

# Introduction

People talk a lot about how the world of business has changed; how markets today are not just regional or national, but global; how fast-evolving telecommunications technology has dramatically cranked up the speed of doing business; and how employees are seeking more meaningful work along with a voice in the decisions that affect them. It's true, the world of business has changed. More than ever before, this means that managers must also change to meet these new challenges.

The old ways of managing employees are broken. Here's how to fix them (and become a better manager in the process).

Whether you're new to management or a seasoned pro, you'll find every topic you need to be an exceptional manager addressed here—from hiring the best employees to motivating, coaching, and mentoring them; from setting goals to executing plans and holding employees accountable; from working with teams to disciplining employees. In short, this is one of the most comprehensive, yet up-to-date and clearly explained guides available today on the topic of management.

In this book, we take the topic of management to a new level by giving you doses of reality from business in several features that run through the book:

- *The Real World* cuts to the chase in explaining how things *really* work on each of the topics discussed. You'll have the opportunity to short-circuit your learning process and benefit from our many years

of experience, both as managers and as writers on the topics of management and leadership.

- *The Big Picture* provides a cutting perspective from some of the top business leaders as to what they view is most important to achieving success as a manager in the fast-changing global business environment. Presented in a question-and-answer interview format, these leaders are frank about challenges they've dealt with and lessons they've learned in their management careers.
- *Ask Bob and Peter* features real questions we've received from managers across the country and abroad about a wide variety of issues. Chances are you'll find the answers to some of your own challenges in these responses.

We hope you enjoy this book and find it useful in helping you to be a better manager. For more information, please visit our web sites at (for Bob) [www.nelson-motivation.com](http://www.nelson-motivation.com) and (for Peter) [www.petereconomy.com](http://www.petereconomy.com). We would also welcome any feedback or questions you have, and you can contact Bob directly via e-mail at [bobrewards@aol.com](mailto:bobrewards@aol.com).

We'd love to hear from you, and we wish you all the best in your management journey.

Bob Nelson  
San Diego, California

Peter Economy  
La Jolla, California