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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 Support Appendix H. Terms; Index

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