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Nota di contenuto	Contents; Preface; Acknowledgments; 1. Framing the World of Staff; 2. Line Management versus Staff Management-So What Is the Problem?; 3. The Consequences of Not Understanding Staff's Role and Position in the Power Structure; 4. Building a Foundation of Trust and Confidence with Line Management; 5. A Process for Designing, Planning, and Implementing Staff Operations; 6. Aligning with Senior Management; 7. Setting the Staff Mission; 8. Setting the Five-Year Vision; 9. Establishing Annual Goals; 10. Conducting a Situational Analysis; 11. Creating Strategies; 12. Establishing Tasks 13. Structuring Staff Resources 14. Processes and Measurement Systems 15. Determining the Staff Personnel 16. Creating a Motivation System 17. Building a Department Culture and Climate 18. Putting It All Together-A Sample Strategic Organizational Plan 19. Marketing and Selling a Strategic Organization Plan Appendix A. Environmental Scan Appendix B. Personal Scan Appendix C. Strategic Organizational Planning Model Appendix D. Survey of Department Perceptions Appendix E. Staff Philosophies Appendix F. Staff People Appendix G. Sample Survey to Determine Effectiveness of Management

Sommario/riassunto

The tools provided here, including a Strategic Organizational Planning Process (SOPP) model, can be used to foster a dynamic change in how staffs are trained, developed, managed, and led. The results of successfully implementing these changes include productivity gains without additional capital expenditures, a more satisfied workforce, lower turnover costs, and a more effective relationship between management and staff.||In today's organizations, staffs are undervalued, misdirected, misunderstood, disrespected, and undereducated businesspeople. They are often ignorant of what their true role