


Making the  
Most of Your Job and  
Your Life

Managing

*With*

Passion



SIGMUND G. GINSBURG



# MANAGING WITH PASSION

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**MAKING THE MOST OF YOUR JOB AND YOUR LIFE**

**SIGMUND G. GINSBURG**

**John Wiley & Sons, Inc.**

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Published by John Wiley & Sons, Inc.

Portions of the text were previously published in *Ropes for Management Success: Climb Higher, Faster* by Sigmund G. Ginsburg.

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ISBN 0-471-14558-0 (paper)

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

## ACKNOWLEDGMENTS



I have been fortunate over the past thirty-two years that my bosses, Harvey Sherman, Timothy W. Costello, Henry R. Winkler, and Ellen V. Futter have been individuals whom I greatly respected and liked. They have been wise counselors and friends, colleagues, mentors, and role models, and I am very grateful to them. I am also grateful to my colleagues at all levels in the organizations in which I have worked who have shared the challenges and joys of management with me. I appreciate the guidance and assistance provided by Robert L. Bernstein and the encouragement and efforts of my editor Janet Coleman, the many individuals at John Wiley & Sons, and Nancy Marcus Land at Publications Development Company who made this book a reality. There is indeed more to life than work and I am grateful beyond words for the support and joy provided by my family, Rose, Judith, Beth, David, Simon, Naomi, and Marty.

## PREFACE



This book will help you climb higher, faster in reaching your career goals. It presents ninety concepts to assist and lead you in your climb to success. They are divided into two categories: Management Style and Management Skills. Each concept—guideline, suggestion, tool, ploy, counterploy—covers a specific practical area or situation in management and indicates why, how, and when you should use it.

You will be able to understand and deal better with common problems, issues, and concerns that confront individuals at all levels in all types of organizations. The areas include supervision, leadership, motivation, human relations, planning, evaluation, decision making, budgeting, operating style, organizing, advancing yourself, protecting yourself, and many others. The problems and concerns are real; the suggested approaches are practical and simple, yet concretely stated.

The approaches and solutions, which are quickly and easily read, will be of immediate help and will assist you throughout your career. They deal with many concerns in a way that your professors, colleagues, and mentors rarely do. They provide a common-sense approach to various problems that is based on sound management theory and experience. They capture the essence of the problem and the solution in their one-sentence chapter titles and kernels of wisdom and, thus, allow you to easily remember and apply them. The concepts are practical and strong. They work!

In addition, the book provides a way in which, based on your own experience, you can modify the concepts and add new ones. It therefore becomes a very personal reference and guidebook that can be used time and time again in various situations. Many of the guidelines for improvement and success in one's job and career are applicable in personal relationships and situations and in off-the-job activities, business dealings, and interests. An Appendix at the end

of the book highlights the applicability of these concepts and allows you to record and evaluate the results so that in this area, too, the book becomes a personal reference and guidebook.

The need for outstanding management is apparent in every industry and sector of American life. This book can provide the motivation, foundation, and reference for your success now and in the future and for your continued growth and learning.

# INTRODUCTION



Good management is both an art and a science. It is tough, challenging, and exhilarating. The successful practitioner in all types of organizations is concerned with planning, organizing, staffing, deciding, budgeting, innovating, communicating, representing, controlling, and directing. These are aspects of the science of management, although a good deal of art is involved in the practice of the science. The art of management involves empathy, sensitivity, leadership, creativity, a concern for organizational environment, culture, and feelings. The executive plays various roles requiring an effective style and substantive skills. You are a colleague, peer, subordinate, superior, student, teacher, mentor, and role model. In the course of your career, even in the course of your present work month or week, and perhaps daily and hourly, you will in one way or another need to use the skills, insights, and attitudes of one or more types of people. These include planner, dreamer, artist, technician, salesperson, auditor, counselor, preacher, warrior, diplomat, street fighter, and philosopher.

