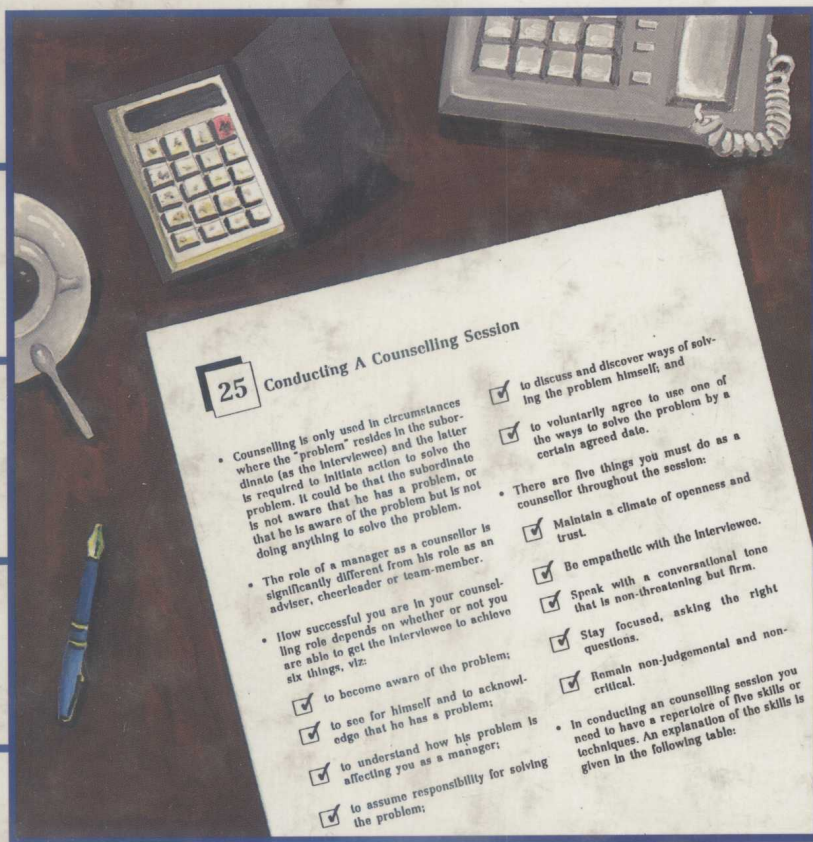


# WINNING *Tactics* for Managers



Jimmy Low

# **W**INNING **T**ACTICS for **M**ANAGERS

*The A-Z Tools For  
Increasing Managerial Effectiveness*

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## **Winning Tactics for Managers**

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## Foreword

If the book is good, it ought to speak for itself.

If it is not a good book, no matter how famous the recommender is, he cannot make the book good; all he can do is to make the book look good.

Hence, a foreword serves only as a merchandizing device, albeit a deceptive one. The present foreword, therefore, ought to be the first in bringing down the final curtain on forewords!

Jimmy Low

## Author's Note

Success breeds success. Success stories of individuals have always fascinated mankind. Every individual is on a constant search for an answer to the eternal question — what is it that makes one tick? Everyone dreams of becoming successful in his own domain. Yet, few have ever realized that success is not confined to a chosen few, and it is within every ordinary person's means to receive that much desired crowning glory in the real, harsh world. Have you ever dreamt of becoming the first and best of analytical, futuristic managers to dominate the managerial realm? It is a bold dream indeed. But you can make it real. Yes, you certainly can. You possess all that is ever needed to succeed like you have never succeeded before. Nothing succeeds like success does.

To embark on this challenging path of success, it is imperative that you observe the three basic rules — get it right, think it right, and do it right. Simply, this means addressing the right issue, asking the right questions, and accentuating on the real dynamics in your organization. This will enhance your managerial astuteness and dramatically increase your managerial effectiveness. You will be amazed at the psychological rewards, and its immense impact on your leadership development.

**Winning Tactics for Managers** is a breakthrough in its own domain. It brings to you in one readable exciting volume, 160 dynamic and innovative management concepts and techniques arranged from A to Z for your quick reference. The book is designed to help you acquire useful insights into those principles and practices of management that enable you to gain a tactical advantage over your colleagues. To be able to maintain your managerial success in doing things right the first time and every time, you must be able to explain how you succeed. This book will certainly set you in the right perspective and pace.

The materials used in this book have been administered to managers from all over the world (especially ASEAN countries) who have attended in-house management workshops and seminars exclusively designed and conducted by the author in the last five years.

