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| 1. Record Nr.           | UNINA990001291990403321   |
| Titolo                  | Geometria nello spazio  |
| Pubbl/distr/stampa      | Bologna : Pitagora, 1975  |
| Collana                 | Collana Pitagora di Esercitazioni di Matematica ; 14  |
| Locazione               | MA1   |
| Collocazione            | 5-H-14  |
| Lingua di pubblicazione | Inglese   |
| Formato                 | Materiale a stampa  |
| Livello bibliografico   | Monografia  |
| 2. Record Nr.           | UNINA9910458432103321   |
| Autore                  | Tulgan Bruce  |
| Titolo                  | The 27 challenges managers face : step-by-step solutions to (nearly) all of your management problems / / Bruce Tulgan   |
| Pubbl/distr/stampa      | San Francisco, California : , : Jossey-Bass, , 2014<br>©2014  |
| ISBN                    | 1-118-93500-4<br>1-118-93501-2  |
| Edizione                | [1st edition]   |
| Descrizione fisica      | 1 online resource (260 p.)  |
| Classificazione         | BUS041000   |
| Disciplina              | 658   |
| Soggetti                | Management<br>Communication in management<br>Electronic books.  |
| Lingua di pubblicazione | Inglese   |
| Formato                 | Materiale a stampa  |
| Livello bibliografico   | Monografia  |
| Note generali           | Includes index.   |
| Nota di contenuto       | Machine generated contents note: Note on How to Use This Book<br>Chapter 1 The Fundamentals Are All You Need Chapter 2 The Challenges Of Being The "New" Manager Management Challenge #1: When Going From Peer To Leader. Management Challenge #2: When |

Coming From The Outside To Take Over Leadership Of An Existing Team Management Challenge #3: When Bringing Together An Entirely New Team Management Challenge #4: When You Are Welcoming A New Member To Your Existing Team. Chapter 3 The Challenges Of Teaching Self-Management Management Challenge #5: When Employees Have A Hard Time Managing Time Management Challenge #6: When The Employee Needs Help With Interpersonal Communication Management Challenge #7: When The Employee Needs To Get Organized Management Challenge #8: When The Employee Needs To Get Better At Problem-Solving Chapter 4 The Challenges Of Managing Performance Management Challenge #9: When You Have An Employee Who Needs To Increase Productivity Management Challenge #10: When You Have An Employee Who Needs To Improve Quality Management Challenge #11: When You Need An Employee To Start Going "The Extra Mile" Management Challenge #12: When Your Employees Are Doing "Creative" Work? Management Challenge #13: When The Employee You Are Managing Knows More About The Work Than You Do? Chapter 5 The Challenges Of Managing Attitudes Management Challenge #14: When An Employee Needs An Attitude Adjustment Management Challenge #15: When There Is Conflict Between And Among Individuals On Your Team Management Challenge #16: When An Employee Who Has Personal Issues At Home Chapter 6 The Challenges Of Managing Superstars Management Challenge #17: When There Is A Superstar You Need To Keep Engaged. Management Challenge #18: When You Have A Superstar You Really Want To Retain Management Challenge #19: When You Have A Superstar You Are Going To Lose For Sure. How To Lose That Superstar Very Well.. Management Challenge #20: When You Need To Move A Superstar To The Next Level To Develop As A New Leader Chapter 7 The Challenges Of Managing Around Forces Outside Your Control Management Challenge #21: When Managing In An Environment Of Constant Change And Uncertainty Management Challenge #22: When Managing Under Resource Constraints Management Challenge #23: When Managing Through Interdependency Management Challenge #24: When Managing Around Logistical Hurdles. Management Challenge #25: When Managing Across Different Languages And Cultures Chapter 8 The Challenges Of Management Renewal Management Challenge #26: When You Need To Renew Your Management Relationship With A Disengaged Employee Management Challenge #27: When You Need To Renew Your Own Commitment To Being A Strong, Highly-Engaged Manager Acknowledgments About the Author Index.

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#### Sommario/riassunto

"It's not easy to be a manager. With growing resource constraints, relentless change, and high turnover, today's business climate poses many difficulties, but most managers point to the same greatest challenge: time. Daily crises require immediate attention, managers must drop everything to resolve the issue, they fall behind on their work--and then another crisis takes over the next day. How can anyone find the time to manage? In truth, time isn't the problem, but the solution. Fire-fighting is a symptom of undermanagement, and all managers must rise to the challenge of maintaining regular and meaningful dialogue with each direct report. This does not mean more emails or pointless meetings, but highly structured, highly substantive communication. The very best managers hold ongoing one-on-one conversations that make expectations clear, track performance and offer feedback, provide guidance and direction, hold people accountable, and reward top performance. Based on twenty years of consulting with hundreds of thousands of managers, Bruce Tulgan shows any manager how to master the fundamental practice of

effective management. For every challenge--even the most difficult--relentless high-quality communication is the best solution, and The 27 Challenges Managers Face shows how to tailor conversations to solve specific problems. Managers will learn specific approaches for issues including bad attitudes, friction and conflict, low performers who need to go the extra mile, top performers you want to keep and develop as leaders, and many more. By making effective ongoing conversations an ingrained part of their routine, managers will boost performance of their whole team--and make their own job easier. The 27 Challenges Managers Face is an indispensable back-to-basics resource for managers at all levels"--

"Explains how to master the fundamental practice of effective management. Shows managers how to tailor conversations to solve specific problems, and teaches specific approaches to challenges like bad attitudes, friction and conflict, and low performers"--

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