We need to improve our management—in all organizations, in all sectors of the economy—and we have to believe with a passion that we have the ability to meet the challenge. As a nation we have not been particularly successful in dealing with increased international competition. The creativity, quality, price, and durability of our various goods and services have been called into question. As customers, clients, and consumers, in dealing with business, education, government, and nonprofit organizations, we have been exposed to rather frequent instances of incompetence, inefficiency, not caring, sloppiness, shoddiness, insensitivity, and inhumanity. As executives, managers, professionals, and staff members, if we were really honest with ourselves we might see how others would apply some of the same terms to us and our organizations.

Managers and organizations committed to excellence recognize the critical importance of high motivation and sound judgment. Success is more likely to come to those individuals, units, and companies that create and maintain an environment in which there are caring and commitment, risk-taking and a seeking to discover, tough-minded optimism, a zest in being interested and interesting, and confidence in oneself and in others. All of these attributes help colleagues at every level to develop confidence in themselves as well as in other individuals, thereby creating a snowballing effect. As leaders we guide and help, we plan, influence, motivate, and direct. Perhaps most important, we nurture. Fundamental to our multifaceted role is a strong belief in the possibilities and potential in ourselves, in others, and in our organizations.

This book has been written to deal with the various aspects of the art and science of management in a way that will be useful in making you considerably more successful so that you can reach your goals. At the same time, by using the management approaches, techniques, and suggestions contained in the two major sections of the book, *Styles and Skills*, you can improve the performance of your colleagues and subordinates so that they can better realize their goals. If you and your colleagues are able to improve and strive for excellence, so will your departments or units, thereby uplifting and upgrading your organizations and industries, allowing our society to become more effective and productive. The end result will be greater economic strength, improved goods and services, increased job satisfaction, better organizations, and greater economic and psychological well-being for American society as a whole.

Further, many of the book's concepts can help you in meeting the challenges of everyday life. The approach and content of the book can help you be more successful in: how you relate and interact with spouses and significant others, children and parents, friends, relatives, and all those you come in contact with; the process and results you achieve in buying and selling, negotiating, planning, and making decisions; your ability to handle the stresses and strains, incidents, passages, milestones and life events, the joys and opportunities, victories and defeats, each of us faces. The same drive and commitment called for in understanding and applying these concepts in order to achieve increased success and personal



and professional satisfaction in your job and career will be necessary in these other areas. However, the positive results can be very similar and therefore on both the job/career and personal level, your sense of satisfaction, fulfillment and happiness can be greatly enhanced.

It can be done. It takes passion, drive, and commitment, and it all begins with the individual. If you are willing to put forth the passion, drive, and commitment, now and in the future, this book can help you reach success.

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**MANAGEMENT STYLES**





# 1

## THE HEART OF THE MATTER



By now, we are all almost tired of hearing the litany of nostrums for America's economic and management problems—lower taxes to create incentives for business and individuals; encourage savings by individuals and capital investments by business; reindustrialize and deregulate American business; emphasize productivity and motivation, quality circles, and quality of life issues; look to high technology, computerization, and robots, and so forth.

But what is often missed in the discussion is the need to emphasize entrepreneurship, risk-taking, zest, and enthusiasm for outstanding management, high standards, and aspirations. We seem to be jogging, holding ourselves in, advancing ploddingly and slowly. We should be sprinting and running full-out to achieve immediate and short-term creativity, innovation, and success. We should also be prepared for running the marathon: looking far ahead; planning and advancing for the long pull; and setting objectives for accomplishment 5, 10, and more years down the road. Too often as managers and organizations we fall prey to being lazy, sloppy, fat, sassy, and tolerant of mediocrity and merely getting by. This, coupled with our concern for the here and now, the good life, hobbies and activities beyond the job, has led to a de-emphasis of the need for excellence in what we do. The value of standards, hard work, praise, and recognition has been debased, and this devaluation has permeated not only companies and organizations but our educational systems as well. We have become too much of a permissive, "laid-back," mediocre-level-of-aspiration society, and this influence affects each individual from kindergarten, through graduate school, through the upper levels of management.

American businesses have been too much concerned with short-term profits and dividends and too little concerned with the future