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工商管理精要系列·影印版

人员管理

MANAGING PEOPLE

汉克·威廉姆斯 著

Hank Williams



中国人民大学出版社



Prentice Hall 出版公司

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《工商管理精要系列·影印版》

出 版 说 明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将90年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自90年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

II

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

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Introduction

The aim

The Essence of Managing People is a handbook for managers which helps you to think about and improve the way you manage your people.

The management of people is a large subject. This book focuses on two key aspects and explores them in detail. They are the following:

- **Appraising performance:** Monitoring and assessing people's performance throughout the year; conducting effective formal appraisals at the end of the year.
- **Developing performance:** Planning strategies for the development of team and individual performances; effectively coaching people to help them improve and develop their performance.

The book is based on the principle that we make choices all the time about how we manage people. Some of these choices are conscious decisions. Many are not: they are instinctive responses to people and situations which are influenced by our needs, values, preferences and habits. The work you will be doing as you read the book is as follows:

- Reflect on and evaluate the choices you make.

- Explore alternatives.
- Identify practical steps you can take at work that will make you a better people manager.

The reader

The Essence of Managing People will be most relevant and useful to you if you are currently managing one or more people. The exercises and activities are based on the assumption that this is the case. It is appropriate for people whatever their experience in people management: you will find it helpful whether you have been managing people for six months or for twenty years.

The book will also be useful to you if you are preparing to become a supervisor or manager for the first time. It will help you to think through the kind of manager you want to be and to reflect on your likely strengths and weaknesses. Although many of the exercises and activities will be impractical unless you know the people you will be managing, you can use them when you become a manager to help you plan your early people-management activity.

The issues addressed in the book apply to almost all situations where someone is responsible for the performance of others. This might be in a multinational corporation, a small company, a local government department or a voluntary organization. Although your work setting has an effect, many of the underlying issues of people management are the same.

The reading

The Essence of Managing People, although a 'slim volume', is very dense: it covers a wide range of issues in a lot of detail. It also has a large number of exercises and activities which could take up a substantial amount of your time. So, if you are reading this book on your own and not as part of a group-learning process, you need to think carefully about how best to use it in order to meet your needs.

Here is some information that might help you to do this:

Sequence

The book is divided into three parts:

Part 1. Choices: Looks at some of the background issues of people management, and the strategic choices you make about how you manage people and the factors that influence your effectiveness.

Part 2. Planning: Helps you to organize the way you manage people. It gives you structures for planning your appraisals and your coaching activity. The activities in Part 2 give you the opportunity to use these structures to draw up your own appraisal and coaching plans.

Part 3. Skills: Helps you to improve the way you interact with your people. It focuses on the behavioural skills required to manage formal and informal discussions about performance effectively. The exercises and activities in Part 3 give you the opportunity to reflect on how you manage interactions at the moment and to identify how to develop your skills further.

Each part is free standing, so if you have a particular interest in skills, for example, you could read that part of the book first. However, the three parts are interlinked, building on and referring back to each other. So unless you have a strong reason not to, it will probably be better for you to work through the book in the sequence in which it has been written.

Activity

There are two kinds of activity in the book. These are as follows:

- **Exercises**, which ask you to reflect on your experience to date, either as a way of introducing a concept or as a way of helping you to relate the concept to real life.
- **Activities**, which ask you to plan steps or actions you will take at work to apply concepts that have just been covered or to generally improve your performance.

You must decide the extent to which you want these exercises and activities to become integral to your reading of the book. You may prefer to not do them at all, in order to get through the book more

quickly, or you may prefer to devise your own ways of actively using the book.

A word of warning: it is easy to assume that because we have understood something we are able to apply it. This is rarely the case. The development of your skills and abilities as a people manager will only happen if you deliberately practise applying the things you have learnt from this book that you find valuable.

The words

There are some words that have been used frequently in this book which need some explanation. They are:

- **Manager:** This word has been used to describe anyone who is responsible for managing the performance of others. This includes people who may not be referred to as managers in their organization, such as supervisors.
- **Team:** This has often been used to describe the group of people that you manage, even though you may not regard them as a team in the strict sense of the word.
- **Organization:** This has been used to refer to the setting in which you work, even though you might not use that word to describe it.

My background

I am a management consultant who works with commercial organizations to help them develop the performance of their people, both as individuals and as groups and teams. This involves consultancy work to develop values and systems, and training and coaching to develop skills and capabilities. I work with multinationals and with UK companies.

I have been specializing in people management for the last six years. I have worked closely with several companies to help them develop the capability of their managers to manage people effectively. This has brought me into contact with hundreds of

managers and the issues that they face. *The Essence of Managing People* is based on these experiences.

I have also managed people myself, recruiting and developing a team of training consultants for a consultancy company. Before joining the private sector, I worked extensively with local government and voluntary organizations.

Influences

I would like to acknowledge several influences that have informed the writing of this book:

- Much of Part 3 is based on the work of Huthwaite Research Group and their behavioural approach to interactive skills. Although I have not used their systems or research explicitly, they underpin the sections of Part 3 which deal specifically with behaviour.
- The material on needs and recognition in Part 1 is based on the work of the Pellin Institute, run by Peter Fleming. In a broader sense, my involvement with Pellin has been a significant contribution to my own development as a person and as a people worker.
- The material on planning appraisals has been influenced by my involvement with John Hall in launching a new appraisal system in Sun Microsystems UK in 1988.
- The material on helping styles in Part 2 has been influenced by the work of David Megginson from the Sheffield Business School and by aspects of the situational leadership model developed by Hershey and Blanchard.

Part 1

Choices

Part 1 looks at some of the background issues of people management: the strategic choices you make about how you manage people and the factors that influence your effectiveness.

1

What kind of manager are you?

You are a manager. This means that you probably have the following:

- Targets to achieve.
- People to manage.
- Tasks to perform.
- At least one senior manager to influence.
- An organization to liaise with.
- A distinct shortage of time!

It is a tall order. If you are to do all of those things well, in the time available, you will have to make strategic choices about how to focus your activity.

In fact, you will already have made such choices. Some you will have made consciously, as part of your planning process: you will probably have decided targets, timescales, task allocation, for example. Other choices are made less overtly: they reflect your preferences and your personality, and you make them instinctively, often without realizing how they affect the way that you operate as a manager. For example, if you are a perfectionist, this may affect your comfort at delegating work to others and the way you monitor their activity. There will be choices you are making subconsciously, as a result of the high standards you set yourself, which will determine the kind of manager you are.