A comprehensive guide to the fundamentals of effective management

Managing

FOR

DUMMIES®

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A Reference for the Rest of Us!™ 🇬🇧 UK Edition

Managing For Dummies®

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About the Author

Richard Pettinger (BA, MBA, DipMktg) has taught at University College London since 1989, where he is a lecturer in management. He teaches on the foundation courses, organisational change, and construction marketing courses. He has also taught strategic and operations management, the management of change, human resource management, and leadership to a wide range of undergraduate, postgraduate, professional, and international students. Richard is also enhancing and developing Management Studies Centre activities and courses, including the directorship of the new Information Management for Business course.

Since 2005, Richard has been a visiting professor at the Jagiellonian Business School, Krakow, teaching strategic management and developing a common UCL/Jagiellonian syllabus in strategic management and organisational change.

Richard is the author of over thirty business and management books and textbooks, and also writes journal, conference, and study papers.

Bob Nelson, PhD (San Diego, CA), is founder and president of Nelson Motivation, Inc., a management training and products firm headquartered in San Diego, California. As a practising manager, researcher, and best-selling author, Bob is an internationally recognised expert in the areas of employee motivation, recognition and rewards, productivity and performance improvement, and leadership.

Bob has published 20 books and sold more than 2.5 million books on management, which have been translated into some 20 languages. He earned his BA in communications from Macalester College, his MBA in

organisational behavior from UC Berkeley, and his PhD in management from the Peter F. Drucker Graduate Management Center of the Claremont Graduate University.

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Peter Economy (La Jolla, CA) is associate editor of *Leader to Leader*, the award-winning magazine of the Peter F. Drucker Foundation for Nonprofit Leadership, and author of numerous books. Peter combines his writing expertise with more than 15 years of management experience to provide his readers with solid, hands-on information and advice. He received his bachelor's degree (with majors in economics and human biology) from Stanford University and his MBA at the Edinburgh Business School. Visit Peter at his Web site: www.petereconomy.com.

Authors' Acknowledgments

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These people taught more than just the technical skills of assigning work, conducting a performance appraisal, or disciplining an employee. They also emphasised the people side of management: how to motivate employees by example, reward them when they exceed your expectations, and make each customer feel like he or she is your only customer – even if you have thousands of others.

Thanks to my mother Betty Economy Gritis, my wife Jan, and my children, Peter J, Skylar Park, and Jackson Warren, for their everlasting love and for putting up with my crazy life. May the circle be unbroken.

Dedication

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

Publisher's Acknowledgements

We're proud of this book; please send us your comments through our Dummies online registration form located at www.dummies.com/register/.

Some of the people who helped bring this book to market include the following:

Acquisitions, Editorial, and Media Development

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 have surely noticed that most of them fall into one of four categories: (1) textbooks; (2) deadly boring tomes that make great paperweights; (3) 'I did it my way' – the war stories of successful and/or high-profile individuals (some of these are admittedly excellent, while others are little more than cynical attempts to cash in on transient fame/notoriety), or (4) recycled platitudes glazed with a thin sugar-coating of pop psychobabble, which sounds great on paper, but fails abysmally in the real world, and is as superficial as a coat of paint.

Managing For Dummies 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 to maintain a sense of humour 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 to your limit or beyond. However, on many more days, the joys of managing (showing a new skill to an employee, helping land a new customer, accomplishing an important assignment, and so on) can bring you a sense of fulfilment that you never imagined possible.

Second, 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*, we

get away from this by concentrating on tried and tested solutions to the most common situations that real supervisors and managers face: solutions that stand up over time and can be used in turbulent times. You won't find any mumbo-jumbo here – just practical solutions to everyday problems.

Managing For Dummies breaks the rules. It provides a comprehensive overview of the fundamentals of effective management presented in a fun and interesting format. It neither puts you to sleep nor is so glib or syrupy that it rots your teeth. We know from personal experience that managing can be an intimidating job. New managers – especially ones promoted into the position for their technical expertise – are often at a loss as to what they need to do. Don't worry. Relax. Help is at your fingertips.

