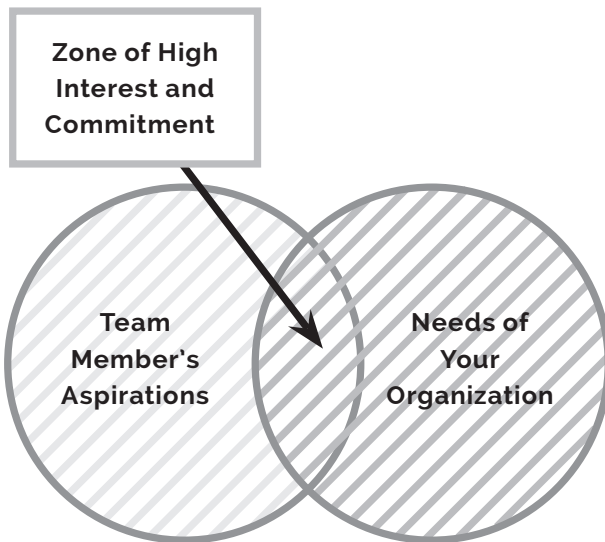
FIGURE 10-1. MANAGEMENT VS. LEADERSHIP

MANAGEMENT	LEADERSHIP
<ul style="list-style-type: none">• More top down and directive• More structured• Focuses on methods• More directive• More focused on correcting• Determines methods	<ul style="list-style-type: none">• More bottom up and participative• Less structured• Focuses on exceptions• More of a coaching dynamic• More focused on affirming• Establishes goals then lets team members determine their methods



IS THERE SUCH A THING AS MOTIVATION?

FIGURE 21-1



DOVETAILING: Aligning a team member's professional and personal goals with the needs of your organization



THE GENERATION GAP

FIGURE 25-1. TALENT MANAGEMENT MATRIX

	YEARS BORN	TRAITS	MOTIVATORS	THEY VALUE	INCENTIVES AND REWARDS
MILLENNIALS (aka Gen Y)	1977–1995	optimistic multi-taskers expect flexibility	being valued a sense of progress opinion valued a mission they believe in	liking their work being well-informed interaction w/ senior leaders skills training opportunities to grow & advance feedback	compensation and benefits personal time flexibility
GEN X	1965–1976	drive ambition prefer autonomy	bonuses/ stock flexibility	flexibility working independently self-improvement regular and public recognition	compensation flexibility telecom-muting tuition reimbursement
BABY BOOMERS	1946–1964	ambitious goal-oriented identities drawn from work	compensation promotions recognition retirement funding	expertise being recognized and valued titles	compensation occasional feedback authority perks



SALARY ADMINISTRATION

FIGURE 30-1. TALENT MANAGEMENT MATRIX					
TEAM MEMBER	CURRENT CAPABILITIES	REQUIRED FUTURE CAPABILITIES	MISSING CAPABILITIES	MEANS FOR DEVELOPING MISSING CAPABILITIES	TO BE PROVIDED BY OTHERS
NAME	1. _____	1. _____	1. _____	1. _____	<input type="checkbox"/>
	2. _____	2. _____	2. _____	2. _____	<input type="checkbox"/>
	3. _____	3. _____	3. _____	3. _____	<input type="checkbox"/>
	4. _____	4. _____	4. _____	4. _____	<input type="checkbox"/>
NAME	1. _____	1. _____	1. _____	1. _____	<input type="checkbox"/>
	2. _____	2. _____	2. _____	2. _____	<input type="checkbox"/>
	3. _____	3. _____	3. _____	3. _____	<input type="checkbox"/>
	4. _____	4. _____	4. _____	4. _____	<input type="checkbox"/>
NAME	1. _____	1. _____	1. _____	1. _____	<input type="checkbox"/>
	2. _____	2. _____	2. _____	2. _____	<input type="checkbox"/>
	3. _____	3. _____	3. _____	3. _____	<input type="checkbox"/>
	4. _____	4. _____	4. _____	4. _____	<input type="checkbox"/>