

the making of a manager

the making of a manager is a transformative journey that encompasses learning, adapting, and evolving into a leader capable of guiding teams toward success. This article explores the essential stages, skills, and challenges involved in becoming a manager, providing a comprehensive guide for aspiring leaders and professionals stepping into managerial roles. Readers will discover the key responsibilities that define management, the core competencies every manager needs, and the common pitfalls to avoid. Through structured sections, the article delves into the foundational principles of management, the development of critical soft skills, and strategies for overcoming obstacles in the workplace. Packed with actionable advice and practical insights, this guide is designed to equip readers with the knowledge and confidence needed to excel in management. By understanding the making of a manager, individuals can better prepare for the responsibilities ahead and foster a thriving, productive team environment.

- Understanding the Role of a Manager
- Essential Skills for New Managers
- Common Challenges in the Making of a Manager
- Key Steps to Developing as a Manager
- Building Effective Teams
- Continuous Growth and Self-Improvement
- Final Thoughts on the Making of a Manager

Understanding the Role of a Manager

The making of a manager begins with a clear understanding of what the role entails. Managers are responsible for overseeing teams, driving results, and aligning individual efforts with organizational goals. Their duties often span planning, organizing, leading, and controlling various processes within a company. Effective managers not only focus on achieving targets but also prioritize the growth and well-being of their team members. They serve as a bridge between upper management and frontline employees, ensuring communication flows smoothly and objectives are met consistently. A successful manager recognizes the importance of both task management and people management, balancing operational efficiency with employee engagement.

Core Responsibilities of a Manager

Managers are entrusted with several core responsibilities that ensure the smooth functioning of their teams and the achievement of business goals. Understanding these fundamental duties is crucial in the making of a manager.

- Setting clear objectives and expectations for the team
- Delegating tasks effectively to leverage team strengths
- Monitoring progress and providing constructive feedback
- Motivating and inspiring team members
- Facilitating professional development and training
- Resolving conflicts and addressing performance issues promptly
- Ensuring alignment with organizational vision and values

The Transition to Management

Transitioning from an individual contributor to a management role is a significant step in one's professional journey. This shift requires adopting a broader perspective, focusing not only on personal achievements but also on the collective success of the team. The making of a manager involves letting go of old habits and embracing new responsibilities, including decision-making, coaching, and strategic planning. New managers must also learn to navigate complex interpersonal dynamics, adapt to heightened accountability, and cultivate a leadership mindset.

Essential Skills for New Managers

Developing the right set of skills is vital in the making of a manager. While technical expertise is valuable, successful managers are distinguished by their ability to lead, communicate, and inspire others. Both hard and soft skills play a critical role in effective management, with a strong emphasis on interpersonal abilities.

Communication Skills

Clear and transparent communication is at the heart of effective management.

Managers must be adept at conveying expectations, delivering feedback, and fostering open dialogue within their teams. Listening actively, asking the right questions, and ensuring mutual understanding are essential for building trust and promoting collaboration.

Emotional Intelligence

Emotional intelligence is a cornerstone in the making of a manager. It involves self-awareness, empathy, and the ability to manage one's emotions and relationships. Managers with high emotional intelligence can navigate conflicts gracefully, motivate team members, and create a positive work environment.

Decision-Making and Problem-Solving

Managers are often required to make quick, informed decisions under pressure. Effective decision-making involves analyzing information, weighing alternatives, and considering the impact on both the team and the organization. Problem-solving skills enable managers to address challenges proactively and implement solutions that drive continuous improvement.

Time Management and Delegation

Time management and delegation are critical skills in the making of a manager. Prioritizing tasks, managing workloads, and assigning responsibilities appropriately ensure that objectives are met efficiently. Effective delegation not only enhances productivity but also empowers team members to grow and develop new competencies.

Common Challenges in the Making of a Manager

Every manager faces obstacles, especially during the early stages of their management career. Recognizing and preparing for these challenges is essential for long-term success in the making of a manager.

Balancing Authority and Approachability

Managers must strike a balance between asserting authority and remaining approachable. Being too rigid can hinder team morale, while being overly lenient may lead to a lack of accountability. Establishing clear boundaries

and maintaining respectful, open communication is key.

Managing Former Peers

One of the most common challenges in the making of a manager is supervising former colleagues. Navigating this change requires sensitivity, professionalism, and a commitment to fairness. Managers should set clear expectations, maintain consistency, and foster mutual respect to ease the transition.

Handling Conflict and Difficult Conversations

Conflict is inevitable in any workplace. Effective managers must address issues promptly and constructively, facilitating discussions that lead to resolution. Mastering the art of difficult conversations is vital for maintaining a healthy, productive team dynamic.

Key Steps to Developing as a Manager

The making of a manager is an ongoing process that requires intentional development and self-reflection. By following structured steps, new managers can accelerate their growth and effectiveness.

Seeking Feedback and Mentorship

Feedback from peers, supervisors, and team members provides valuable insights for improvement. Engaging with mentors allows new managers to learn from experienced leaders, gain perspective, and avoid common pitfalls in their journey.

Continuous Learning and Professional Development

Staying updated with management trends, best practices, and industry standards is crucial. Attending workshops, pursuing certifications, and reading widely contribute to a manager's ongoing development and adaptability.

Setting Personal and Team Goals

Setting clear, measurable goals for oneself and the team helps maintain focus and drive progress. Regularly reviewing and adjusting these goals ensures alignment with organizational priorities and supports sustained growth.

Building Effective Teams

A core aspect of the making of a manager is the ability to build and nurture high-performing teams. Effective managers understand that team success is rooted in trust, collaboration, and shared purpose.

Recruitment and Onboarding

Selecting the right team members is fundamental to long-term success. Managers should prioritize cultural fit, diverse skill sets, and potential for growth during recruitment. A structured onboarding process helps new hires integrate smoothly and become productive quickly.

Fostering Collaboration and Inclusion

Encouraging open communication, valuing diverse perspectives, and creating an inclusive environment are essential for team cohesion. Managers should facilitate regular team meetings, recognize individual contributions, and promote a sense of belonging.

Recognizing and Rewarding Performance

Acknowledging achievements and providing meaningful rewards motivates team members to excel. Recognition can take many forms, including praise, promotions, or professional development opportunities. Consistently celebrating success reinforces positive behaviors and drives team engagement.

Continuous Growth and Self-Improvement

The making of a manager does not end with a job title. Continuous growth and self-improvement are integral to long-term success in management. Proactive managers seek opportunities to enhance their skills, adapt to changing environments, and lead by example.

Reflective Practice

Regular self-reflection enables managers to identify strengths, address weaknesses, and adjust their approach. Keeping a journal, soliciting feedback, and setting aside time for introspection can foster ongoing improvement and resilience.

Staying Adaptable

The business landscape is constantly evolving. Managers must remain flexible, embrace change, and encourage innovation within their teams. Adaptability ensures continued relevance and effectiveness in today's dynamic workplace.

Final Thoughts on the Making of a Manager

The making of a manager is a comprehensive process that requires dedication, learning, and a willingness to grow. By mastering essential skills, overcoming common challenges, and prioritizing both team and personal development, aspiring managers can build a strong foundation for leadership. Embracing continuous improvement and fostering effective teams are crucial for long-term success in any managerial role. With the right mindset and strategies, anyone can navigate the journey from individual contributor to impactful manager.

Q: What are the most important skills in the making of a manager?

A: The most important skills include effective communication, emotional intelligence, decision-making, problem-solving, time management, and the ability to delegate tasks efficiently.

Q: How can new managers overcome common challenges?

A: New managers can overcome challenges by seeking feedback, engaging with mentors, setting clear expectations, and continuously developing both soft and hard skills relevant to their roles.

Q: Why is emotional intelligence crucial for

managers?

A: Emotional intelligence enables managers to understand and manage their own emotions, empathize with team members, handle conflict effectively, and foster a positive work environment.

Q: What steps should be taken to build an effective team?

A: Building an effective team involves careful recruitment, structured onboarding, fostering collaboration and inclusion, and recognizing and rewarding individual and collective achievements.

Q: How can managers maintain continuous growth?

