Making Everything Easier!™

3rd Edition

Managing

FOR DUMMIES®

Learn to:

- Get your message across with clear expectations and straightforward communication
- Successfully manage people, projects, and teams
- Plan, organize, and delegate tasks
- Encourage and motivate employees

Bob Nelson, PhD
Author of 1001 Ways to Reward Employees

Peter Economy
Coauthor of MBA For Dummies

Managing For Dummies®, 3rd Edition

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Dr. Nelson has sold more than 3.5 million books on management and motivation, which have been translated in more than 35 languages, including *1001 Ways to Reward Employees* (now in its 55th printing), *The 1001 Rewards & Recognition Fieldbook, 1001 Ways to Energize Employees, 1001 Ways to Take Initiative at Work, Keeping Up in a Down Economy, Ubuntu: An Inspiring Story of an African Principle of Teamwork and Collaboration,* and (with Peter Economy) *The Management Bible and Consulting For Dummies,* 2nd Edition.

He has appeared extensively in the media, including on CBS's *60 Minutes,* CNN, MSNBC, PBS, and National Public Radio, and has been featured in *The New York Times, The*

Wall Street Journal, The Washington Post, BusinessWeek, Fortune, and *Inc.* magazines to discuss how to best motivate today's employees.

Dr. Nelson holds an MBA in organizational behavior from UC Berkeley and received his PhD in management with Dr. Peter F. Drucker at the Drucker Graduate Management School of Claremont Graduate University in suburban Los Angeles, where his doctoral dissertation was titled "Factors that Encourage or Inhibit the Use of Non-Monetary Recognition by U.S. Managers."

For more information about available products or services offered by Nelson Motivation Inc., including registration for Dr. Nelson's free Tip of the Week, visit www.nelson-motivation.com. For information about having Dr. Nelson present to or consult with your organization, association, or conference, contact Nelson Motivation Inc. at 800-575-5521 in the U.S., or Dr. Nelson directly at bobrewards@aol.com or by phone at 858-673-0690 PST.

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Dedication

To any manager who has struggled to do the job and every employee who has had to live with the consequences.

Authors' Acknowledgments

Bob recalls three influential mentors in his career: Jim Reller, a delegator par excellence in Bob’s first corporate position at Control Data Corporation, often gave out assignments with a disclaimer such as, “I could probably do this task faster than you, but I believe you’ll learn a lot from the process”; Dr. Ken Blanchard, co-author of *The One Minute Manager,* whom Bob worked with for more than ten years, demonstrated how to get the best efforts from people by using the softer side of management and never directly telling them what to do; and Dr. Peter F. Drucker, whom Bob worked with in his PhD studies at Claremont Graduate University, taught him that the best management principles were also the simplest ones.

These mentors taught more than just the technical skills of assigning work, conducting a performance appraisal, or disciplining an employee. They emphasized the people side of management: how to motivate employees by example, reward them when they exceed expectations, and make each person feel like he or she is the most important in the world.

Bob and Peter also appreciate everyone at Wiley Publishing, Inc., who has helped to make their books — and *Managing For Dummies,* 3rd Edition, in particular — be the best, including Stacy Kennedy, Elizabeth Rea, Krista Hansing, and Julie Cookson.

On the personal side, Bob would like to acknowledge the ongoing love and support of his parents, Helen and Edward; his wife, Jennifer; and his children, Daniel and Michelle. Peter acknowledges his wife, Jan, and his children, Peter J, Skylar Park, and Jackson Warren, for their everlasting love and for putting up with his crazy life. May the circle be unbroken.

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Introduction

Congratulations! As a result of your astute choice of material, you're about to read a completely fresh approach to the topic of management. If you've already read other books about management, you've surely noticed that most of them fall into one of two categories: (1) deadly boring snooze-o-rama that makes a great paperweight; or (2) recycled platitudes glazed with a thin sugar coating of pop psychobabble, which sound great on paper but fail abysmally in the real world.

Managing For Dummies, 3rd Edition is different. First, this book is fun*.* Our approach reflects our strong belief and experience that management can be fun, too. You can get the job done and have fun in the process. We even help you maintain a sense of humor in the face of the seemingly insurmountable challenges that all managers have to deal with from time to time. On some days, you'll face challenges — perhaps pushing you to your limit or beyond. However, on many more days, the joys of managing — teaching a new skill to an employee, helping land a new customer, accomplishing an important assignment, and so on — can bring you a sense of fulfillment that you never imagined possible.

Second, the vast majority of popular business books seem to be here today and gone tomorrow. Like it or not, many managers (and the companies they work for) seem to be ruled by the business fad of the month. In *Managing For Dummies,* 3rd Edition, we buck the trend by concentrating on tried-and-true solutions to the most common situations that real supervisors and managers face. Our solutions stand up over time and work in even turbulent times. Since we published the first edition of

Managing For Dummies in 1996, managers all around the world have bought more than half a million copies of this book, and it has been translated into more than 16 different languages. Long story short, you won't find any mumbo-jumbo here — just practical solutions to everyday problems that any manager will find of value.

