

THE 22
Biggest
MISTAKES
MANAGERS
MAKE
AND HOW TO
CORRECT THEM

James K. Van Fleet

A REWARD BOOK



**THE 22
Biggest Mistakes
Managers Make
AND
How to Correct Them**

James K. Van Fleet

**Parker Publishing Company, Inc.
West Nyack, N.Y.**

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**This book is dedicated to my wife
in token payment for her patience and understanding
while it was being written.**

Other books by the author:

Guide to Managing People

How to Use the Dynamics of Motivation

Power with People

How to Put Yourself Across with People

What This Book Will Do for You

I used to think it was wrong to point out where a person might make a mistake, feeling that if he didn't know it could happen, then perhaps it wouldn't. I preferred always to use the positive approach.

But not long ago, in a seminar I was conducting, several young company executives and businessmen pointed out to me that this was like learning to drive a car, but not being taught what to do in case of an emergency. Or, they said, if one were inclined to water sports, it would be much like learning to sail a boat on a quiet lake, but not knowing what to do if a storm happened to come along.

"Isn't that why they hold lifeboat drill on those big ocean liners? Or why airlines brief you about what to do if there's a crash?" one man said.

"When I was taking business administration in college, I learned how a business operates under ideal conditions," another man said. "But I was never taught what to do when things went wrong. I've been with a company now for about eleven months and I've found that those perfect conditions my professor talked about don't even exist. I spend most of my time trying to solve problems I never heard of before or trying to set something right that someone else has messed up."

"He's right," still another man said. "I've run into the same thing. So why not give us the benefit of your experience? Tell us what to watch out for; tell us what to do when things go wrong. Or better yet, tell us what the worst mistakes are that we can make, and then give us some definite, concrete, positive measures

we can use to correct these mistakes or learn how to avoid them.”

I realized they were right. So with the help and advice from a lot of others—a shipping supervisor from Zenith, a production line foreman from General Electric, a college professor in economics from Drake, an office manager from the giant K-Mart system, a plant superintendent for Dayton Tire and Rubber, a store manager from Sears Roebuck, and many, many more—I wrote this book.

When you read it, you, too, will discover the twenty-two biggest mistakes managers make and how to correct them, or better yet, how to avoid making them. You'll come away with some definite, positive, and constructive ideas on how to get things done right the first time. Just for instance, you'll learn:

- How to keep abreast of developments in your own field,
 - How to make sound and timely decisions,
 - How to be prepared for advancement by assuming responsibility,
 - How to inspect your department like an efficiency expert,
 - How to make sure the job is understood, supervised, and accomplished,
 - How to assess your own performance honestly and realistically,
 - How to go for the maximum instead of accepting the minimum,
 - How to develop a sense of responsibility in your subordinates,
 - How to handle employee complaints like an expert counselor,
 - How to criticize and make it sound like a compliment,
 - How to bring out the best in your employees,
- . . . and much, much more.

James K. Van Fleet

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