A: Managers can maintain growth by embracing lifelong learning, attending professional development programs, reflecting on their experiences, and staying adaptable to changes in the workplace.

Q: What is the biggest hurdle when transitioning from peer to manager?

A: The biggest hurdle is managing former peers, which requires establishing professional boundaries, maintaining fairness, and communicating openly to ensure a smooth transition.

Q: How does delegation benefit the making of a manager?

A: Delegation allows managers to focus on higher-level responsibilities, empowers team members to develop new skills, and enhances overall team productivity and efficiency.

Q: What role does feedback play in a manager's development?

A: Feedback helps managers identify areas for improvement, reinforces positive behaviors, and provides guidance for adjusting strategies to achieve better results.

Q: How should managers handle conflict within their

teams?

A: Managers should address conflict promptly, facilitate open and respectful discussions, and work towards mutually acceptable solutions to maintain a healthy team dynamic.

Q: Why is setting goals important in the making of a manager?

A: Setting goals provides direction, motivates both managers and their teams, and ensures alignment with broader organizational objectives, driving consistent progress and achievement.

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The Making of a Manager: From Individual Contributor to Effective Leader

Are you a high-performing individual contributor looking to climb the corporate ladder? Aspiring to lead a team and guide others to success? The transition from individual contributor to manager is a significant leap, requiring more than just technical expertise. This comprehensive guide delves into the essential skills, qualities, and strategies required for "the making of a manager," helping you navigate this pivotal career shift effectively. We'll explore everything from understanding your leadership style to mastering delegation and conflict resolution.

Understanding the Shift: From Doing to Leading

The most crucial aspect of becoming a successful manager is recognizing the fundamental shift in responsibilities. As an individual contributor, your success is measured by your individual output. As a manager, your success is measured by the output and growth of your team. This requires a significant change in mindset and skillset.

Letting Go of Individual Work: Embracing Delegation

One of the hardest transitions for new managers is relinquishing control and delegating tasks effectively. It's natural to want to handle everything yourself, especially when you know you can do it quickly and efficiently. However, effective delegation is crucial for team growth and your own time management. This involves:

Identifying the right tasks: Choose tasks appropriate to each team member's skillset and experience.
Providing clear instructions and expectations: Ensure everyone understands the goals, deadlines, and desired outcomes.

Offering support and guidance: Be available for questions and provide constructive feedback, but avoid micromanaging.

Trusting your team: Give them the autonomy to complete their work, allowing for learning and growth.

Developing Essential Communication Skills

Effective communication is the bedrock of successful management. This involves more than just delivering instructions; it encompasses active listening, providing constructive feedback, and fostering open communication within the team.

Active listening: Pay attention, ask clarifying questions, and demonstrate genuine interest in your team's perspectives.

Constructive feedback: Focus on behaviors and outcomes, offering specific examples and actionable suggestions for improvement. Avoid criticism for the sake of it.

Clear and concise communication: Ensure your messages are easily understood, avoiding jargon and ambiguity.

Transparency and open communication: Foster an environment where team members feel comfortable expressing their concerns and ideas.

Cultivating Key Leadership Qualities

Beyond technical skills, certain leadership qualities are essential for effective management. These are often less tangible but equally crucial for building a strong and productive team.

Building Trust and Rapport

Trust is the foundation of any successful team. Managers must earn the trust of their team members

by being reliable, consistent, and demonstrating integrity. Building rapport involves getting to know your team on a personal level (while maintaining professional boundaries), understanding their motivations, and showing genuine care for their well-being.

Empathy and Emotional Intelligence

Understanding and responding to the emotions of your team members is paramount. Empathy allows you to connect with your team on a human level, fostering a supportive and inclusive environment. Emotional intelligence involves self-awareness, self-regulation, and social skills, all essential for navigating complex team dynamics.

Mentoring and Developing Team Members

A key responsibility of a manager is to mentor and develop their team members. This involves providing opportunities for growth, offering constructive feedback, and providing support for professional development. Investing in your team's growth not only benefits the individual but also strengthens the team as a whole.

