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Record Nr.	UNINA9910961161003321
Autore	Lloyd Sam R
Titolo	Accountability : managing for maximum results / / Sam R. Lloyd
Pubbl/distr/stampa	Menlo Park, Calif., : Crisp Learning, c2002
ISBN	1-4175-3312-9
Descrizione fisica	1 online resource (118 p.)
Collana	A fifty-minute series book
Disciplina	658.3
Soggetti	Personnel management
	Responsibility
	Supervision of employees
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references (p. 110).
Nota di contenuto	Title -- Copyright -- About the Author -- How to Use This Book -- Preface -- Contents -- PART 1 The Case for Accountability -- Getting Work Done Through Others -- Case Study: Sharing the Workload -- Gathering Feedback -- HOW AM I DOING? -- PART 2 The Manager/Employee Relationship -- Establishing Positive Expectations -- Self-Fulfilling Prophecy -- Case Study: A Negative Self-Fulfilling Prophecy -- Putting Self-Fulfilling Prophecy to Work -- Case Study: A Positive Self-Fulfilling Prophecy -- Creating Rapport -- Using the Pacing Technique -- Improving Listening Skills -- Common Responses and Their Risks -- Diffusing Emotion Through Active Listening -- Listening with Empathy -- Lessening Employee Dependency -- The Cycle of Dependency -- The Downward Spiral -- Promoting Accountability -- Developing Relationship Contracts -- A Valid Contract -- Mutual Agreement -- Mutual Benefit -- Mutual Ability -- Legality -- DRAFT YOUR OWN CONTRACT -- PART 3 Leadership & Management Skills -- Defining Leadership -- Setting Goals to Communicate Your Vision -- Involving Employees to Create Buy-In -- Determining the Action Steps -- Empowering Employees Through Delegating -- Why Is Delegation So Difficult? -- Case Study: Delegating or Dumping? -- Preparing To Delegate -- The Delegation Discussion -- Case Study: Delegating to Empower -- Recovering and Learning from Mistakes -- The Cost of Mishandling Mistakes -- Case

Study: One Mistake Leads to Another -- Coaching Employees Through Their Mistakes -- Case Study: A Positive Learning Experience -- PART 4 Communication Tools That Build Accountability -- Matching Personality Type -- The Four Personality Types -- Delegating to Personality Type -- Communicating Win-Win Messages -- Nonassertive -- Aggressive -- Assertive -- Body Language Speaks Volumes -- Case Study: Accountability through Communication -- Giving Strokes to Get Results -- The Need for Attention -- What You Stroke Is What You Get! -- Stroking in the Workplace -- A Recognition Certificate -- Confronting Unacceptable Behavior -- The Positive Side of Confrontation -- Caring Confrontation Formula -- 1 Identify the behavior. -- 2 Identify the tangible effects. -- 3 Identify your own feelings. -- 4 Identify the change you desire. -- Case Study: Antagonizing Co-Workers -- Confrontation Made Easy -- Engage in Active Listening -- Performing a Relationship Audit -- THE RELATIONSHIP AUDIT WORKSHEET -- Discussing the Relationship Audit -- A Sample Relationship Audit Discussion -- Comments about the Sample Discussion -- The Discussion Continues -- Additional Comments -- PART 5 Follow-Up Ideas for Skill Development -- Maintain Your Momentum -- Establish an Action Plan -- Reward Yourself -- Continue to Work at It -- APPENDIX -- Author's Notes on the Case Studies.

| Sommario/riassunto | This book will teach you the techniques to manage employees for maximum results--either individually or as a team. |