

Moving Up To Management

Contents

Introduction

Chapter 1

Leadership and Management

1

When You Complete This Chapter You Will Know

1

What is a Leader?

1

Designated Leaders

1

Emergent Leaders

2

Qualities of a Good Leader

2

What is a Manager?

4

Qualities of a Good Manager

4

Exercise: Leaders and Managers I Have Known

6

Exercise: Rate Your Leadership Skills

7

Now That You've Completed This Chapter You Know

8

Chapter 2

Changing Roles

9

When You Complete This Chapter You Will Know

9

From Caregiver to Leader/Manager

9

Emotional Steps in Processing Change

10

Transitions I Have Gone Through

11

Exercise: My Lifeline

12

Exercise: Transitions I Have Gone Through

12

Helping Your Staff Adjust to Change

13

Now That You've Completed This Chapter You Know

14

Chapter 3

Assuming Power

15

When You Complete This Chapter You Will Know

15

Power and Authority

15

Skills I Already Possess

15

Self-Esteem

17

Exercise: Self-Esteem

18

Poem: Steps To Happiness

19

Perception

20

Setting Boundaries

21

Delegating and Giving Orders

21

Values, Attitudes and Beliefs

23

Exercise: Parental Values, 'Shoulds' and Beliefs

24

Exercise: My Values

29

Now That You've Completed This Chapter You Know

30

| | |
|---|-----------|
| Chapter 4 | |
| Communicating Effectively | 31 |
| When You Complete This Chapter You Will Know | 31 |
| Listening Skills | 31 |
| Speaking Skills | 33 |
| One-To-One Conversations | 34 |
| Seven Steps to Effective Feedback | 36 |
| Group Communication | 38 |
| Passive, Assertive and Aggressive Communication | 39 |
| Exercise: Passive, Assertive and Aggressive Self-Awareness | 40 |
| Things To Remember About Passive, Assertive and Aggressive Behavior | 42 |
| Written Communication | 42 |
| Sample Incident Report | 43 |
| Now That You've Completed This Chapter You Know | 44 |
| | |
| Chapter 5 | |
| Building Your Team and Creating a Positive Work Environment | 47 |
| When You Complete This Chapter You Will Know | 47 |
| Exercise: Places I Have Worked | 48 |
| Building Trust | 48 |
| Communicating Positively and Openly | 49 |
| Expecting The Best From Your Staff | 50 |
| Creating Team Spirit | 50 |
| Giving Recognition and Appreciation | 52 |
| Giving Credit and Taking Responsibility | 53 |
| Being Approachable | 53 |
| Providing Positive Physical Environment | 54 |
| Staff Evaluations | 54 |
| Now That You've Completed This Chapter You Know | 56 |
| | |
| Chapter 6 | |
| Organizing, Goal Setting and Decision Making | 57 |
| When You Complete This Chapter You Will Know | 57 |
| Organizing | 57 |
| Setting Priorities | 59 |
| 'Big Rocks' | 60 |
| Exercise: My 'Big Rocks' | 60 |
| Setting Goals | 61 |
| Action Plans | 63 |
| Making Decisions | 63 |
| Exercise: Decisions I Have Made | 64 |
| Delegating Effectively | 65 |
| Now That You've Completed This Chapter You Know | 67 |

| | |
|---|-----------|
| Chapter 7 | |
| Running Effective Meetings | 69 |
| When You Complete This Chapter You Will Know | 69 |
| Formal Meetings | 69 |
| Informal Meetings | 70 |
| Create An Agenda | 71 |
| During The Meeting | 72 |
| After The Meeting | 72 |
| Exercise: Create Your Own Sample Meeting Agenda | 72 |
| Now That You've Completed This Chapter You Know | 73 |
| | |
| Chapter 8 | |
| Resolving Conflict | |
| When You Complete This Chapter You Will Know | 75 |
| Resolving Conflict Efficiently and Unemotionally | 75 |
| Conflict Between Staff Members | 75 |
| Conflict Between Employee and the Rules of the Facility | 77 |
| Disciplinary Actions | 77 |
| Terminating the Problem Employee | 78 |
| Now That You've Completed This Chapter You Know | 79 |
| | |
| Chapter 9 | |
| Portrait of Myself As a Leader and Manger | 81 |
| Exercise: Portrait of Myself as a Leader | 81 |
| When You Complete This Chapter You Will Know | 81 |
| Exercise: My Talents and Skills | 81 |
| Exercise: Anticipated Challenges | 82 |
| Now That You've Completed This Chapter You Know | 82 |
| | |
| Index | 85 |
| About The Authors | 89 |