Since the materials have proven to have added to these managers a new dimension in their managerial thinking and approach, the materials should similarly succeed in stimulating and setting you along the royal road to managerial success.

To gain a real winning edge in the managerial domain, **Winning Tactics for Managers** is a sheer must to possess.

Jimmy Low

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# 1

## Accountability

- Accountability is a key concept in management. It is a process whereby one level of authority (say level 3) in the management hierarchy is answerable to the next higher level (say level 2) for the results of action carried out by those in the level below it (say level 4).
- Whereas you can share with your subordinates your managerial authority (the right to decide without consulting your boss or his boss) and your responsibility (the range of duties or tasks to be discharged by you), you cannot delegate your accountability, i.e., that for which you are answerable to your boss, because this is the focal point of your existence in the organization.
- The effective and efficient management of resources comprising the 4M's (i.e., men, money, machines and materials) to which every manager is assigned is well within the manager's own area of accountability.

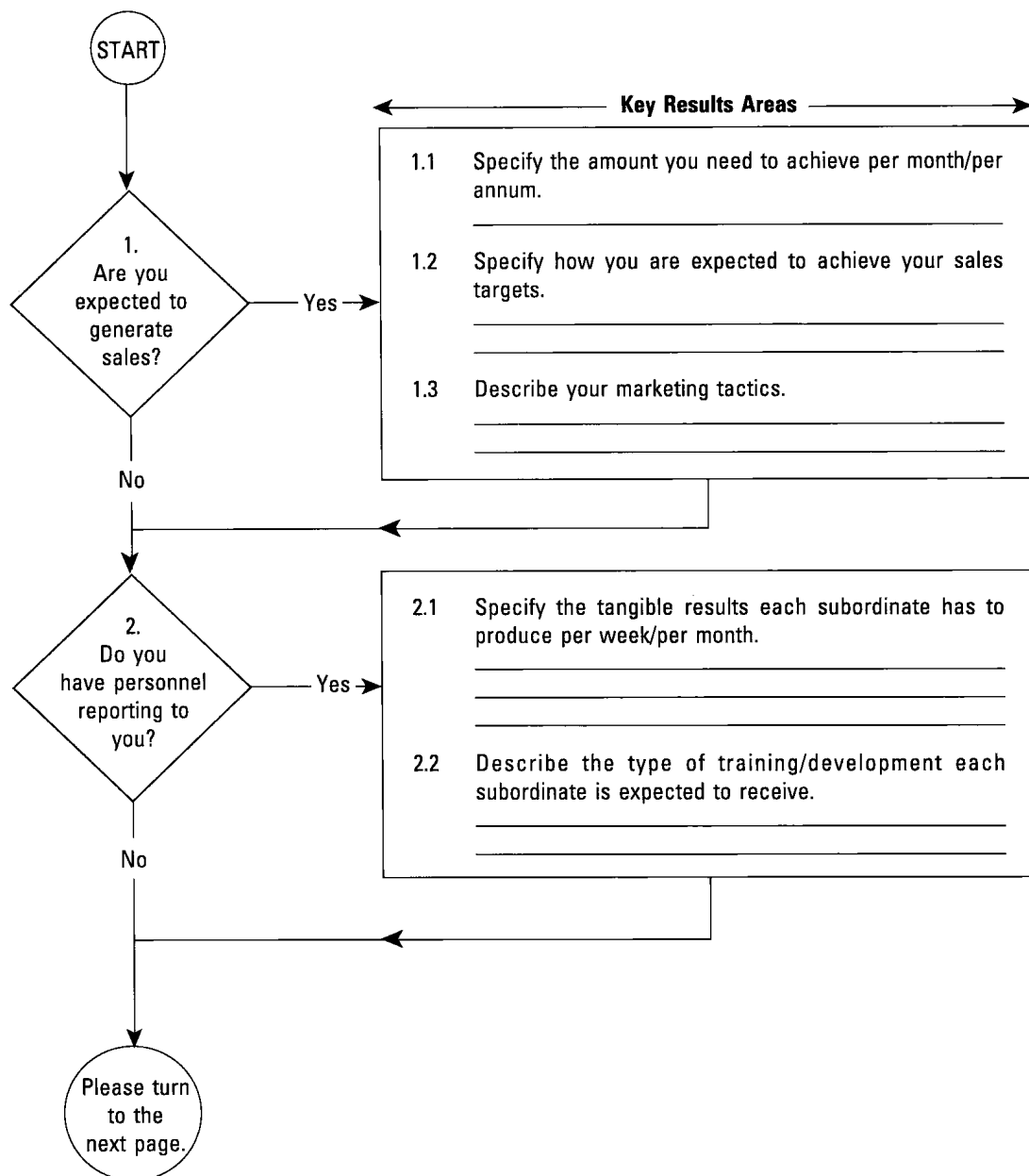
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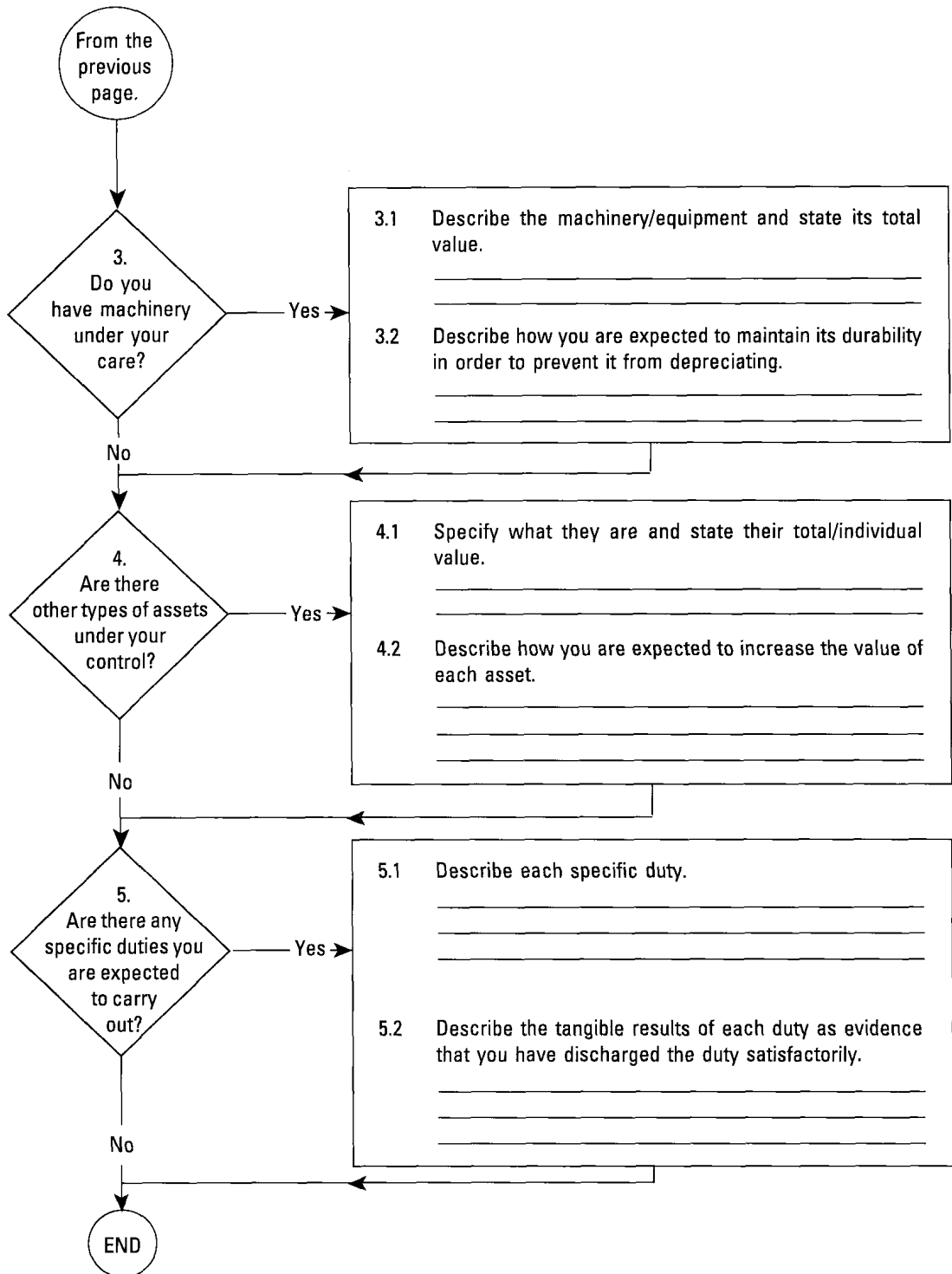
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- See also  
Decisions  
Goals  
Improving your managerial effectiveness  
MBO — the myth behind it