Mastering Conflict Resolution and Problem-Solving

Conflicts are inevitable in any team setting. Effective managers possess the skills to navigate these situations constructively. This involves active listening, identifying the root causes of the conflict, and facilitating a solution that is mutually acceptable to all parties involved. Problem-solving skills are equally crucial, requiring the ability to analyze situations objectively, identify potential solutions, and implement them effectively.

The Ongoing Journey of "The Making of a Manager"

Becoming an effective manager is an ongoing journey, not a destination. Continuous learning, self-reflection, and adaptation are key to sustained success. Seek out mentorship, participate in leadership training programs, and consistently reflect on your own performance to identify areas for improvement. Embrace challenges as opportunities for growth and remember that the success of your team is ultimately a reflection of your own leadership capabilities.

Conclusion

The transition from individual contributor to manager demands a significant shift in mindset and skillset. By focusing on delegation, communication, leadership qualities, conflict resolution, and continuous learning, you can successfully navigate this crucial career transition and become an effective and respected leader. Remember that the journey of "the making of a manager" is a continuous process of growth and development. Embrace the challenges, celebrate the successes, and always strive to learn and improve.

FAQs

1. What if I'm not naturally a leader? Can I still become a good manager? Absolutely! Leadership skills can be learned and developed. Focus on building your skills in communication, delegation, and emotional intelligence. Seek out mentorship and training to accelerate your growth.
2. How can I handle criticism from my team members? Listen actively to their concerns and feedback, even if it's critical. Ask clarifying questions to understand their perspective. If the criticism is constructive, use it as an opportunity for growth. If it's not, address the concerns professionally and respectfully.
3. How do I balance my time between managing my team and completing my own tasks? Effective delegation is key. Prioritize tasks based on urgency and importance, and delegate appropriately. Learn to say "no" to non-essential tasks to protect your time for more important managerial responsibilities.
4. What are the biggest mistakes new managers make? Micromanaging, failing to delegate effectively, poor communication, and neglecting team development are common pitfalls. Be aware of these common mistakes and actively work to avoid them.
5. How can I measure my success as a manager? Look beyond individual accomplishments. Measure your success based on team performance, employee growth, and overall team morale and productivity. Regular feedback from your team members can also provide valuable insights into your effectiveness.

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problems from your own manager; you're better off seeking help quickly and honestly · Before you fire someone for failure to collaborate, figure out if the problem is temperamental or just a lack of training or coaching · Don't offer critical feedback in a 'compliment sandwich' – there's a better way! Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you've always wanted.

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be a good mentor, and a good tech lead Learn how to manage individual members while remaining focused on the entire team Understand how to manage yourself and avoid common pitfalls that challenge many leaders Manage multiple teams and learn how to manage managers Learn how to build and bootstrap a unifying culture in teams

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the making of a manager: Ask a Manager Alison Green, 2018-05-01 'I'm a HUGE fan of Alison Green's Ask a Manager column. This book is even better' Robert Sutton, author of The No Asshole Rule and The Asshole Survival Guide 'Ask A Manager is the book I wish I'd had in my desk drawer when I was starting out (or even, let's be honest, fifteen years in)' - Sarah Knight, New York Times bestselling author of The Life-Changing Magic of Not Giving a F*ck A witty, practical guide to navigating 200 difficult professional conversations Ten years as a workplace advice columnist has taught Alison Green that people avoid awkward conversations in the office because they don't know what to say. Thankfully, Alison does. In this incredibly helpful book, she takes on the tough discussions you may need to have during your career. You'll learn what to say when: · colleagues push their work on you - then take credit for it · you accidentally trash-talk someone in an email and hit 'reply all' · you're being micromanaged - or not being managed at all · your boss seems unhappy

with your work · you got too drunk at the Christmas party With sharp, sage advice and candid letters from real-life readers, Ask a Manager will help you successfully navigate the stormy seas of office life.

