

S E C O N D E D I T I O N

# THE NEW MANAGER'S

**SURVIVAL  
MANUAL**

**ALL THE SKILLS  
YOU NEED FOR SUCCESS**

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**CLAY CARR**

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# **The New Manager's Survival Manual**

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Second Edition

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**CLAY CARR**



**John Wiley & Sons, Inc.**

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*To Gayle:  
Thanks, Honey*

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# Acknowledgements

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And to my boss, A.C. Ressler, who could not have been more supportive of us. Thanks.

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# Preface

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## WHAT IS THE NEW MANAGER'S SURVIVAL MANUAL?

You're a new manager. Or you're about to become one. Or you want to be one and you want to be prepared when the opportunity comes. *The New Manager's Survival Manual* is written for you. It's the basic guide you need to understand first-level management and to be effective at it.

This book will:

1. Show you what you have to do to be a successful first-level manager.\*
2. Show you how to do this, by practicing Phase One Management—what other books often call “supervision.”
3. Help you understand the importance of self-managing teams and how they change the management job.
4. Explain Phase Two Management to you, the higher form of management that you want to learn and practice, and also explain why Phase Two Management is essential, even in organizations that use self-managing teams.
5. Start you down the road to successful management—that happy situation where your employees produce, your boss is happy with you, and you are valuable to the organization and promotable.

No single book will tell you everything you need to know or even a tenth of what you need to know. In fact, a dozen books won't tell you all you need.

\*You may not be familiar with the term *first-level manager*. This is the position that's often called “first-level supervisor,” or just “supervisor.” As the next chapter will explain, a “supervisor” is first of all a manager—so we're going to call him or her a manager.

This book, though, will get you launched in the right direction, learning the right skills. Because it provides you with practical tips for each aspect of the job, you'll have the basic abilities to deal with anything you may encounter.

Reading this book will also be good preparation for your organization's supervisory and/or managerial development program. After you read it, you'll be able to learn more quickly from the formal training you receive. And because the book doesn't teach one particular way to manage, it will work with whatever managerial style your organization has.

There's another important point, and it's a sort of a pun. *New manager* means someone who has just become a manager—and that's what this book is about. *New manager* also means a manager in the late 1990s, one who performs the job in a way different from the way traditional managers are expected to act. Often, these managers must perform in organizations that are or want to be "empowering" to their workers. This book is especially for these managers, and, if you are one of them, it will prepare you to operate successfully and to contribute value in that environment.

Are you a female manager or would-be manager? If so, this final point is addressed to you. I have consistently used the masculine form. There are other ways to handle the problem of the indeterminate-gender pronoun (he/she, s/he). But because so much of this book is conversation, I believe it would be too confusing to use the slash forms or to alternate male and female pronouns. You will find, however, that there are as many female and male managers, at all levels, who speak through this book—and that, I hope, is the real bottom line.

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# Prologue

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"Well, how's the division's newest manager today?" Tom smiled at Chuck Weldon as he slipped into the chair across from him.

"He looks a bit bedraggled to me," Jennie said, looking honestly concerned.

"Now, Jennie, didn't your mother ever tell you that if you can't say something nice, etc., etc.?" Eduardo was the fourth person at the table; he was also the oldest and most experienced supervisor by far. "But Chuck does look a little stressed out."

Chuck frowned. "Well, in answer to your question, Tom, I'm feeling very frustrated. Eleanor called in sick again this morning, Bev and Roger aren't speaking to each other and this morning we got four new jobs dumped on us that everybody wants yesterday. Sometimes I don't think I was ever cut out to be in management."

"I know what you mean," Tom said. "I spent the last hour arguing with Reggie about his performance appraisal. I just can't get him to accept that he does just average work. One more hassle like that, and I'm going to give every one of them an 'Above Average' rating and let it go at that—like some people I know have been doing for years." He looked knowingly at Eduardo.

"You're learning. The next thing you need to do is take the personnel policies book and hide it. I have an agreement with my folks—I don't hassle them, they don't hassle me. I haven't had a grievance or an EEO complaint in so long I don't remember what the forms look like."

"Yeah, I know," Jennie agreed gesturing emphatically at Eduardo with her fork. "You let your people get away with murder while the rest of us get a bad name for trying to do what we're supposed to. I was here until eight last night reworking the Emerald Hill project and I'll probably be here just as late tonight redoing something else one of my people screwed up today."

