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The Working Leader: The Triumph of High Performance Over Conventional Management Principles (Paperback)

By Leonard R. Sayles

SIMON & SCHUSTER, United States, 1999. Paperback. Condition: New. Language: English. Brand new Book. Schooled to oversee fixed, almost unvarying routines, managers today are unprepared to manage the conflicts in modern work flow relationships. The demand for more and quicker responsiveness to customers, market, product, and process changes means there are few "routine" technologies left to manage. The modern line manager, according to Sayles, must be a "working leader," managing work flow relationships on the boundaries between jobs, functions, departments; making things "work" through trade-offs with superiors and peers. The working leader has an agenda, knows the system inside out, is comfortable with fluidity, and recognizes that the parts do not always fit into an integrated whole. The recent emphasis on "core competencies" and "operating capabilities" as keys to competitive advantage represents a radical shift away from the presumption that business leadership is primarily about strategic decisions. Corporate success, Sayles insists, now depends upon execution, implementation, and expertise. In the past managers presumed that work systems were programmed to be efficient; now astute managers recognize that extraordinary efforts are required to attain and maintain effective operations. Sayles shows with vivid case studies how middle managers with an in-depth understanding of...



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-- Dr. Retta Medhurst I