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A manager can do or break the success of a business. Following consistent rules, clear expectations, and a sincere desire to help your team succeed will make you the kind of manager that employees want to work hard for. Respect. The most important managerial skill a boss can have is respect; their employees, customers and their business. If the manager lacks respect, they will have a high rate of staff turnover and eventually get a bad reputation among customers. Clear expectations. An efficient manager has clear expectations of his employees. Brevity about expectations and rules in the workplace gives employees the tools they need to be successful workers. Consistency. Managers are often the ones in charge of disciplinary proceedings and promotion of employees. This can be a sensitive situation, and one where there is no way to keep everyone happy 100 percent of the time. The way to overcome this management problem is the practice of consistency. A consistent manager has employees who know how to work for success and who understand why they are rebuyed. Set management goals. Effective management includes a goal-setting system that defines and recognises the achievements of employees. Short- and long-term goals strengthen the strong work habits of the employee. Communicate. Good managers know how important good communication is. Frequent and regular employee meetings maintain management and hire on the same page to keep business operations going smoothly. Encouragement. As a manager, be encouraging for your employees to ensure the best performance. Solid, respectful but encouraging managers create employees who are motivated and efficient. It's okay to take care of your job. It's even OK to take care of your job so much that success in it makes you incredibly happy. But at a recent summit of qualtrics management experience. Shawn Achor, author of Happiness Advantage, made it clear that career success should not define your happiness. He stressed that when people set career goals, they think that achieving that goal will be the ticket to ultimate happiness. They find that this is not always the case, because once they reach this goal, they want more. They end up in a cycle of goal-setting, realizing that they didn't make them as happy as they thought, and setting higher goals. There is nothing wrong with setting goals and being happy or unhappy when you achieve them, but this success should not dictate your overall happiness. Achor also explained the difference between happiness and pleasure. He used an example of when it's running. Is running nice? Cha But is he happy to be able to move his body and work on his health? Yes. All this begs the question, are successful people happiest? If you look at success as just a lot of money, someone makes money, no, said Triplemint agent Tyler Whitman. As a real agent, I work with a wide range of income, and money is definitely not equal to happiness. However, I see success as someone who consistently works towards and achieves his goals. And I am 100 percent confident that goal-oriented high achievers have a much deeper level of happiness than those who don't reach for the stars. Achor says the problem is when people say that happiness exists on the other side of success because it's not. If your success rate rises in the next five years, your happiness levels flatline, he said. This is because you will constantly change the goal post for what success looks like. When people reach their goals and still aren't happy, it's good and bad, according to Austin Bradley, director of special projects at Triplemint. The bad part is that a person now has to explore other areas of their life to find the cause of their misfortune. The good part is, through the elimination process and the commitment to identifying the cause, she will eventually make a discovery that will better balance her happiness equation. Bradley noted that success and happiness are both subjective and relative, which was one of the main points of Akhoro's key statement. Suppose basic for both, Bradley said. Success equals predictable income, sufficient for savings and disposable income. Happiness equals expectations minus reality. The expectation of Gen X, millennials and Gen Y, set by our parents and the culture in which we were raised, is that we can achieve success doing something we love – which is not always the case. One important takeaway is that success and happiness are not mutually inclusive or exclusive. You can be successful and unhappy and you can be unsuccessful and happy. What is to succeed in almost forcing people to perceive it as the only source of happiness? One reason may be money. This is a great correlation between career success and happiness, despite old ad saying that money can't buy happiness. The average American spends 40 to 50 hours a week chasing the traditional definition of success, Bradley said. Putting in that many hours each week without reaching success has the negative impact of the 'happiness equals expectations minus reality' equation. As most of us grew up, we learned that the ritual went like this: You graduate and go to college. You graduate from college and you get a job. You find a job, and then you buy a house. You're going to buy a house, and then you're going to have a family. And so on and so on. That's the traditional definition of success. But chasing that in the current work environment, where there are so many alternatives to 9-to-5 office work, it can take a toll on people who think there is only one way to be successful. It is important to directly attach a career going on to a career of happiness. Life