Managing For Dummies, 3rd Edition breaks the rules by providing a comprehensive overview of the fundamentals of effective management, presented in a fun and interesting format. It doesn't put you to sleep, nor is it sugarcoated. We know from personal experience that managing can be an intimidating job. New managers — especially ones promoted into the position for their technical expertise — often have trouble knowing what they need to do. Don't worry. Relax. Help is at your fingertips.

About This Book

Managing For Dummies, 3rd Edition is perfect for all levels of management. If you're a new manager or a manager-to-be, you can find everything you need to know to be successful. If you're an experienced manager, we challenge you to shift your perspective and take a fresh look at your management philosophies and techniques. Despite the popular saying that you can't teach an old dog new tricks, you can always incorporate changes that make your job (and the jobs of your employees) easier, resulting in more fun and effectiveness.

Of course, even the most experienced manager can feel overwhelmed from time to time, new tricks or not.

For Bob, this moment came when he was giving an important business presentation to a group of international executives — only to have one of the executives point out that his pants were unzipped. Although Bob scored bonus points for getting his audience’s attention with this novel fashion statement, he could’ve done so in a more strategic way.

For Peter, his overwhelming moment came when he reprimanded an employee for arriving late to work and later learned that the employee had been late because she had stopped at a bakery to buy Peter a cake in celebration of Boss’s Day. Needless to say, the event wasn’t quite as festive as it could’ve been!

Face it, whether you’re new to the job or are facing a new task in your current job, all managers feel overwhelmed sometimes. The secret to dealing with stress is to discover what you can do better (or differently) to obtain your desired results. When you do make a mistake, pick yourself up, laugh it off, and learn from it. We wrote this book to make learning easier so that you won’t have to make all the same mistakes and learn the hard way.

Conventions Used in This Book

When writing this book, we included some general conventions that all *For Dummies* books use. We use the following:

> We *italicize* any words you may not be familiar with and provide definitions.

We **bold** all keywords in bulleted lists and the actual steps in numbered lists.

All Web sites and e-mail addresses appear in `monofont`.

What You’re Not to Read

Not surprisingly, we think every word in this book is worth your time. We know, however, that you may not want to read it all. With that understanding in mind, we make it easy for you to identify “skippable” material by placing it in sidebars. A sidebar is a gray box in each chapter that contains information that is interesting and related to the topic at hand, but not absolutely essential for your success as a manager.

Foolish Assumptions

As we wrote this book, we made a few assumptions about you, our readers. For example, we assumed that you’re either a manager or a manager-to-be and that you’re truly motivated to discover some new approaches to managing organizations and to leading people. We also assumed that you’re ready, willing, and able to commit yourself to becoming a better manager.

How This Book Is Organized

Managing For Dummies, 3rd Edition is organized into five parts. Each part covers a major area of management practice, and the chapters within each part cover specific topics in detail. Following is a summary of what you'll find in each part.

Part I: Getting Started as a Manager

Becoming a successful manager means understanding and applying several basic skills. This part begins with a discussion of what managers are and what they do, and then looks at the most basic management skills: leading, inspiring, and engaging.

Part II: Mastering Key Management Duties

The heart of management boils down to a number of important management duties — tasks every manager needs to master to successfully get the job done. These duties include hiring new employees, setting goals, coaching and mentoring, working with teams, managing virtual employees, and monitoring performance and execution. We cover each of these duties in this part.

Part III: Tools and Techniques for Managing

To carry out their day-to-day duties, managers have a variety of tools and techniques at their disposal. We cover the most important of these management tools and techniques in this part, including delegating, communicating, evaluating performance, budgeting and accounting, harnessing technology, and applying corporate social responsibility.

Part IV: Tough Times for Tough Managers

As any manager can testify, management isn’t all fun and games. In fact, managing can be downright challenging at times. In this part, we consider some of the toughest tasks of managing: managing change and disciplining and firing employees.

Part V: The Part of Tens

Finally, we include the Part of Tens: a quick-and-dirty collection of chapters, each of which gives you ten pieces of information that every manager needs to know. You’ll find common management mistakes, advice for new managers, and strategies for maintaining your work-life balance. Look to these chapters when you need a quick refresher on managing strategies and techniques.

Icons Used in This Book

To guide you along the way and point out the information you really need to know, this book uses icons along its left margins. You’ll see the following icons in this book:

TIP This icon points to tips and tricks that make managing easier.

WARNING! If you don’t heed the advice next to these icons, the situation may blow up in your face. Watch out!

REMEMBER Remember these important points of information, and you’ll be a much better manager.

PEARL OF WISDOM This icon points out wise sayings and other kernels of wisdom that you can take with you on your journey to becoming a better manager.

TRUE STORIES These anecdotes from Bob and Peter and other real-life managers show you the right — and sometimes wrong — ways to be a manager.

Where to Go from Here

This book is unique because you can read each chapter without having to read what comes before or after. Or you can read the book backward or forward. Or you can just carry it around with you to impress your friends.

If you’re a new or aspiring manager and you want a crash course in management, you may want to start at the beginning and work your way through to the end. Forget about going back to school to get your MBA — you can save your money and take a trip to Hawaii instead. Simply turn the page and take your first step into the world of management.

If you’re already a manager and are short on time (and what manager isn’t short on time?), you may want to turn to a particular topic, such as delegating tasks or hiring employees, to address a specific need or question. The table of contents and index can direct you to the answers you seek.

Enjoy your journey!