

THE MANAGER'S INTELLIGENCE REPORT

Sample

An insider's fast track to better management

Pay special attention when recession's victims join your staff

New hires who had been unemployed for a long time might be happy to land a job but nervous about their ability to keep it. Their faith and confidence shaken, they can have a hard time getting up to speed. Here are some suggestions for helping them with the adjustment:

- **Review career achievements.** Encourage new employees to talk about what they've accomplished in previous positions. They'll relive the feelings of pride they experienced and will get comfortable discussing their earlier employment in a new setting.
- **Set goals for the new job.** Work with employees on objectives for their first 100 days with your organization, goals that are realistic and significant to the employee and your organization. A few

early successes will boost their confidence.

- **Ease into the culture.** Tell new employees as much as you can about the atmosphere and history of your workplace so they know what to expect. Introduce them to the people they'll be working with so they don't feel isolated or different.
- **Don't add to the stress.** Some new employees try to prove themselves as quickly as they can. This can create additional stress while they're still coping with all the changes in their lives. Support them in pursuing meaningful goals, but let them know you don't expect miracles from them right away.

—Adapted from *The Wall Street Journal*

Take action before violence strikes your workplace

The prospect of violence in your workplace may seem remote, but you should have a prevention plan that goes beyond advising your employees to dial 911 at the first sign of trouble. Here are some steps to take that can keep your workforce safer:

- **Make a statement.** Start with a written policy advising employees that violence will not be tolerated in your workplace and that your organization will discipline and prosecute any violent behavior.
- **Prohibit weapons.** Your employee manual should ban any kind of weapons at your organization's offices or property.
- **Designate a "critical incident coordinator."** You or another manager should be prepared to act as a leader in the event of any emergency or threat.

- **Prepare for emergencies.** Work with employees, your attorney, and local law enforcement on possible responses to threats or actual violence. Build a relationship with the authorities ahead of time.
- **Train your employees.** Go through your policies regarding behavior and violence during orientation for new employees, and repeat the training once a year or so to keep it fresh in workers' minds.
- **Look for security loopholes.** Periodically audit your workplace for areas where security might be loose. Can outsiders wander in through a side door? Are stairwells and parking areas well lit and secure?

—Adapted from the National Association of Counties website

QUICK TIPS

Point employees toward success

One good way to keep your workforce engaged and focused on priorities is to clearly identify your organization's "Key Performance Indicators" (KPIs). These track the most important activities that employees are responsible for and which directly support your bottom line—products sold per week or month, for example, or defective products returned.

Make these KPIs visible to your workforce. Post charts in your break room or other areas where employees congregate, and change them often so people recognize their importance. Discuss the numbers in staff meetings. You want your people to be thinking about the same success factors that you and other top managers are concentrating on.

—Adapted from the Business Resource Centre website

Reward yourself for to-do list success

If, like many managers, you find it hard to get through your to-do list, try linking each item with a reward. Fill up your list this way:

To do/ reward

Write report/ get a latte

Agenda for meeting/ take a walk outside

Performance reviews/ make weekend plans

This takes some of the emphasis off the chores by reminding you of something positive once you've completed the task.

—Adapted from the I Need Motivation website

The Manager S Intelligence Report

CL Gary



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Table of Contents The Manager S Intelligence Report

1. Understanding the eBook The Manager S Intelligence Report
 - The Rise of Digital Reading The Manager S Intelligence Report
 - Advantages of eBooks Over Traditional Books
2. Identifying The Manager S Intelligence Report
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an The Manager S Intelligence Report
 - User-Friendly Interface
4. Exploring eBook Recommendations from The Manager S Intelligence Report
 - Personalized Recommendations
 - The Manager S Intelligence Report User Reviews and Ratings
 - The Manager S Intelligence Report and Bestseller Lists
5. Accessing The Manager S Intelligence Report Free and Paid eBooks
 - The Manager S Intelligence Report Public Domain eBooks
 - The Manager S Intelligence Report eBook Subscription Services
 - The Manager S Intelligence Report Budget-Friendly Options
6. Navigating The Manager S Intelligence Report eBook Formats

- ePub, PDF, MOBI, and More
- The Manager S Intelligence Report Compatibility with Devices
- The Manager S Intelligence Report Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of The Manager S Intelligence Report
 - Highlighting and Note-Taking The Manager S Intelligence Report
 - Interactive Elements The Manager S Intelligence Report
- 8. Staying Engaged with The Manager S Intelligence Report
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers The Manager S Intelligence Report
- 9. Balancing eBooks and Physical Books The Manager S Intelligence Report
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection The Manager S Intelligence Report
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine The Manager S Intelligence Report
 - Setting Reading Goals The Manager S Intelligence Report
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of The Manager S Intelligence Report
 - Fact-Checking eBook Content of The Manager S Intelligence Report
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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