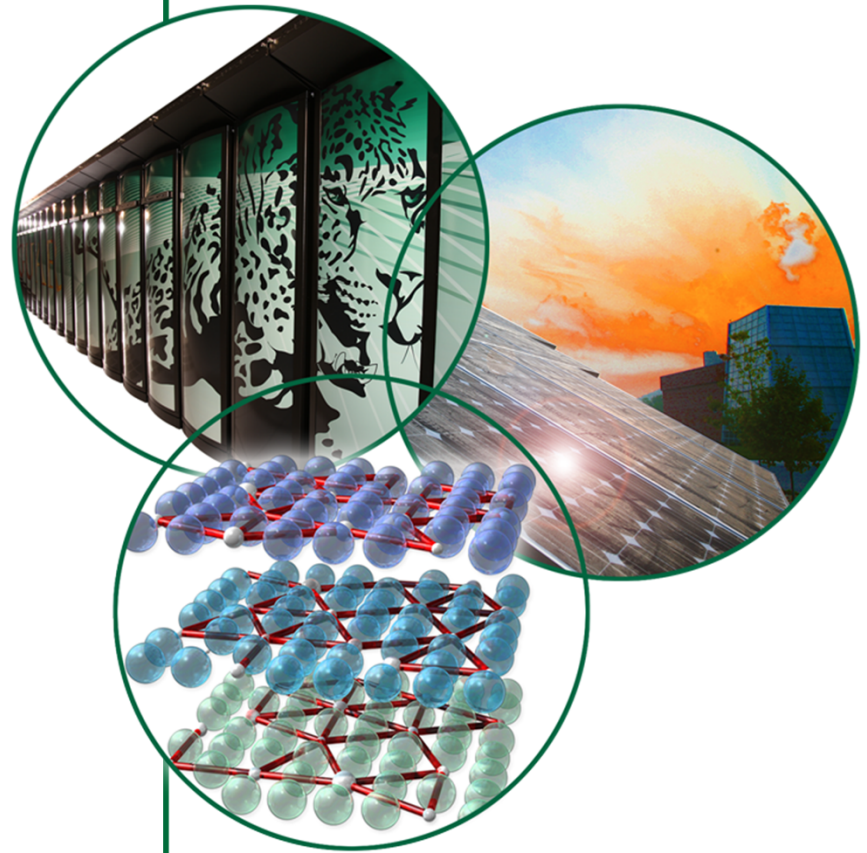


Managing Mayhem

Karen S. White



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

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

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

"It is always wise to look ahead, but difficult to look further than you can see."

Sir Winston Churchill

"When nothing is sure, everything is possible."

Margaret Drabble

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