Mayhem
Disorder
Chaos
Pandemonium
Havoc
Confusion
Scientific Management

“To work according to scientific laws, the management must takeover and perform much of the work which is now left to the men; almost every act of the workman should be preceded by one or more preparatory acts of the management which enable him to do his work better and quicker than he otherwise could.”

Frederick Taylor - 1911
Social Side

“True motivation comes from achievement, personal development, job satisfaction, and recognition.”

Frederick Herzberg
Management

“So much of what we call management consists of making it difficult for people to work.”

Peter Drucker

“The basic economic resource - the means of production - is no longer capital, nor natural resources, nor labor. It is and will be knowledge.”

Peter Drucker
<table>
<thead>
<tr>
<th><strong>Manual Work</strong></th>
<th><strong>Knowledge Work</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Build products</td>
<td>Innovate, create, gain knowledge</td>
</tr>
<tr>
<td>Workers motivated by money</td>
<td>Worker motivated by challenge, recognition, autonomy</td>
</tr>
<tr>
<td>Managers define work</td>
<td>Work may not be well defined</td>
</tr>
<tr>
<td>Management controls work</td>
<td>Workers participate in plans, decisions</td>
</tr>
<tr>
<td>Work is repetitive, boring</td>
<td>Work is innovative, creative, interesting</td>
</tr>
<tr>
<td>Focus on quantity</td>
<td>Focus on quality</td>
</tr>
<tr>
<td>Measure performance to strict standards</td>
<td>Continuously learn and teach</td>
</tr>
<tr>
<td>Workers are a cost</td>
<td>Workers are an asset</td>
</tr>
<tr>
<td>Work needs to be managed</td>
<td>Work needs to be led; ideas tapped</td>
</tr>
</tbody>
</table>
Organizing

“Organization doesn’t really accomplish anything. Plans don’t accomplish anything, either. Theories of management don’t much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.”

Colin Powell
Planning

“\textit{It is always wise to look ahead, but difficult to look further than you can see.}”
\begin{flushright}
Sir Winston Churchill
\end{flushright}

“\textit{When nothing is sure, everything is possible.}”
\begin{flushright}
Margaret Drabble
\end{flushright}
Controlling

In complex situations, we may rely too heavily on planning and forecasting and underestimate the importance of random factors in the environment. That reliance can also lead to delusions of control.

Hillel J. Einhorn

In order to plan your future wisely, it is necessary that you understand and appreciate your past.

Jo Coudert
Leading

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.”

Theodore Roosevelt
Other Considerations

• Communication
• Motivation
• Teamwork
• Conflict
Summary

“A good manager is a man who isn’t worried about his own career but rather the careers of those who work for him.”

HSM Burns