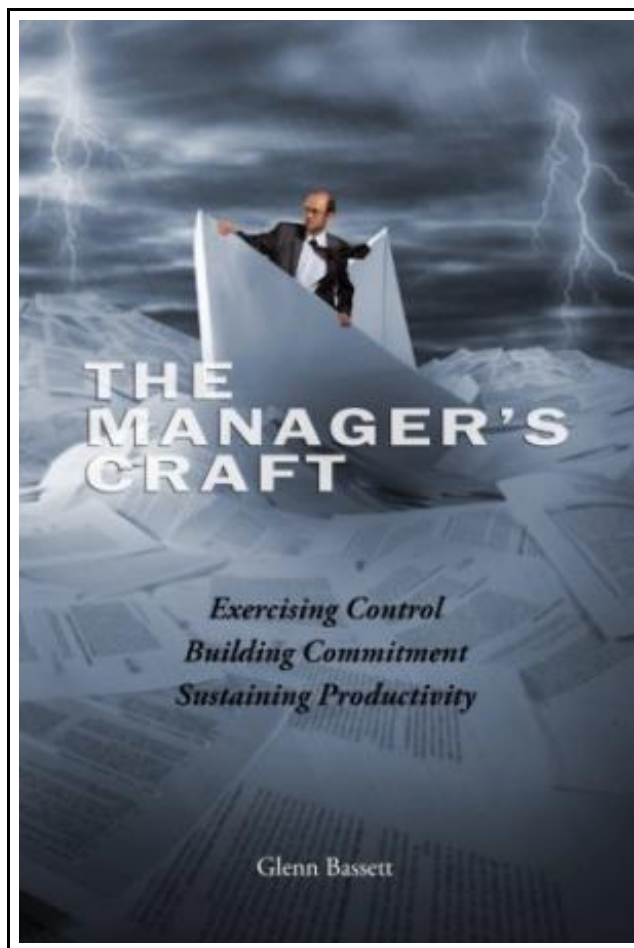


The Manager s Craft



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Createspace, United States, 2013. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****.Almost any job or profession you can think of has a set of specific requirements for knowledge and skill that must be mastered. Managing and supervising the work of others is an exception. In part that is because the job of managing requires a range of social and technical skills that can vary widely depending on business circumstance. An infinite diversity of technologies, materials, markets and work skills can figure into the mix of the manager s job. The manager may be asked to coordinate technically skilled team players, or, alternatively, may need to discipline the application of basic skills to achievement of production goals. Materials may be common or exotic. Customers may have influence over or little concern for product quality and design. Work skills may be common or rare. Technology may be critical or peripheral. Some central managerial skills like accounting and finance can be trained. Mostly, they are dealt with as competences that are best left to specialists. Highly technical problems that demand specific training are, in general, treated as staff support jobs. The part of the job that always stays with the manager is that of working with and through other people to achieve cost-effective productivity using formal authority, personal influence, economic incentives and an understanding of organizing processes. As skill sets, these are very difficult to define. They blend and merge to become a personal suite of action strategies that are put to use as needed. Formal education and training can provide a summary focus, but only practice and experience can make them effective working tools. Much of managing and supervising is thus learned from experience on the job. The manager s challenge...



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