consists of so many things that all need your attention to thrive. Personal relationships, well-being and professional relationships have their place in your life and need to be cultivated. Whitman suggested a healthy balance of daily routines and staying open to a fun life surprise. Focus on things that make you happy, but you'll also be looking for new adventures. Relying on one piece of your life to dictate your happiness puts too much pressure there and ultimately puts unrealistic expectations on your career prospects, Bradley said. Where you put your time, care and attention is what thrives. Lance Wilson follows a 17-year history of mentoring in his life as a mentor and mentee. From each of these relationships, he says he carries a precious lesson. One of the most memorable he learned in the 1980s and 1990s, when he was growing up in IT at Pillsbury under mentor Carl Wilson (no relation). Carl Wilson, now an ERA and CIO of Marriott International, is a member of the CIO Executive Board (CEC) and a judge of the Ones to Watch 2008 award, a program led by the CIO and CEC that honors future IT leaders. I remember Carl talking to me about how my career would be determined by my PIE: performance, image and exposure, says Lance Wilson, now CIO of Assurant Health, a Milwaukee insurer. Carl Wilson attributes the idea to Pillsbury colleague John Hammitt. To improve his managerial skills, Lance Wilson has learned to ask a lot of questions. Probing, not informational, he says. By - whether you're facing a customer, supplier, partner or adversary - the CIO learns how to look at itself and your project or idea more objectively. There is a Greek word, ekstasis, that you stand outside yourself. It's very useful, he says. It also helps polish your image, he adds, and exposes you to other people and points of view. I've used it many times to help understand the dramatic changes that every CIO has to make at some point, he says. To create strong, well-functioning organizations, you need to focus on individuals, says Hammitt, who was also director of information management at Morton-Thiokol and vice president of information systems at United Technologies. Executives have a duty to develop strategy and oversee implementation, but more importantly, to ensure that the team is stronger every year. Wilson was lucky to have mentors to him: Only 41 percent of CIO give time to develop IT talent within their ranks, according to our 2008 State CIO research. But the career trajectories of directors who have been mentored illustrate how mentoring pays off for people and companies when relationships work. Seventeen of the 20 you follow honorees this year overwhelmingly rated mentoring and one-to-one coaching as very effective or very effective in their personal success; The 15 winners also described their CIO as extremely dedicated to their career development. Carol Mullins, 2008 To track the honoree, she credits two strong mentors with helping her career rise as director of

submission processing at the Internal Revenue Service. Recently, Mullins led the delivery of one of the IRS's modernization projects, and she manages a \$113 million budget. Her mentors, she says, gave me a nudge that I ever needed to make a move I wasn't sure I could take. Mullins hopes to be a CIO one day, and she mentors others inside and outside IT. Mentoring is very important in the professional and even personal lives of many technology executives, says Jeri Dunn, CIO of Bacardi. There are so many cases that people are overlooked by their manager, he says. That's wrong. Dunn, who was a CIO at Nestle USA and Tyson Foods, is a founding member of the CEC and the Network for Executive Women in Arkansas. He says he's starting a mentoring program wherever he works. People need that kind of attention. They need someone to talk to about their careers and problems at work or anywhere else, says Dunn, who also evaluated the 2008 Ones to Watch award. Mentoring also makes society better, he says. When you have that ability to communicate and get guidance from someone who's been there, he's done it, he's got a t-shirt, you're more confident and productive. Ceos who are fortunate enough to have good mentoring experience early in their careers often continue to mentor younger colleagues. Those we have spoken to agree that there are right and wrong ways to do this. For example, a pair of mentor-mentee should not be assigned; Enforcing a relationship sabotaged it. As Craig Cuyar, SVP & CIO of Realogy says: To make the most of this joint venture, you need shared risk and mutual benefit. That's not in your arranged marriage. Even if that happens, mentoring should not be seen as coaching. It focuses on specific listed goals - such as developing rhetorical skills or learning how to write a performance review, says CEC member Catherine Boivie, senior vice president of IT at Pacific Blue Cross, a health care system in Vancouver, British Columbia. But mentoring is about developing a career in sync with someone's skills and goals. Mentoring, says Boivie, another You Watch Judge, is an ongoing relationship rather than a transaction. And Boivie adds that coaches get paid for it. Instructors volunteers. Since it gives nature, the CIO from companies has a large and small share here by distilling what I have learned on both sides of the mentoring process, as well as key lessons they wish to be taught when they took on their first CIO roles. We're not saying there are simple shortcuts, of course. But look. Read related sidebars: What my mentor taught me, what I wish I knew before I became CIO Copyright © 2008 IDG Communications, Inc.

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