the making of a manager: Leadership Is Language L. David Marquet, 2020-02-04 'Full of compelling advice on how to lead more effectively by choosing your words more wisely' - ADAM GRANT, author of Originals and Give and Take Your words matter more than you think Most of us use the language we inherited from a time when workers worked with their hands and managers worked with their heads. Today, your people do much more than simply follow orders. They contribute to performance and solve problems, and it's time we updated our language to reflect that. In Leadership Is Language, former US Navy captain L. David Marquet offers a radical playbook to empower your people and put your team on a path to continuous improvement. The framework will help you achieve the right balance between deliberation and action, and take bold risks without endangering your mission. Among other things, you'll learn: · How to avoid the seven common sins of questioning, from binary questions (should we do A or B?) to self-affirming questions (B is the better option, right?) · Why you should vote first, then discuss, when deciding on a plan with your team, rather than voting after discussion · Why it's better to give your people information instead of instructions As a submarine captain, Marquet used his counterintuitive model of leadership to turn the worst-performing submarine crew into the best-performing one in the fleet, a story he recounted in his bestselling book Turn the Ship Around! Now, in Leadership Is Language, he draws on a wide range of examples, from the 2017 Oscars Best Picture mishap to the tragic sinking of the SS El Faro, to show you exactly how the words you use (and don't use) impact how your people contribute.

the making of a manager: The Art of Leadership Michael Lopp, 2020-05-13 Many people think leadership is a higher calling that resides exclusively with a select few who practice and preach big, complex leadership philosophies. But as this practical book reveals, what's most important for leadership is principled consistency. Time and again, small things done well build trust and respect within a team. Using stories from his time at Netscape, Apple, and Slack, Michael Lopp presents a series of small but compelling practices to help you build leadership skills. You'll learn how to create teams that are highly productive, highly respected, and highly trusted. Lopp has been speaking and writing about this topic for over a decade and now maintains a Slack leadership channel with over 13,000 members. The essays in this book examine the practical skills Lopp learned from exceptional leaders—as a manager at Netscape, a senior manager and director at Apple, and an executive at Slack. You'll learn how to apply these lessons to your own experience.

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the making of a manager: When They Win, You Win Russ Laraway, 2022-06-07 From the legendary Silicon Valley manager who inspired Radical Candor, the three simple rules for creating happy, engaged teams. Businesses everywhere are plagued by managers who seem to think that keeping their staff miserable is the best way to deliver profits. This is a failure of leadership that also

hurts the bottom line; research has shown that maintaining a happy, engaged workforce consistently drives measurably better business results across the board. In *When They Win, You Win*, Russ Laraway, the Chief People Officer at Qualtrics, provides a simple, coherent, and complete leadership standard that teaches organizational planners and managers how to develop incredible levels of employee engagement. The book identifies three key elements: clear direction-setting, frequent coaching, and active engagement with employees on their long-term career goals. Russ Laraway's approach to management, developed at Google, Twitter, and Qualtrics, shows the way to cultivate a happy, productive, and engaged team. Happy results are sure to follow—for you, your customers, your shareholders, and your employees alike.

the making of a manager: *The Carrot Principle* Adrian Gostick, Chester Elton, 2012-12-11 Newly updated to include information for the UK, *The Carrot Principle* illustrates how ordinary organizations have made themselves extraordinary through the use of strategic employee recognition. The authors show how great organizations and great managers succeed through living the Carrot Principle. Featuring case studies of effective recognition in some of the world's most successful organizations, such as DHL, Avis, Pepsi, etc and demonstrating how recognition has led to improved employee commitment and bottom line results in these companies, the book also shows how a Carrot Culture is not created by the CEO, senior leadership team or HR department, but manager by manager. The book provides examples of leaders - from around the globe - who lead through the Carrot Principle: providing plentiful how-to's for managers wishing to get started or hoping to enhance their recognition abilities. Overall, there has never been a book in the recognition or motivation space that has had this type of quantitative or case study support.

