

**Manager's Toolkit: The 13 Skills Managers Need to Succeed
By Harvard Business Review**

1. Define “Goal Setting”:

2. In this book, how does the author define “strategy”?

3. Identify and describe the two common approaches to goal setting and when a manager should use each one.

4. List the characteristics of effective goals:

5. What are the 2 mistakes managers should avoid when setting goals?

6. What are the 4 steps to accomplishing goals?

7. In what step do you use a “Start to Finish” approach? What tool does the author suggest and why?

8. What questions should you ask yourself during a periodic review?

9. When should you NOT change course and why?

10. What type of occurrence might indicate the need to change a goal and what actions should the manager take according to John Maynard?

11. What are the important points you need to understand to define the job and its requirements?

12. What 7 pieces should always be included in a job description? What opportunity does the development of a job description give you?

13. What is the primary purpose of an interview? List the 3 types discussed:

14. List the two types of BAD interview questions and discuss why.

15. What are the three reasons retention of good employees' matter?

16. Define EVP:

17. List the strategies for retention:

18. Describe the benefits of effective delegation. Why does delegation make some managers uneasy?

19. What type of delegation should a manager avoid?

20. Discuss delegation by project and what might be the advantages to that type of delegation.

21. What strategy does the author recommend when evaluating how your time is spent?

22. What specific scheduling tools are recommended for time management?

- 23. Discuss how your energy plays into your task scheduling. List an effective to-do list includes.**

- 24. What are some controllable time wasters?**

- 25. List situations when teams are particularly useful. Discuss the characteristics of effective teams.**

- 26. List and briefly describe the ways to enhance team commitment.**

- 27. Who should be evaluated on a team? What is the difference between a traditional performance evaluation and a team evaluation? What methods of evaluation are suggested?**

- 28. Appraisal sessions or performance evaluations give the manager what types of opportunities?**

- 29. Discuss the differences between managing and coaching. Which one is more effective and why?**

30. As a coach what is the most effective way to be highly tuned in to the person you are coaching? List some ways to put people at ease and demonstrate active listening.

31. List the advantages that an open ended questions has during the appraisal interview.

32. During feedback conversations, what must a manager be prepared for?

33. Discuss ways that managers can make jobs more interesting and become motivators for their “C” level or problem employees.

34. What day do experts recommend a manager consider for dismissing an employee and why? What day is not recommended and why?

35. During a dismissal meeting, what are some specific communications should be avoided?

36. What might qualify as a “Crisis”?

37. What is a Crisis Audit? Describe the steps.

38. What is the best strategy for managing a crisis?

39. Define Career development.

40. What are the key indicators it is time for a career change?

**41. What do tests show about the value of business interests and work satisfaction?
Discuss why skills may not result in work satisfaction.**

**42. Discuss a leader you have high esteem for and how they compare to the characteristics
of a good leader.**

43. Describe the definition of “True Leadership” – a leader with no authority.

44. What is Strategy? Discuss the types listed and some examples of each.

**45. Discuss why the frequency of a new business strategy may not be addressed very
often?**

46. What types of questions might a strategist ask to indicate a new direction or identify threats to their current business?

47. What steps are recommended to review and formulate a business strategy?

48. What are the four basic functions of a budget?

49. What are the disadvantages of “Top-Down” budgeting?

50. What is participatory Budgeting? Write about how this compares to your personal experience with budgeting.

51. Discuss “what-if” scenarios and how incorrect assumptions might impact budgeting.

52. What are assets? What is a current asset? Describe the difference.

53. What is a liability?

54. What are accounts receivables?

55. What is owners' equity?

56. What is an income statement?

57. What are revenues?

58. What is a cash flow statement? How does this differ from a balance sheet?

59. What does ROI stand for and how do manager use this concept?

60. Describe fixed costs, variable costs, and contribution margin.