About This Book

Managing For Dummies is perfect for all levels of managers. New managers and managers-to-be can find everything you need to know to be successful. Experienced managers are challenged to shift your perspectives and to take a fresh look at your management philosophies and techniques. Despite the popular saying about teaching old dogs new tricks, you can always make changes that ease your job – and the jobs of your employees – and make them more fun and a lot more effective.

But, even the most experienced manager can feel overwhelmed from time to time – new tricks or not. For Bob, it was when he was giving an important business presentation before a group of international executives –

only to be told by one of the executives that his flies were undone. Although Bob did score bonus points for getting his audience's attention with this novel fashion statement, he could've done so in a more conventional way.

For Peter, it was when he reprimanded an employee for arriving late to work and later discovered that the employee was late because she had stopped at a bakery on the way to work 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!

For Richard, it was when he turned up to give a presentation to a group of managers and executives from the central banking sector. Just before he was due to go one, he was told that he had been given the wrong brief – and that please could he speak on a different subject altogether. He survived – but it was the longest two hours of his life!

Whether you're new to the job or are faced with a new task in an old job, all managers feel overwhelmed sometimes. The secret to dealing with such feelings is to discover what you can do better (or differently) to obtain the results you want. When you do make a mistake, pick yourself up, laugh it off, and learn from it.

How to Use This Book

Despite the obvious resemblance of this book to one of the yellow bricks on Dorothy's road to Oz, the proper way to use this book is not as a doorstop or a makeshift paperweight. You can use this book in one of two ways:

If you want to find out about a specific topic, such as delegating tasks or recruiting employees, you can flick to that section and get your answers quickly. Faster than you can say, 'Where's that report I asked for last week?' you'll have your answer.

If you want a crash course in management, read this book from cover to cover. Forget going back to college to get your MBA – you can save your money and take a trip to the South of France instead.

This book is unique because you can read each chapter without having to read what comes before. Or you can read each chapter without reading what comes after. Or you can read the book backwards. Or you can just carry it around with you to make an impact.

Conventions Used in This Book

For Dummies books avoid jargon, dense reams of text, and fiddly footnotes. To make your reading experience even easier, we use a couple of simple conventions. Italics introduce new terms, which are always followed by a definition. Monofont text is used for Web addresses. We tend to alternate between using male and female pronouns in alternating chapters to be fair to both genders.

Foolish Assumptions

As we wrote this book, we made a few assumptions about you, our readers. For example, we assumed that you're already a manager – or a manager-to-be – and that you're truly motivated to discover some new approaches to managing organisations 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 Organised

Managing For Dummies is organised into seven parts. Each part covers a major area of management practice. The chapters within each part cover specific topics in detail. Following is a summary of what you'll find in each part.

Part I: You Want to Be a Manager

Successful managers master 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: organisation, delegation, and leadership.

Part II: Managing People

The heart of management boils down to getting tasks done through others. This process starts with attracting, recruiting, and keeping talented workers and extends to motivating and coaching them to go above and beyond expectations.

Part III: Making Things Happen

Making things happen is another important aspect of managing that starts with knowing where you're going and how to tell when you've arrived. In this part, we consider goal setting, measuring and monitoring employee performance, and conducting performance appraisals.

Part IV: Working with (Other) People

Successful managers have discovered that building bridges to other workers and managers – both inside and outside the organisation – is important. This part covers communicating, making presentations, building high-performance teams, and dealing with office politics.

Part V: Tough Times for Tough Managers

As any manager can testify, management is not all fun and games. In fact, managing can be downright difficult at times. In this part, we consider some of the toughest

tasks of managing: managing change, disciplining and firing employees, and managing yourself.

Part VI: Tools and Techniques for Managing

Being a manager requires that you acquire and apply certain technical tools and skills. This part discusses guidelines for accounting and budgeting and working with today's technologies.

The most successful managers know that standing still in business is the same as falling behind. Good managers always look to the future and make plans accordingly. Developing and training employees and creating a learning organisation are also covered in this part.

Part VII: The Part of Tens

Finally, we include the Part of Tens: a quick-and-easy collection of chapters, each of which gives you ten (or so) pieces of information that every manager needs to know. 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 draw your attention to particular bits of information, this book uses icons along its left margins. You'll see the following icons in this book: