

This Free E-Book is brought to you by Natural-Aging.com.

100% Effective Natural Hormone Treatment
Menopause, Andropause And Other Hormone Imbalances
Impair Healthy Healing In People Over The Age Of 30!

What Makes a Manager Effective?

By Susan Dunn

What Makes a Manager Effective? by Susan Dunn, MA, Emotional Intelligence Coach

THE MONDAY FROM HELL

Keely was the last person to arrive at the office Monday morning and when she walked in, she could feel the tension in the air. As she walked back to her office, others looked up and rolled their eyes or shook their heads, and she knew what was going on. Their boss, the alpha-male type was on one of his tirades. Five minutes later it was her turn. Away from the office and feeling helpless, he was calling in and shouting at his staff, wanting this and that paper or information he didn't have.

Kelly had a knot in her stomach and her head started to spin. Checking back in with her EQ competencies she did exercises to calm herself and get the static out of her brain. She knew it had nothing to do with her, but as the barrage from the boss' cell phone continued, soon accompanied by emails from his laptop, others were cratering, and "it" started to run downhill.

In a small office, things like this are especially infecting. Tension can be contagious. Even if you manage it well, there will be some affect on you, because you're human and we're designed to notice and tune in to the emotions of others around us.

THE BALM OF GILEAD

Keely sat in her office trying to play small while "it" flew around the office. Colby, the office manager appeared at her door with a big smile on his face, turned the corner and took the chair across from her desk.

"How was your weekend?" he asked in a normal tone of voice, just as if nothing untoward were going on. "Did you get up to your brother's?"

Keely recognized it for what it was, and gladly took the opportunity to relax into a normal conversation. Colby's reassuring demeanor and calm, matter-of-fact slash kind tone of voice were like a balm to her nerves frazzled by proxy.

What Makes a Manager Effective?

As she related the details of her weekend visit with family, Keely was soon feeling quite normal again, realizing that everything was fine despite the boss' tantrums.

Colby left after a couple of minutes, walking in a loose, relaxed manner, head held high, smile on his face, and she heard him enter the office next to hers, asking, "How was your weekend?" to her colleague.

Keely then got up and went out to the coffee room feeling much better, and spread her own contagious smile and relaxed demeanor. After a few minutes she and Shelly were even laughing.

DIS-INFECTING

A good part of the manager's job is to manage the emotions in the office; to notice negative emotions and stop their spread. A manager with high EQ (emotional intelligence) understands her own emotions and those of others, and the effect they can have on a group. She or he pays attention to the office's emotional temperature just as much as to the work flow, deadlines, assignments, and productivity. Why? Because it's the emotions that drive the productivity. An office that's full of tension and fear is an office in a downward spiral, heading toward dysfunction.

Even if the current 'problem' is handled, there will be an aftermath. High tension, fear and anger drain us after they disappear and the effects can be long-lasting. People who work under constant tension burn out, stay home, engage in "presenteeism" (coming to work but getting little done), make more mistakes, and treat each other with disrespect because they're focused on their own emotional management and have little left over for anyone else. They also fall into the CYA mode, where they withhold information from fear, and avoid certain people from dislike. Who likes a raging tyrant? Say what you will, you will avoid this person, will withhold information, will become inauthentic, and will function below capacity.

If you're the manager, learn to be "the eye of the storm," a center moving through whatever's going on who represents normality, personal power and resourcefulness. Practice good EQ. It will free people to rediscover their own motivation, and affect the bottom line as much as anything else in your bag of tricks.

©Susan Dunn, MA, Emotional Intelligence Coach, <http://www.susandunn.cc> . Individual coaching for professionals, executives, and individuals, business programs, Internet courses, teleclasses, and ebooks on Emotional Intelligence. Improve your EQ, improve your life! [Mailto:sdunn@susandunn.cc](mailto:sdunn@susandunn.cc) for FREE ezine. Put "ezine" for subject line.

I Don't Need A Resume - I Can Tell Them What I Do When I Get There

By Ann Baehr

Gone are the good old days when you could walk in off the street and speak with the hiring manager for a competitive position. Although some companies still operate that way, a resume is usually

What Makes a Manager Effective?

required first.

Pretend for a moment that you are a hiring manager. The receptionist knocks on your office door and announces that Mr. Smith has arrived to interview for the currently advertised pharmaceutical sales representative position. Baffled, the hiring manager states that there must be a misunderstanding because she never scheduled Mr. Smith for an interview. She instructs the receptionist to tell Mr. Smith to forward his resume and cover letter to express his interest in the company and the position.

Some people might think the hiring manager should have interviewed Mr. Smith since he showed an effort to apply for the position. Others would have done exactly what the hiring manager did. Why? Because she didn't know anything about this candidate. She would have been unprepared to address his qualifications without having had the opportunity to review his resume beforehand. What's more, she really didn't understand what his situation was or if he even qualified for the job. For example, does he have a required bachelor's degree? Does he have sales experience? Is his background in bio chemistry, pharmaceuticals or in medical equipment sales? Is he a job-hopper? Was he out of work for many years? Is he changing careers? Did he recently relocate? These are all very important factors to consider when trying to paint a picture of a candidate to get a feel for who they are and how they would be a good fit for the company.

This is why it is so important that a resume is sent first so that the hiring manager can PRE-QUALIFY a jobseeker. This saves a lot of time and hurt feelings. After all, why would the hiring manager want to spend a half hour interviewing a candidate that does not qualify for the position? If every unqualified candidate showed up unannounced and was interviewed, there wouldn't be time to interview the qualified candidates! Believe it or not, there are still occasions when a resume is not needed. But, that is only when a company invites applicants to fill out a job application form or if there is a mutual acquaintance who puts in a good word for the candidate, and the hiring manager schedules and interview without needing to see a resume. Keep in mind, the hiring manager has been introduced already by the mutual acquaintance who has done the job that the combination of a resume and cover letter — the dynamic duo — is intended to do: to introduce them to the reader and to provide a professional background and expressed interest in a company and a particular position.

Ann Baehr is a CPRW and President of Best Resumes of New York. Notable credentials include her former role as Second Vice President of NRWA and contribution to 25+ resume and cover letter sample books. To learn more visit

What Makes a Manager Effective?



This Free E-Book has been brought to you by Natural-Aging.com.

[100% Effective Natural Hormone Treatment](#)
Menopause, Andropause And Other Hormone Imbalances
Impair Healthy Healing In People Over The Age Of 30!