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the making of a manager: *It's the Manager* Jim Clifton, Jim Harter, 2019-05-07 Who will lead

your workforce during rapid change? Gallup research reveals: It's the manager. While the world's workplace has been going through historic change, the practice of management has been stuck in time for decades. The new workforce — especially younger generations — wants their work to have deep mission and purpose. They don't want old-style command-and-control bosses. They want coaches who inspire them, communicate with them frequently and develop their strengths. Who is the most important person in your organization to lead your teams through these changes? Decades of global Gallup research reveal: It's your managers. They are the ones who make or break your organization's success. Packed with 52 discoveries from Gallup's largest study of the future of work, *It's the Manager* shows leaders and managers how to adapt their organizations to rapid change — from new workplace demands to the challenges of managing remote employees, the rise of artificial intelligence, gig workers, and attracting and keeping today's best employees. Great managers maximize the potential of every team member and drive your organization's growth. And they give every one of your employees what they want most: a great job and a great life. This is the future of work. *It's the Manager* includes a unique code to take the CliftonStrengths assessment, which reveals your top five strengths, as well as supplemental content available on Gallup's online workplace platform.

the making of a manager: *The Hands-off Manager* Steve Chandler, Duane Black, 2007-01-01 Today's employees do not respond to the old hands-on, militaristic management styles. They are highly independent, individual professionals with their own fully developed ideas. Leaders and managers who try to micro-manage them will inevitably confront wide-spread disgruntlement, absenteeism, and turnover...and increase their and their employees stress levels. Chandler and Black offer a new vision for all managers. With stories, examples, and vibrant activities for the reader to practice, this book shows any manager, new or seasoned, how to coach and mentor employees rather than hover over their shoulders and goad them into action.

the making of a manager: Who Geoff Smart, Randy Street, 2008-09-30 In this instant New York Times Bestseller, Geoff Smart and Randy Street provide a simple, practical, and effective solution to what *The Economist* calls "the single biggest problem in business today": unsuccessful hiring. The average hiring mistake costs a company \$1.5 million or more a year and countless wasted hours. This statistic becomes even more startling when you consider that the typical hiring success rate of managers is only 50 percent. The silver lining is that "who" problems are easily preventable. Based on more than 1,300 hours of interviews with more than 20 billionaires and 300 CEOs, *Who* presents Smart and Street's A Method for Hiring. Refined through the largest research study of its kind ever undertaken, the A Method stresses fundamental elements that anyone can implement—and it has a 90 percent success rate. Whether you're a member of a board of directors looking for a new CEO, the owner of a small business searching for the right people to make your company grow, or a parent in need of a new babysitter, it's all about *Who*. Inside you'll learn how to

- avoid common "voodoo hiring" methods
- define the outcomes you seek
- generate a flow of A Players to your team-by implementing the #1 tactic used by successful businesspeople
- ask the right interview questions to dramatically improve your ability to quickly distinguish an A Player from a B or C candidate
- attract the person you want to hire, by emphasizing the points the candidate cares about most

In business, you are who you hire. In *Who*, Geoff Smart and Randy Street offer simple, easy-to-follow steps that will put the right people in place for optimal success.

the making of a manager: Bringing Up the Boss Rachel Pacheco, 2021-08-10 AXIOM BUSINESS BOOK AWARD SILVER MEDALIST — HUMAN RESOURCES / EMPLOYEE TRAINING Managing is hard. Managing for the first time is even harder. First-timers want to quickly learn what it takes to be a successful manager—like they learned how to code, how to design, how to sell—and put those learnings into practice. But what does it mean to manage, and how do you teach someone to be a good manager? Enter Rachel Pacheco, an expert at helping start-ups solve their management and culture challenges. Pacheco, a former chief people officer and founding team executive at multiple start-ups, conducts research on management and works with CEOs and their managers to build the skills necessary to navigate a rapidly scaling organization. In *Bringing Up the Boss*:

Practical Lessons for New Managers, you'll learn how to give effective feedback, how to motivate your team members, and how to hire and fire well, among many other critical management skills. You'll also learn what it means to manage yourself in this new role, and how to navigate the often awkward and sometimes challenging situations that arise in this new position. Pacheco shares what makes a manager great, along with anecdotes, research, tools, and how-to's that help overwhelmed employees become expert managers fast.

the making of a manager: *Principles of Management* David S. Bright, Anastasia H. Cortes, Eva Hartmann, 2023-05-16 Black & white print. Principles of Management is designed to meet the scope and sequence requirements of the introductory course on management. This is a traditional approach to management using the leading, planning, organizing, and controlling approach. Management is a broad business discipline, and the Principles of Management course covers many management areas such as human resource management and strategic management, as well as behavioral areas such as motivation. No one individual can be an expert in all areas of management, so an additional benefit of this text is that specialists in a variety of areas have authored individual chapters.