## 2

### Seeking Clarification of Your Accountability

A Basic Approach To Understanding How You May Fulfil  
Your Role As A Manager





# 3

## Advice for Managers

- ☒ *Administration Managers*  
“The depth as opposed to the range of managerial activities is directly proportional to the extent of managerial effectiveness.”
- ☒ *Financial Managers*  
“Drive your car to work with your eyes constantly fixed on the rear-view mirror.”
- ☒ *Marketing Managers*  
“You are skating on thin ice when you pursue a customer service policy of Buy, Buy; No Buy, Good-Bye!”
- ☒ *O & M Managers*  
“Have your title spelt out; line managers have come to accept that O & M stand for ‘obstruct’ and ‘meddle’.”
- ☒ *Personnel Managers*  
“Quit the organization; open your own paper mill.”
- ☒ *Production Managers*  
“Innovate, automate or evaporate.”
- ☒ *Public Relations Managers*  
“Swallow your pride and start inculcating in the mind of every employee that individually he has a public relations function to fulfil in projecting the public image of the organization.”
- ☒ *Purchasing Managers*  
“Time is what you handle, not chattels; hence be guided by the JIT — just in time — technique”
- ☒ *Training Managers*  
“Arrange for a job attachment with the next circus in town to test your skill in training animals.”

# 4

## ADVICE FOR MANAGERS

### Checklist for Increasing Your Managerial Leverage

1. Do you organize yourself effectively with reference to the way you spend your time?
2. Do you plan (i.e., get ready and aim at your target before pulling the trigger) to enable the organization to "walk on water?"
3. Do you keep your staff members on edge through new milestones reached?
4. Do you work on your goals with commitment and perseverance?
5. Do you find new things to do?
6. Do you find new ways to do old things?

PLAN	ORGANIZE	DIRECT	CONTROL
Topics under which the appropriate concepts, tools and processes can be found. Figures indicate the topic numbers.			
	57 58 59 60		
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	37 71 80	48 110 125	45 115 116
	62 118 137 138		
	5 26 27 62		

## ADVICE FOR MANAGERS

### Checklist for Increasing Your Managerial Leverage

7. Do you generate ideas that transcend organization inertia?

8. Do you train and develop your subordinates?

9. Do you delegate authority to your subordinates?

10. Do you approach coaching and counselling on the job differently?

11. Do you encourage your subordinates to bring to you solutions and not problems?

12. Do you encourage your subordinates to be frank and to talk about what they feel and think about their work?

13. Do you let your subordinates know where the organization is heading?

14. Do you check with your subordinates whether your instructions are clear?

PLAN	ORGANIZE	DIRECT	CONTROL
Topics under which the appropriate concepts, tools and processes can be found. Figures indicate the topic numbers.			
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		125	

## ADVICE FOR MANAGERS

### Checklist for Increasing Your Managerial Leverage

15. Do you review periodically and frequently what your subordinates have achieved?
16. Do your subordinates know where to get help when they need it?
17. Do you use questions to help your subordinates to think through projects and problems?
18. Do you provide opportunities for your subordinates to acquire and use new skills in their work?
19. Do you make your subordinates' work challenging?
20. Do you create a collaborative "win-win" climate for resolving conflicts between and among peers?
21. Do you know how to manage your energy depleters?
22. Do you manage by being firm, fair and friendly?
23. Do you have a strong marketing orientation?

PLAN	ORGANIZE	DIRECT	CONTROL
Topics under which the appropriate concepts, tools and processes can be found. Figures indicate the topic numbers.			
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76		110 111	
		89 110	
	87 88 89 132		
	118	92 93	
	137 158	124 127	
42	59 60	90	58
		27 124 156	
136 142	136	133	49 112



## ADVICE FOR MANAGERS

### Checklist for Increasing Your Managerial Leverage

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24. Do you generate action that measures up to your ideas?

25. Do you provide your boss with high-quality information to help him make better decisions?

26. Do you always get things done right the first time and every time?

27. Do you execute each task meticulously?

28. Do you edit what you write?

29. Do you check for post-communication implications before opening your mouth?

30. Do you provide an environment that is conducive to the motivation of your subordinates?

PLAN	ORGANIZE	DIRECT	CONTROL
Topics under which the appropriate concepts, tools and processes can be found. Figures indicate the topic numbers.			
	40 108		
		8 9 28 29 131	
28 49 68	89 111 112	48 108 109	116
	74 76	38 108	100 103
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