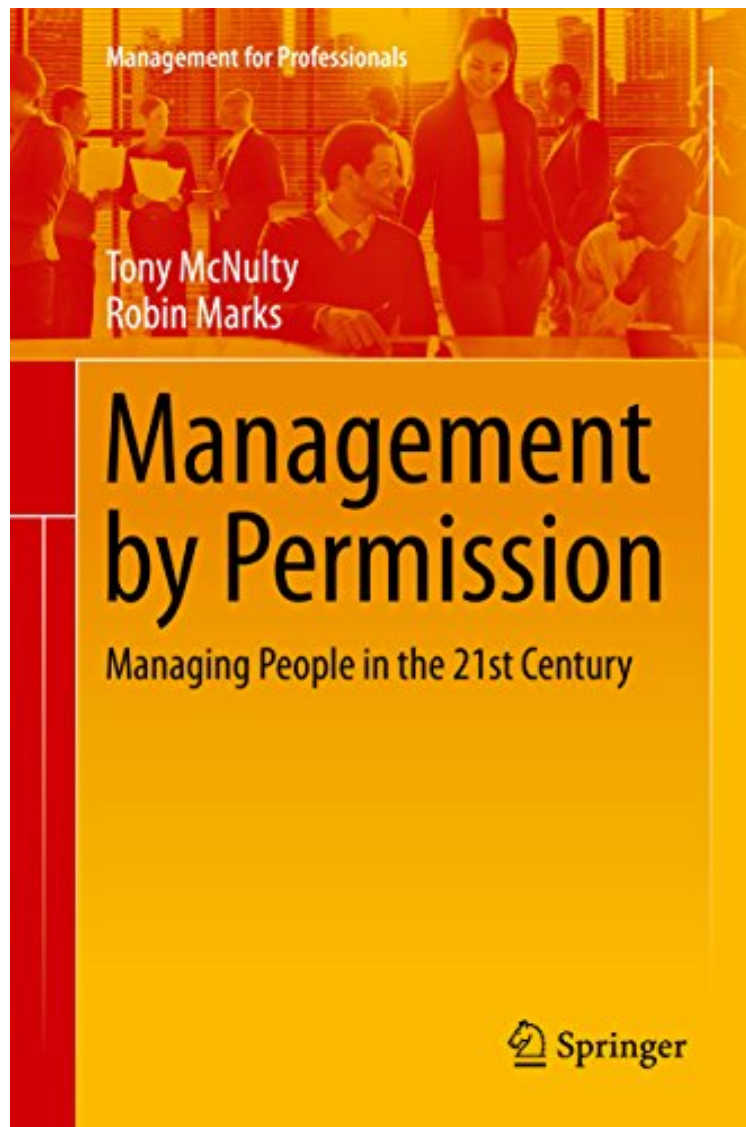


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Management by Permission: Managing People in the 21st Century (Management for Professionals)

Tony McNulty, Robin Marks
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Tony McNulty, Robin Marks : Management by Permission: Managing People in the 21st Century (Management for Professionals) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Management by Permission: Managing People in the 21st Century (Management for Professionals):

0 of 0 people found the following review helpful. A must for all managersBy CustomerA great read. Well presented and valuable management tool.1 of 1 people found the following review helpful. A big step forward in managing

organizations; un gran paso adelante en la gestión de organizaciones

By JC Hergueta

Dr. McNulty's new publication — Management by Permission: Managing People in the 21st Century — is a very rewarding read. Based on a solid knowledge of the world of organizations and the challenges posed by new forms of work, he proposes an excellent structured method for the successful management of people and teams. Virtually everyone is responsible for organizing others' work, either directly or indirectly, and they also have a boss to manage. Dr. McNulty's approach has global appeal, applies across different geographies and sectors, takes into account today's more highly educated workforce, and is based on four elements: keeping control, managing expectations, running interference, and developing people. This is far from an emerging theory, but rather a well-grounded system, which the authors deliver with humor and examples, and one which will inspire confidence and make the job of managing people more attractive. I would recommend this book to all professionals, irrespective of their position in the hierarchy, who wish to improve their skills, and make the job of managing others more efficient and fun. Realistic, methodical and practical, highly recommended (This review originally appeared in Spanish)

Ha sido muy gratificante leer la nueva publicación del Dr. McNulty "Management by Permission", gestionando personas en el Siglo XXI. Partiendo de un sólido conocimiento del mundo de las organizaciones y los desafíos que plantean las nuevas formas de trabajo, el Dr. McNulty propone un método excelentemente estructurado para gestionar con éxito personas y equipos. Salvo contadas excepciones todo el mundo tiene responsabilidades organizando a otros, y quien no las tiene está llamado a tenerlas o tiene un jefe al que gestionar. El método del Dr. McNulty es de alcance global a geografías y sectores, parte del respeto a la persona que requiere el nivel de educación actual, y se concreta en cuatro elementos: teniendo control, gestionando expectativas, manejando interferencias y desarrollando personas. Lejos de desarrollos teóricos, el resultado es un sistema bien pegado a tierra, que los autores traen con humor y con ejemplos, que da confianza y hace atractivo el trabajo de gestionar personas. Recomiendo su lectura a todos los profesionales, cualquiera que sea su nivel de responsabilidad, con interés por ganar solidez personal y hacer más eficiente y divertido el trabajo de gestionar a otros. Realista, metódico y pragmático, muy recomendable.

