

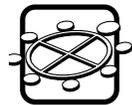
**THE  
MANAGER'S  
POCKETBOOK**

***5th Edition***

By John Townsend

*Drawings by Phil Hailstone*

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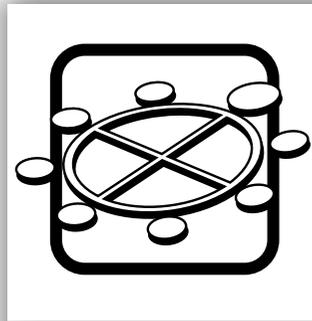
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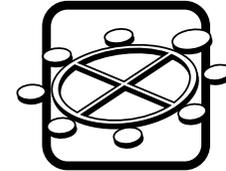


# THE MANAGER'S ROLE

THE MANAGER'S ROLE

## MANAGEMENT

DEFINITION

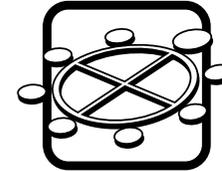


## THE MANAGER'S ROLE

# MANAGEMENT

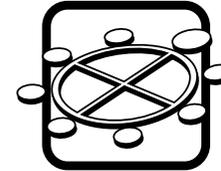
## DEFINITION

The word 'management' comes from the French 'manège' (Italian 'maneggio') which means dressage exercises to train horses in obedience and deportment!



## THE MANAGER'S ROLE

# MANAGEMENT TASKS



This pocketbook deals with five kinds of tasks which are generic to all management (ie: team leading) jobs.

### **P** LANNING

Mission/Strategy planning  
Objective setting

### **O** RGANISING

Organising time  
Organising work  
Decision-making

### **L** EADING

Setting direction  
Aligning the team  
Motivating and inspiring

### **C** OACHING/ CORRECTING

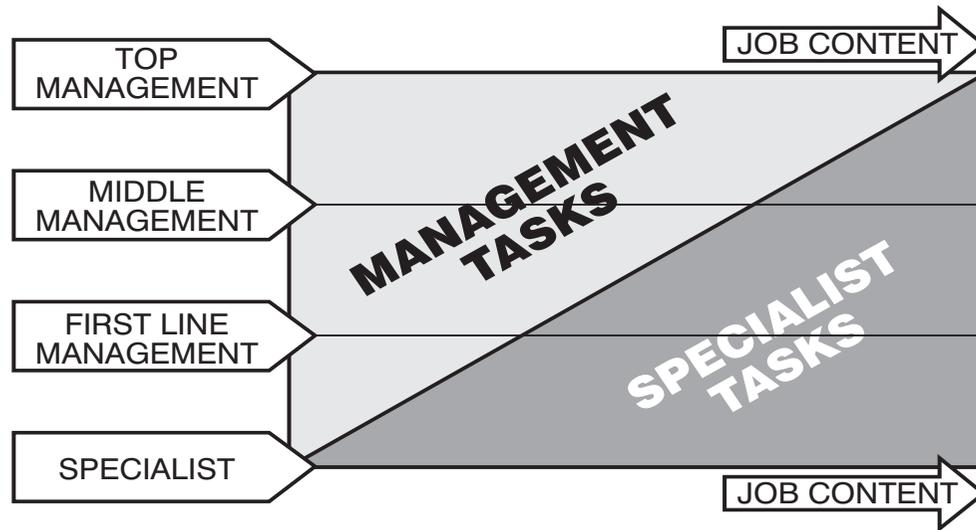
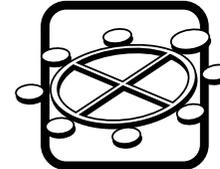
Appraising  
Coaching  
Disciplining (where necessary)  
Motivational feedback

### **A** CHIEVING

Putting it all together and getting the right things done

## THE MANAGER'S ROLE

# MANAGER V SPECIALIST



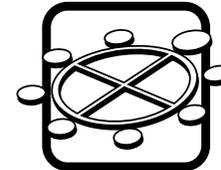
## THE MANAGER'S ROLE

# TRANSITION: SPECIALIST TO MANAGER

## GOLDEN RULES

### The newly-appointed manager

- Re-negotiate previous on-the-job relationships (colleagues, mates, old bosses)
- Don't pass the buck - be loyal to your new boss
- Face the music - you are now the conductor! (It's your POLCA!)



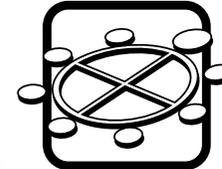
## THE MANAGER'S ROLE

# TRANSITION: SPECIALIST TO MANAGER

## GOLDEN RULES

### The newly-appointed manager's boss

- Communicate the promotion and **all** its consequences to **all** the team members
- Delegate - don't abdicate!
- Be sensitive to the new manager's role conflict



## About the Author

**John Townsend, BA MA MCIPD**

John has built a reputation internationally as a leading trainer of trainers. He is founder of the highly-regarded Master Trainer Institute, a total learning facility located just outside Geneva which draws trainers and facilitators from around the world. He set up the Institute after 30 years' experience in international consulting and human resources management positions in the UK, France, the United States and Switzerland – notably as a European Director of Executive development with GTE in Geneva where he had training responsibility for over 800 managers in 15 countries. During his long career as a trainer of trainers he has not only helped to spread the unique Master Trainer Institute philosophy across the world via his conferences, seminars and bestselling training videos, but also written a number of widely translated management and professional guides.



Many thanks to Richard Bradley of the Master Trainer Institute for helping these tips and techniques come alive in the Management courses for participants from all over the world.  
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