

president's message

How good are your management skills?

Managing sports turf is tough. Managing people can be even tougher. I came across this quiz in a magazine and picked up some good ideas from it. Perhaps it will prove helpful to you, too. Ten points for each correct answer:

1. As a new manager, one of the first things you should do is:
 - a. Get to know each of your direct reports personally.
 - b. Learn to delegate.
 - c. Bring employees into your office for one-on-one meetings.
2. When your department is under fire from upper management:
 - a. Act as a buffer.
 - b. Find the problem and fix it.
 - c. Stay cool.
3. Managers should recognize that people:
 - a. Thrive on praise and recognition.
 - b. Get bored if there is not enough work to do.
 - c. Will rise to the occasion if there is financial incentive.
4. As a manager, it is not acceptable to:
 - a. Show empathy to employees.
 - b. Lose your temper.
 - c. Write personal notes of appreciation.
5. A manager's primary responsibility is to:
 - a. Perform above expectations.
 - b. Set and meet yearly goals.
 - c. Accomplish tasks through other people.
6. Good managers spend most of their time:
 - a. Checking on employees' performance.
 - b. Clarifying expectations from the boss.
 - c. Teaching.
7. Good managers:
 - a. Make decisions.
 - b. Spend social time with employees.
 - c. Argue their point of view.
8. People easily lose commitment when managers:
 - a. Change their moods.
 - b. Leave work early.
 - c. Keep the office door closed.
9. When teaching someone a skill:
 - a. Accomplish the training off-site.
 - b. Reward their efforts.
 - c. Use a variety of teaching tools.
10. After implementing a major change, be aware that:
 - a. 30 percent of your employees will resist the change.
 - b. Your company may be taking an unnecessary risk.
 - c. Most people will get onboard quickly.



BOB CAMPBELL, CSFM

(Cont'd on page 35.)

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president's message

(Cont'd from page 7.)

1. b. Although a job might seem less time-consuming to do yourself, a new manager's most important responsibilities include delegating and training.

2. a. When things go wrong, serve as a buffer and take the heat. Keep the pressure off your people so that they can do their jobs. When managers shift blame to employees, they lose trust, respect, and loyalty.

3. a. Everyone enjoys feeling special and appreciated. Otherwise, they will put less energy into their work.

4. b. Getting frustrated is human, but it's childish to lose your temper. Controlling your emotions exhibits self-control.

5. c. Getting work done through other people could mean getting products shipped or sold, providing quality customer service, or getting purchases in on time at the best price. Your boss expects your team to function effectively and efficiently through your guidance.

6. c. Develop your people. While it might be difficult to find the time, people want and need to grow.

7. a. Making decision takes courage. You won't always have all the data and may make mistakes. Still, no one respects or follows a risk-averse leader.

8. a. When managers are irritable one day and charming the next, their unpredictable behavior causes employees to assume the worst. People work best with leaders who show predictable and consistent behavior.

9. c. Stimulate as many senses as you can to help reinforce the lessons you teach. People learn through demonstrations, visual aids, actions, and participation.

10. a. Research indicates that about 30 percent of any group will be resistant to change; about 20 percent will readily move toward the new direction; and 50 percent will adopt a wait-and-see attitude.

Scoring

80-100 *You are wise and knowledgeable.*

60-70 *Examine specific areas of this quiz in which you can improve skills.*

Below 60 *No one said that managing people is easy. Care about your employees enough to improve your competence.*

Editor's note: Reprinted courtesy of Dallas-based author/management consultant Valerie Sokolosky and Southwest Airlines Spirit magazine.

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