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To my family

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Preface

This book answers two kinds of questions about getting organized. The first are nuts-and-bolts questions: How do I take control of paperwork, manage a hectic schedule, get more done in less time, set up an effective filing system, delegate effectively to my staff? What are some innovative ideas for making the most of available resources? For these purposes, *The Organized Executive* is a straightforward reference, a source of "how to" information.

The second and more fundamental question is, "How can I conduct my daily professional life so as to achieve maximum productivity in a way that is consistent with long-term goals?" While the answer partly involves practicing and changing habits, the issue is also one of personal values. *The Organized Executive* explains why many managers feel out of control and the basic attitudes contributing to this perception. Equally important, the book offers new ways to think about time, paper, and people so that potential productivity can be translated into a coherent program.

My own experience as director of the firm The Organizing Principle forms the background for the book. Our diverse

experience in areas relating to managerial productivity has made it possible to pinpoint the specific areas in which organizing is crucial, and to recognize the steps toward effective management in a variety of situations, whether personal or professional.

In turn, I would welcome planning or organizing counsel from the experience of my readers. If you will write to me c/o W. W. Norton & Company, Inc., 500 Fifth Avenue, New York, N.Y. 10110, all correspondence will be read with interest and appreciation.

Many people have cooperated during the process of translating a collection of ideas into this book. Marnie Winston Macauley's incisive review of the first-draft manuscript set the stage for much of its later development. Norma Fox and Nancy L. Lane were always "on call" to provide guidance and criticism. The publication *Boardroom Reports* was a fertile source of ideas, and I am grateful to *Boardroom's* publisher, Martin Edelston, for his encouragement and support.

Special thanks go to other people who were kind enough to offer advice, comments, or information: to Carlton D. Burtt of *Equitable Life*; Peter Jablon of *Millimeter* magazine; Martin H. Jaffe; Debra Knight; Nina Liebman; John Merson; Charles J. Moxley, Jr.; Karen Olson; Lewis Wunderlich; to Dorothy M. Cook of Norton, and to my typist, Jean Meyer, who expertly translated lines and arrows into clear copy. A private acknowledgment is offered to family and close friends for their indulgence and good will during the writing.

To my editor, Carol Houck Smith, grateful appreciation as always for patience, a fine eye, a firm hand, and unwavering faith that it would all come right. My agent, Susan Ann

Protter, for the second time round, is an ally and friend. Most particular thanks go to Sharon Morgan, editor/consultant, who blasted out, shaped, organized, rewrote, and clarified the ideas expressed here, and whose generous contribution enhanced this book in every way. And finally, thanks to my clients for sharing their questions and concerns with me. This book is, in large part, the distillation of their experience.

Stephanie Winston

New York City
August 1983

The Organized Executive

