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Dr. Peeling's Principles ...

"Does the world need another management book? My conviction that it does—and that it especially needs this management book . . . developed as a result of my experiences when I first found myself in a management role. Like many others before and after me, I was quite good at my job as a research scientist, and so I got promoted to be a manager of research scientists. Despite being given no training to help me prepare for my new role, I soon found myself in charge of a staff of fifteen research scientists who looked to me for management and leadership. From the start, I faced a multitude of problems that I felt sure had been faced by thousands of managers before me, and for which I suspected there must be a wealth of tried-and-tested solutions from which to choose.

"At heart still a researcher, I went in search of books to read that would explain the basic theory and practice of management. My first stop was a good local bookshop, where I found a dozen shelves full of management books and started reading. I discovered management books on a multitude of topics: Some were aimed at students in MBA programs; others concentrated on a particular management theory, such as total quality assurance or reengineering; some were written by the growing number of management gurus; still others were anecdotal accounts from industry luminaries. A surprising number of books were aimed either at students or at top executives within an organization.

"What I did *not* find were books that encapsulated best practice for someone facing management responsibilities for the first time. By the time I found such a book, I was well into my management career and had learned enough to know that I did not agree with much of what it contained. As the book I had needed as a front-line manager did not exist, I became enthused with the idea of writing one." —from the introduction

About the Author



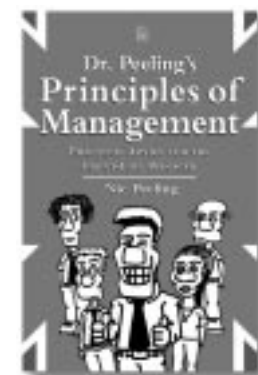
Nic Peeling has a doctorate in computing from Oxford and is an award-winning software researcher at QinetiQ, originally part of the U.K. Ministry of Defence and now one of Europe's largest science and technology research organizations. He made the move from research to management in 1989. He now combines his management role with consultancy, focusing on technical, marketing, and management issues and developing technical briefings for the Ministry of Defence and others. Visit www.drpeeling.com for further details.

NEW

Dr. Peeling's Principles of Management

Practical Advice for the Front-Line Manager

by Nic Peeling



ISBN: 0-932633-54-4
©2003 est. 200 pages softcover
\$35.95 (incl. \$6.00 for UPS in US)

Uncommon Approaches to Managing Difficult People and Situations

Every day, professionals are promoted into management, often with less knowledge of leadership than of the tools of their trade. Although there are plenty of management books on the market, most of them address the lowest or highest levels of an organization. Few if any address the stickiest issues that hands-on managers face.

Dr. Peeling's *Principles of Management* offers managers a handy compendium of succinct, pragmatic advice. New and experienced managers tackle such questions as: How do you motivate a failing team? How do you inspire (or terminate) a poor performer? What tasks can you shirk—and what rules can you break? When should you retreat from office politics rather than retaliate? What distinguishes a leader from a manager?

These issues and countless others are matched with Peeling's candid, thought-provoking insights. All managers and future managers should read this book.

"The Golden Rule of Management: You will be judged by your actions, not by your words, and your actions shall set the example for your team to follow." —from the introduction

"Office politics—and the ambitious, small-minded people who play political games on the job—can quickly undermine team spirit. I suggest you stamp hard on the first sign of politics infecting your team. Staff members who are playing political games do not behave in an open or straightforward way, so be forewarned: If you cannot determine the motivation behind someone's actions, office politics may be at work." —from Chapter 1

Read more about this book at
www.dorsethouse.com/books/dp.html