1 of 1 people found the following review helpful.

An important contribution to current thinking about management and management practice

By Dr Speedwalker

As someone who has worked as both an academic and a manager I have developed a strong aversion to universalistic "how to do it" management books and to what Gibson Burrell once termed "Heathrow organisation theory". As a result I approached this book with some apprehension and scepticism. I was though very pleasantly surprised. The book's bold claim that its four main ingredients ("keeping things under control, establishing expectations, running interference and developing the people") provide the basis for "a readily accessible and practical guide to managing others in the modern world" does smack of another toolkit, but the book does a number of things very well and that the modern management handbook does not. First, it would be unfair to describe it as another universalistic management book. The book is grounded in a realism that is often absent in some of these more populist texts. Given the authors' backgrounds this is not surprising and the four ingredients are explored in context, particularly locating the book's arguments in the often messy organisational realities of politics and power evident in the examples that populate the book. Second, although the authors emphasise that management is necessary, nowhere do they suggest that it is simple or straightforward, and appropriately Management by Permission benefits from close reading and attention to the detail. The book is organised around chapters that explore the four ingredients in depth, adding dimensions as it goes. It is helpfully informed by real-world examples, useful anecdotes and some light-hearted but poignant illustrations. Thirdly these give a nuance to the book's arguments; that the basic tenets of their approach are sound but the realities of organisational life may require some flexibility in how these are operationalised. In this respect the chapter on "running interferences" is particularly interesting and relevant, not least because as the authors acknowledge, it is often absent from mainstream management books. Fourthly the book provides frequent bridges between theory and practice. It is a practical guide to managing in context, one that works because it draws upon sound academic theory married to the authors' experiences of working and advising in a range of different organisational settings. Finally — and unusually in books of this nature — it provides useful guidance for the managed, and particularly what to do if you feel that your manager is not managing as effectively as they could against the four ingredients. The authors have explicitly targeted the book at practising managers, "those responsible for managing others in the modern world" (p.3) but have also produced what they claim is a book "we wished we could have had when we embarked on our own careers" (p.8). I certainly would have found this of value throughout my management career particularly after the first few years when I was trying to make sense of management and people management in particular and as an individual being managed by others. Despite my initial apprehension I would highly recommend Management by Permission. It is an important and timely addition to the lexicon of management, a book that will be of considerable value both to new and experienced managers who can read and re-read the book and continue to derive value from it well into their careers and to those starting or contemplating a career in management, learning what it means to be a manager in challenging times and how to be effective in role.

This book shows that in today's business world managers can only successfully lead with the active cooperation and consent of their staff. It presents a practical, four-pronged approach to successful management, drawing on the author's combined research, consulting and managerial experience in more than twenty countries. Once a manager gets the four main ingredients right – (1) getting things under control; (2) establishing expectations; (3) running interference; and (4) developing people – everything else falls into place. Far from being unpleasant and stressful, managing others becomes rewarding and even fun. The book concludes by explaining how to use the four ingredients to ensure that your own manager is also managing you effectively. "If you have time for only one management book in your life, *Management by Permission* would be an outstanding choice." Greg Thompson, President, Markel Specialty "In this readable and practical book the authors spell out the key challenges facing managers and how they can address them. The central question is how you win permission to manage – in straightforward language this book shows you how." Rob Goffee, Emeritus Professor, London Business School "A page-turner... a strong candidate for 'Management Book of the Year'." Professor Stephen J. Perkins, Dean, London Guildhall Faculty of Business Law "A must read for anyone on the line management ladder." Dr Janine-Nicole Desai, Regional HR Director, Hilton Worldwide

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About the Author Dr Tony McNulty is a graduate of King's College, London, and holds a PhD in Organizational Behaviour from London Business School. He is a former faculty member at INSEAD Business School in France, where he spent three years as a researcher. With a background in strategy implementation, organization change and development, his twenty-five years' experience in a variety of international organizations includes four years' full-time employment in France, USA and Spain. He is Managing Director of McNulty Management Consultants and an Honorary Visiting Professor at a London business School, where he also sits on the Faculty Advisory Board. Rob Marks started his working life in engineering research and development where he gained wide experience in functional and project management. After twenty years in a range of line management jobs, he developed his career into mainline HR, specializing principally in the development, coaching and retention of managers, professionals and high potentials within an international firm. For the last fifteen years he has worked as a management and organizational consultant.