

Shuki Stauber

WHO'S THE BOSS?

150 Practical Tips for High-Quality Management

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This book is gratefully dedicated to the numerous managers, my interlocutors in my country and all over the world, who enriched me with their experiences, knowledge, and intelligence.

...though he had condescended, under the influence of passion, to place himself on a level with Ptitsin and Ferdishenko, his self-respect and sense of duty now returned, together with a consciousness of what was due to his social rank and official importance.

The Idiot

Fyodor Dostoyevsky

Translated by Eva Martin

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Introduction

Modern organizations all over the globe invest many resources in human capital. Financial rewards, management energies, systems of worker training and enrichment, in addition to extensive welfare activity, have turned workers into a major cost factor for most modern organizations.

The desire to derive the expected profit out of this expensive resource channels into two main venues, in which direct superiors play a crucial and highly influential role: worker retention and worker motivation.

The growing dependence of organizations on their workers, particularly on the more leading and professional among them, has recently increased the importance of the first venue, namely worker retention, i.e., the desire to retain workers in the organization.

Human resource departments assign whole teams for the purpose of carrying out this crucial mission, especially in organizations in which human resources are deemed vital.

Increasing attention is paid to organizational culture. Frameworks of teamwork in an environment of development and growth operate to constantly convince workers that “your place is with us.”

The systems of payment and reward are harnessed for this aim as well. For example, one of the main reasons for the allocation of options is the wish to tie indispensable workers to the organization and commit them to its objectives.

However, all these components of “retention support” dwarf in view of the central factor of retention - the direct manager - namely, The Boss. This is a hugely influential factor that affects the worker’s quality of life at the workplace and out of it. This influence is so great that no options, company car, or a “fun day” outdoors could dissipate.

The second venue is the ability to encourage workers to actualize their utmost skills and capabilities, motivating them to contribute to the organization and its promotion. Here, too, the managerial capacity of the direct boss, her or his leadership, and the workers’ esteem, are powerful engines of motivation, more than any other instrument of reward.

This book is addressed to all those direct bosses, men and women, the backbone of the organization, whose

task is most complex and most important of all: worker management.

The book contains 150 ideas and suggestions, providing practical advice, dealing with the manager's personality and methods of work, emanating from the wide practical experience of a vast number of successful managers in leading organizations, and from my own personal experience.

At first sight, some of the suggestions may seem self-evident; however, sadly enough, reality proves that many fail to implement them, as not all that is self-evident and makes sense is also easily executed.

The explanations and live examples that accompany the suggestions help to make them real and offer ways by which to carry them out.

Finally, here is my first suggestion to the manager reader: use only that advice which is compatible with your world-view, personality, and managerial style. And my second suggestion is, do read the other bits of advice, as you might discover a new world in them. One never knows.

*Good luck,
Shuki Stauber*

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The Manager's Personality