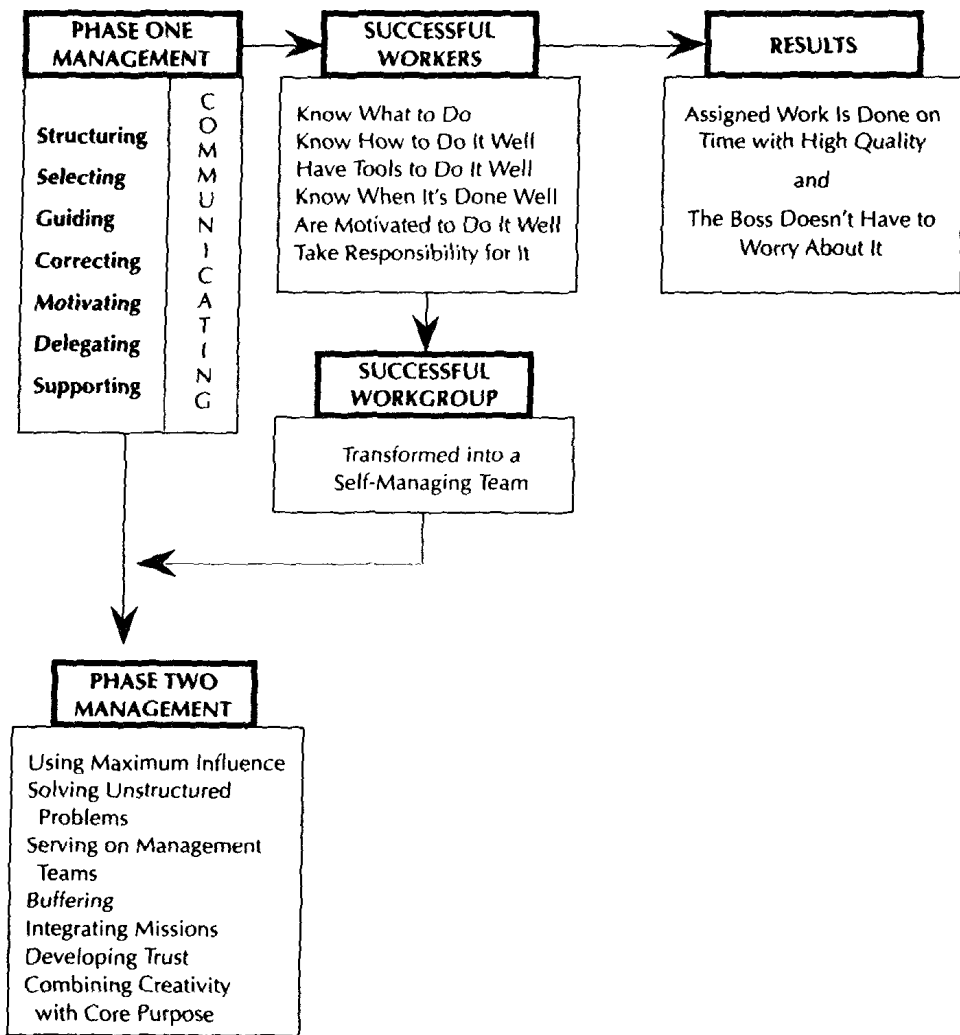
Tom nodded. "You can't get the people they send you these days to do anything on their own. If I didn't stand there and tell them what



to do, they wouldn't get a damned thing done. Sometimes I think that I ought to have them call me 'Sarge.'"

Chuck frowned and rested his chin in his hands. "You're sure not helping any! If that's all management is, I'm sorry I took the job. Isn't there some other way to be a first-level manager and still get the job done? . . ."

# THE NEW MANAGER'S SURVIVAL MANUAL



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# Successful Management: What, How, and the Payoff

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A SUCCESSFUL MANAGER	
Gets Results By Developing Successful Workers and By Building Influence in the Organization	

In this chapter, you'll find useful information about:

The *what* of a manager's job (the two essential functions of a manager).

*How* a successful manager accomplishes these functions (Phase One and Phase Two Management).

The *payoff* for successful management.

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*A successful manager sees that the work assigned to his workgroup gets done. Here's how he does it.*

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**D**oes the title make it sound as though this chapter is going to be complicated and involved? It's not. Everything in it can be summarized in a few short sentences:

If you're a manager, the *what* of your job is to

1. See that your workgroup gets its assigned work done on time, in sufficient quantity, and with high quality; and
2. Do this in such a way that your boss is kept out of trouble and spends a minimum amount of time concerned with your workgroup.

The *how* of your job is accomplished in two phases:

In *Phase One Management*, you develop successful workers.

**More than anything else you can do, developing successful workers is the key to being successful as a manager.**

Then, when you're successful in Phase One, you have time for *Phase Two*. In this phase, you

1. Develop influence with other managers and significant people,
2. Have the time and skills to perform special projects for your boss, and
3. Perform effectively as a manager responsible for self-managing teams.

When both Phase One and Phase Two are done successfully, this is the *payoff*:

1. You have a skillful and confident workgroup,
2. You're a successful member of your boss's workgroup,
3. You're extremely useful to your organization, and
4. You're promotable.