



WYSE S.A.

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“Helpful information”

Internal use within WYSE S.A.

Managing your tasks, distributors, working environment

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WYSE S.A.



Becoming a manager

1. Translating the business unit strategy into strategic goals for your team
2. Linking individual goals to department goals
3. Planning and driving the work to achieve the goals
4. Structuring a department optimally
5. Creating processes to smooth information and work flow
6. Managing chaos – everything going on at once
7. Prioritizing and getting others to prioritize
8. Objective-setting
9. Managing the budgeting and planning cycle
10. Making sure all your activity and efforts lead to the desired results
11. Making smart decisions and solving problems
12. Using quantitative and qualitative data appropriately
13. Negotiating resources you need to achieve your goals
14. Designing effective processes to handle work

Becoming a candidate for higher responsibility

1. Increasing your attractiveness by thoroughly understanding your business and business strategy
2. Finding out what you don't know – investigate, research, uncover, learn, use thinking tools and frameworks
3. Keeping cool under pressure, managing your emotions when you feel like screaming, pick the right response to a situation, not necessarily the instinctive response
4. Building good relationships with individual people – you have to be reasonably likeable for this
5. Building a professional network – getting out there, getting the contacts, maintaining the contacts, leveraging the network for your current job and your future career
6. Increasing your attractiveness by having a grasp of the big picture – how the world works politically, economically, socially, technologically...
7. Building a good reputation for yourself through good professional conduct – every day at work, under pressure, abroad on business trips, in business-social gatherings, etc.
8. Being seen on the “right” projects to build your career
9. Gaining visibility by being a high-impact project team member / contributor
10. Keeping your health and sanity with a tough travel schedule



Getting it all done without killing yourself in the process

1. Managing your time
2. Managing stress and maintaining your health
3. Managing work-life balance
4. Negotiating your commitments
5. Managing email
6. Avoiding overcommitting too many projects – how to say no
7. Maintaining your personal values, principles and ethics

Getting things done through your direct reports

1. Being comfortable with being “in command” of others
2. Managing the tension between what your boss wants and what your people are willing to do
3. Delegating – resisting the temptation to do it all yourself
4. Supporting people without taking over all their responsibilities and doing their work/making their decisions for them
5. Staffing your team effectively
6. Managing performance on your team – appraisals and feedback
7. Dealing with different ability levels – high, middle and low performers
8. Firing or reassigning people when necessary
9. Developing team members to take on more responsibility
10. Resolving conflict between team members
11. Dealing with rivalries and personality clashes on the team
12. Managing dotted line reporting relationships
13. Giving feedback to your direct reports/peers/bosses/suppliers with tact and diplomacy
14. Building a better relationship with your direct reports for more productive interactions
15. Planning and managing effective meetings – stop wasting time
16. Valuing and leveraging diversity in a team
17. Maintaining an overall positive work environment on your team
18. Aligning the people on your team to the strategy
19. Communicating goals and expectations clearly
20. Managing for execution of the strategy
21. Managing change
22. Getting your people to work the way you want without standing over them and micromanaging
23. Persevering, staying focused, not getting discouraged, following through, keeping momentum going with others



24. Managing dispersed/remote teams
25. Being culturally versatile – able to connect quickly to different cultures with different values
26. Dealing effectively with unions and works councils
27. Managing sub-contractors, partners, vendors, consultants, free-lancers dealers and distributors

Getting things done without authority

1. Managing company “politics” and succeeding
2. Navigating a complex organization – matrix, hierarchy, network organization
3. Getting support from a support function (IT, HR, Marketing, etc)
4. Getting support/resources from senior management
5. Getting collaboration from peers and their departments – creating relationships, building shared goals, collaborating, connecting your people and processes, not letting the relationship disintegrate in a blame war when things go wrong, sharing in the success
6. Managing your boss(es) – keeping them informed, helping them succeed, how to disagree with your boss, how to deal with difficult bosses
7. Dealing with internal competition from “rival” colleagues – how to know when you’re making enemies, what to do about it, how to do your job and reach the goals despite direct attacks on your performance
8. Getting things done when there is no clear boss
9. Getting attention, getting heard
10. Negotiating collaboration from others
11. Handling interdepartmental conflicts
12. Overcoming obstacles, mistakes and setbacks

Presenting yourself and your ideas well

1. Being able to speak the language of senior managers
2. Presenting to senior management or board of directors
3. Speaking to a large audience
4. Making your business proposals interesting and attractive
5. Opening and running meetings
6. Presenting unexpectedly in a meeting
7. Performance reporting
8. Delivering/explaining bad news responsibly
9. Advertising good news humbly
10. Communicating change internally



11. Introducing people, introducing yourself
12. Communicating across language and cultural barriers
13. Communicating in a crisis
14. Dealing with challenges to your communication without caving in or becoming defensive
15. Understanding communication from HQ, from a customer, front-line employee

Communicating, Influencing and Negotiating your way across Organizational Boundaries, to get the resources you need, and satisfy your stakeholders

1. Navigates well in a matrix organization (or hierarchy, depending on structure)
2. Communicates effectively both formally and informally
3. Make yourself comfortable around senior management
4. Forms effective networks, inside and outside the organization
5. Influences key stakeholders to get buy-in for the goal
6. Negotiates effective agreements to achieve the goal
7. Doesn't complicate communications with unnecessary details and waffle
8. Masters strategic business language
9. Makes impactful business presentations
10. Writes clearly and concisely
11. Has antennae up and listens to what is going on in the organization and with individuals
12. Keeps others informed appropriately
13. Getting interviewed by your internal publication
14. Manages conflicts proactively to a win-win outcome
15. Builds the right peer relationships

Advanced skills

1. Possesses political savvy and uses it ethically
2. Knows the business globally and keeps current with changes
3. Knows what is going on in the external business environment and connects it to own business
4. Deals with paradox and uncertainty

-- The End --