



Who Are You?

Know Yourself

1

Ask yourself the most crucial of questions: “Am I fit for a management position?”

Try to ignore for a while the status benefits attached to the title of “Boss.” You know very well that many managers are simply unfit for their office. If you wish not to be counted in their ranks, ask yourself fairly and squarely:

“Do I like working with people?”

“Do they naturally follow my instructions?”



"Am I really capable of making them work?"

"Do I care about organizational dilemmas?"

"Am I interested in human problems?"

If most of your answers are "no," you might be an excellent professional in your field, but apparently you should not be a manager. However, this is no cause for worry. The modern labor market today presents numerous options for professional development that finds its expression in the social and organizational status as well, for those who do not opt for a management career.

The management hierarchy is definitely not the only venue of development open to you. Think about it.



2

Beware of your ego.

If you take no precaution, it might turn into your worst enemy.

Your success is not the outcome of your competence alone. There is your good fortune to be thanked too, as well as other factors involved in bringing it about.

Be truthful with yourself. When you first commit the sin of pride, you sow the seeds of your future failure.

Are you less patient than you used to be?



Do you feel you know a great deal, and yet it is hard to teach you new things?

Do you take great pleasure in your success?

If the answer to some of these questions is "yes" - beware.

Remember also that it is human to notice the deficiencies of others, yet ignore one's own faults. Success contributes greatly to the development of this tendency. Do not let it blind you.



3

Be aware of your abilities and your limitations.

Keep them combined in your mind when planning your actions. Do not sweep your weaknesses under the rug. Someone might pull it from under your feet one day. Know how to manage them properly.

Do you find it hard to function under stress? Apply flexible schedules.

Do you get impatient listening to workers' problems? Appoint a deputy or team leaders who are more attentive.

Do you find it hard to make quick decisions? You can delegate authority to your workers in their areas of expertise.

Concentrate on things you are good at. For other things, use your workers' capabilities. They will also appreciate the credit given them.

A unit manager in a communication company was aware of the fact that he was not good enough at corporate and paperwork. When he found out that one of his workers was highly skillful at paperwork, he assigned the worker

an additional task: joining discussions attended by the CEO and editing the meeting minutes and the writing of memos.

The initiative proved beneficial for both sides: the manager could now concentrate on his own areas of expertise, while the worker earned the right to participate in senior discussions. His range of responsibilities was increased, and his position in the department got stronger.



4

**Demonstrate optimism.
Pessimism and being melancholy do not motivate
workers.**

Transmit good spirits to your workers and express faith in their success. These qualities are contagious. Remember, an optimist recognizes an opportunity in every risk. The pessimist sees risk in every opportunity.

A medium-size vegetable department in a branch of a national marketing company was run by a young manager. The department was not considered an important one. But then the branch appointed a new manager, who believed that in Israel food is a major component of the customer shopping cart, and that within that component vegetables are prominent. He was also aware that vegetables yield high profit, and, therefore, success in that department would affect the financial results of the whole branch.

He decided to invest in the young department manager. “Let’s add more vegetable shelves and expand the space

of the department,” he said to him. The young manager was hesitant at first, captivated by old concepts, but then was caught up in the enthusiasm of the branch manager. The two of them together led the vegetable department to significantly improved results.

Today, the department manager is full of energy and enthusiasm, and the success of the vegetable department under his management has reached the whole chain. How does he do it? For example, he addresses customers personally and invites them to shop for vegetables in his department. The other eight workers of the department share his enthusiasm too. Once a week they hold a staff meeting. Every now and then they take a lunch meeting in the department's storeroom and discuss issues related to enhancing its activity. He succeeds in motivating employees who perform hard physical work and earn little more than minimum wages.

