

Enhancing Managerial Performance

*Empowering Yourself to Become
a High Performance Manager*



RANJIT SINGH MALHI

Enhancing Managerial Performance

*Empowering Yourself to Become a
High Performance Manager*

*Dato' Seri Dr. Mahathir Mahamad,
I admire your visionary
leadership. Malaysia needs
you more than ever now!*

Ranjit Singh Malhi

21.10.2002

Ranjit Singh

PUSTAKA PERDANA



1009211



TQM CONSULTANTS SDN. BHD.

Your partner in making quality happen

CONTENTS

<i>About the Author</i>	viii
<i>Introduction</i>	ix
OVERVIEW OF MANAGERIAL EXCELLENCE	
1 On Being a Manager	1
2 Competencies of High Performance Managers	13
PERSONAL COMPETENCE	
3 How to Maintain Integrity	43
4 How to Become a High Achiever	49
5 Self-Esteem and Managerial Performance	55
6 How to Enhance Self-Esteem	63
7 How to Maintain Persistence	73
8 How to Become More Assertive	77
9 Maintaining Self-Objectivity	85
10 Enhancing Emotional Intelligence	94
11 Managing Anger Constructively	101
12 Managing Stress Successfully	107
13 Managing Time Successfully	115

INTERPERSONAL COMPETENCE

14	How to Become an Effective Leader	132
15	How to Motivate Today's Employees	142
16	Coaching Employees Effectively	150
17	Counselling Employees Effectively	154
18	How to Become an Effective Communicator	159
19	Making Effective Oral Presentations	167
20	Managing Your Boss Successfully	173
21	Getting Along Well with Your Subordinates and Peers	180
22	Managing Conflict Successfully	186
23	Building Effective Teams	195
24	Managing Planned Change Successfully	201
25	Creating a Healthy Organizational Culture	210

WORK COMPETENCE

26	Attaining Superior Work Performance	215
27	Understanding Total Quality Management	219
28	American Way to Quality Improvement	227
29	Service Quality Improvement: Ten Common Blunders	235
30	Proven Model for Implementing TQM	240
31	Understanding Strategic Management	246

32	Formulating an Effective Organizational Mission Statement	254
33	Implementing MBO Successfully	259
34	Developing Effective Performance Standards	265
35	How to Delegate Work Effectively	269
36	How to Manage More Productive Meetings	280
37	Making Effective Decisions	286
38	Problem Solving Tools	293
39	Enhancing Creativity	302
40	How to Avoid Ten Common Managerial Pitfalls	308
	<i>End Notes</i>	316
	<i>Glossary</i>	338
	<i>Bibliography</i>	350
	<i>Index</i>	359