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Sommario/riassunto	Change is relentless, disruptive, and unavoidable. To manage organizations today, executives need new ways to look at the world, their companies, their jobs and, most importantly, the people who report to them. Sims sees these as the prime requisites for success in management today: an ability to feel comfortable with ambiguity, with constant and increasingly demanding change, with a new, unique

commitment to teams and teamwork, and with a willingness to stay customer-oriented. Marshalling his evidence from academic research and practical experience, Sims shows how researchers are continuing to redefine the roles and responsibilities of executives and their reports. One crucial finding: the emphasis is now and must remain on people. The executive today has to be a facilitator, team member, teacher, advocate, sponsor, and coach-and it is all of these tasks, requirements, outlooks, responsibilities, and accountabilities that Sims explores here. Offering a new way to look at work, at organizations, and at oneself, Sims provides not only the reasons why the new organization is what it is, but how to cope with it and to succeed in it. A must-read for supervisors, managers, executives, and recent graduates who are ready to take their own places in the new world of business. Sims sees people as the key to the successful performance of any organization. He provides a balance between theory and practice, nuts-and-bolts prescriptives, and interesting anecdotes. Detailed, wide-ranging, and readable, his book offers up-to-date, relevant, and engaging discussions of the individual foundations of behavior-perception, attitudes, personality-plus various theories of motivation and the most useful tools derived from them to use in managing people. He also covers such issues as communication, groups, and teams, and the decision-making challenges that leaders, managers, and employees must actively address. Sims highlights the increasing importance of conflict and negotiation within and between individuals, groups, and organizations, as well as the special personal demands placed upon people as they strive to acquire flexibility, to become adaptive and more responsive to new organizational designs and structures. With its coverage of traditional topics as well, Sims' book offers a balanced, rounded, forward-looking view of what it means to work in today's changing organizations, and how to help one's own organization not just to survive but to prosper.

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