the making of a manager: *Give Work* Leila Janah, 2017-09-26 Want to end poverty for good? Entrepreneur and Samasource founder Leila Janah has the solution—give work, not aid. “An audacious, inspiring, and practical book. Leila shows how it’s possible to build a successful business that lifts people out of poverty—not by giving them money but by giving them work. It’s required reading for anyone who’s passionate about solving real problems.” —Adam Grant, author of *Give and Take* and *Originals* Despite trillions of dollars in Western aid, 2.8 billion people worldwide still struggle in abject poverty. Yet the world’s richest countries continue to send money—mostly to governments—targeting the symptoms, rather than the root causes of poverty. We need a better solution. In *Give Work*, Leila Janah offers a much-needed solution to solving poverty: incentivize everyone from entrepreneurs to big companies to give dignified, steady, fair-wage work to low-income people. Her social business, Samasource, connects people living below the poverty line—on roughly \$2 a day—to digital work for major tech companies. To date, the organization has provided over \$10 million in direct income to tens of thousands of people the world had written off, dramatically altering the trajectory of entire communities for the better. Janah and her team go into the world’s poorest regions—from refugee camps in Kenya to the Mississippi Delta in Arkansas—and train people to do digital work for companies like Google, Walmart, and Microsoft. Janah has tested various Give Work business models in all corners of the world. She shares poignant stories of people who have benefited from Samasource’s work, where and why it hasn’t worked, and offers a blueprint to fight poverty with an evidence-based, economically sustainable model. We can end extreme poverty in our lifetimes. Give work, and you give the poorest people on the planet a chance at happiness. Give work, and you give people the freedom to choose how to develop their own communities. Give work, and you create infinite possibilities.

the making of a manager: *Managing Humans* Michael Lopp, 2007-10-18 *Managing Humans* is a selection of the best essays from Michael Lopp's popular website Rands in Repose (www.randsinrepose.com). Lopp is one of the most sought-after IT managers in Silicon Valley, and draws on his experiences at Apple, Netscape, Symantec, and Borland. This book reveals a variety of different approaches for creating innovative, happy development teams. It covers handling conflict, managing wildly differing personality types, infusing innovation into insane product schedules, and figuring out how to build lasting and useful engineering culture. The essays are biting, hilarious, and always informative.

the making of a manager: *HBR's 10 Must Reads for New Managers (with bonus article “How Managers Become Leaders” by Michael D. Watkins) (HBR's 10 Must Reads)* Harvard Business Review, Linda A. Hill, Herminia Ibarra, Robert B. Cialdini, Daniel Goleman, 2017-02-07 Develop the mindset and presence to successfully manage others for the first time. If you read nothing else on becoming a new manager, read these 10 articles. We’ve combed through hundreds of Harvard Business Review articles and selected the most important ones to help you transition

from being an outstanding individual contributor to becoming a great manager of others. This book will inspire you to: Develop your emotional intelligence Influence your colleagues through the science of persuasion Assess your team and enhance its performance Network effectively to achieve business goals and for personal advancement Navigate relationships with employees, bosses, and peers Get support from above View the big picture in your decision making Balance your team's work and personal life in a high-intensity workplace This collection of articles includes "Becoming the Boss," by Linda A. Hill; "Leading the Team You Inherit," by Michael D. Watkins; "Saving Your Rookie Managers from Themselves," by Carol A. Walker; "Managing the High-Intensity Workplace," by Erin Reid and Lakshmi Ramarajan; "Harnessing the Science of Persuasion," Robert B. Cialdini; "What Makes a Leader?" by Daniel Goleman; "The Authenticity Paradox," by Herminia Ibarra; "Managing Your Boss," by John J. Gabarro and John P. Kotter; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "Management Time: Who's Got the Monkey?" by William Oncken, Jr., and Donald L. Wass; and BONUS ARTICLE: "How Managers Become Leaders," by Michael D. Watkins. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

