

# Contents

PREFACE	vii
ACKNOWLEDGMENTS	ix
INTRODUCTION	xi
<b>PART ONE SO YOU'RE GOING TO MANAGE PEOPLE</b>	<b>1</b>
1. The Road to Management	3
2. Starting Out	8
3. Building Trust and Confidence	15
4. Show Your Appreciation	19
5. Being an Active Listener	22
6. The New Manager's Job and Pitfalls to Avoid	28
7. Dealing with Your Superiors	32
8. Choosing a Managerial Style of Your Own	39
9. Building Team Spirit	43
<b>PART TWO TACKLING YOUR NEW DUTIES</b>	<b>47</b>
10. Managing Problem Employees	49
11. Hiring and Interviewing	56
12. Training Team Members	68
13. Managing Change: Dealing with Resistance	75
14. Disciplining the Employee	78
15. "Oh My God! I Can't Fire Anyone!"	87
16. Having a Legal Awareness	96

<b>PART THREE WORKING WITH PEOPLE AND BUILDING RELATIONSHIPS</b>	103
17. No Secrets	105
18. The Human Resources Department	108
19. The Current State of Loyalty	111
20. Is There Such a Thing as Motivation?	113
21. The Generation Gap	119
<b>PART FOUR JOB DESCRIPTIONS, PERFORMANCE APPRAISALS, AND SALARY ADMINISTRATION</b>	123
22. Writing Job Descriptions	125
23. Doing Performance Appraisals	128
24. Salary Administration	140
<b>PART FIVE IMPROVING AND DEVELOPING YOURSELF</b>	145
25. Having Emotional Intelligence	147
26. Developing a Positive Self-Image	150
27. Managing Your Own Time	167
28. The Written Word	174
29. The Grapevine	178
30. Your Best Friend: Delegation	180
31. A Sense of Humor	184
32. Managing, Participating in, and Leading Meetings	188
33. Taking Center Stage: The Role of Public Speaking in Your Career	195
<b>PART SIX THE COMPLETE PERSON</b>	201
34. Coping with Stress	203
35. Having Balance in Your Life	207
36. A Touch of Class	210
<b>CONCLUSION</b>	212
<b>INDEX</b>	217