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the making of a manager: Irreplaceable Service Manager Chris Collins, 2019-10 When your service department is struggling to reach its goals and management is breathing down your neck, who can you turn to for help? In The Irreplaceable Service Manager, Chris Collins provides you with the roadmap to exponentially improve your service department performance in 90 days or less. From maximizing Fixed Absorption and Customer Retention to optimizing Time Management and Labor Rates, Chris's methods have proven to assist service managers determined to boost their service department results. A sought-after dealership consultant and management expert, Chris offers a platform for action that helps service advisors and managers improve department operations by:

Recruiting a team of bulldogs who can make customers happy and ROI numbers soar Utilizing his secrets to increase and maintain a high CSI level Holding people responsible for their jobs to effectively impact time management This book includes hundreds more tips and tricks that will enable you to transform your service department into a well-oiled, lucrative machine - while at the same time making you an Irreplaceable Service Manager.

the making of a manager: The Culture Map (INTL ED) Erin Meyer, 2016-01-05 An international business expert helps you understand and navigate cultural differences in this insightful and practical guide, perfect for both your work and personal life. Americans precede anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In *The Culture Map*, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously together. She provides a field-tested model for decoding how cultural differences impact international business, and combines a smart analytical framework with practical, actionable advice.

the making of a manager: Welcome to Management: How to Grow From Top Performer to Excellent Leader Ryan Hawk, 2020-01-28 "The ultimate all-in-one guide to becoming a great leader."—Daniel Pink From the creator and host of *The Learning Leader Show*, "the most dynamic leadership podcast out there" (*Forbes*) that will "help you lead smarter" (*Inc.*), comes an essential tactical guide for newly promoted managers. Every year, millions of top performers are promoted to management-level jobs—only to discover that the tactics that got them promoted are not the tactics that will make them effective in their new role. In *Welcome to Management*, Ryan Hawk provides practical, actionable advice and tools designed to ensure that transition is a successful one. He presents a new actionable three-part framework distilled from best practices drawn from in-depth interviews with over 300 of the most forward-thinking leaders around the world, as well as his own professional experience going from exceptional individual producer to new leader. Learn how to:

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- build your team: develop a healthy and sustainable culture of mutual trust and respect that creates cohesion. This includes effective hiring and firing practices.
- lead your team: set a clear strategy and vision for your team, communicate effectively, and ultimately drive the results the organization is counting on your team to deliver. Through case studies, hundreds of interviews, and personal stories, the book will help high performers make the leap from individual contributor to manager with greater ease, grace, courage, and effectiveness. Welcome to management!

the making of a manager: 10 Steps to Be a Successful Manager, 2nd Ed Lisa Haneberg, 2019-06-11 There's always room for improvement. It's tough to be a great manager, but also fascinating, enriching, meaningful, and fun. Organizations need managers who bring individuals and teams together to do their best work in the service of company goals—make no mistake, management is a people-driven job. Though the barriers to success are many—you could become a victim of circumstances, confuse the need to manage with the need to control, let management become maintenance, fail to tune up and realign—don't be discouraged. With over 30 years of experience, author Lisa Haneberg has seen it all and is here to guide you with *10 Steps to Be a Successful Manager*. From detailing the foundational importance of knowing your business to understanding pull versus push motivation, managing change, and leaving a legacy, Haneberg illustrates how to establish or realign your management habits, describing in each step an area of action you can develop for a healthy management practice. With pointers, examples, tables, tools, and worksheets, this updated second edition is also aligned with ATD survey-based research on social skills crucial to managerial success—so you are better able to build managerial capabilities. Intended for managers of all experience levels, this book will help you to embrace your challenges

and triumph over management barriers. Make your current management challenge the best job you will ever have.

the making of a manager: *Unbelievably Boring Bart* James Patterson, 2018-09-20 Invisible creatures are attacking the school, and 12-year-old Bartholomew Bean is the only one who can stop them! Okay, so maybe Bart is only a hero in the video game app he created. But if he reveals his identity as the genius behind the game, he'll become the most popular kid in school! Or he could secretly use the game to get back at his bullies... Press Button A: Reveal Press Button B: Revenge Which would you choose?

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