

Monday morning manager

HARVEY SCHACHTER'S GUIDE ON HOW TO HANDLE EVERYTHING FROM OVERFLOWING E-MAIL TO MEETING OVERLOAD

First Item: The Drucker method

Peter Drucker, right, the father of modern management, who died recently, had a knack for taking complicated issues and converting them into simple concepts. In *The Daily Drucker*, he boiled the job of managers down to five tasks:

→ **Set objectives:** Managers determine what the objectives should be, what the goals for each objective should be, and what has to be done to achieve those objectives.

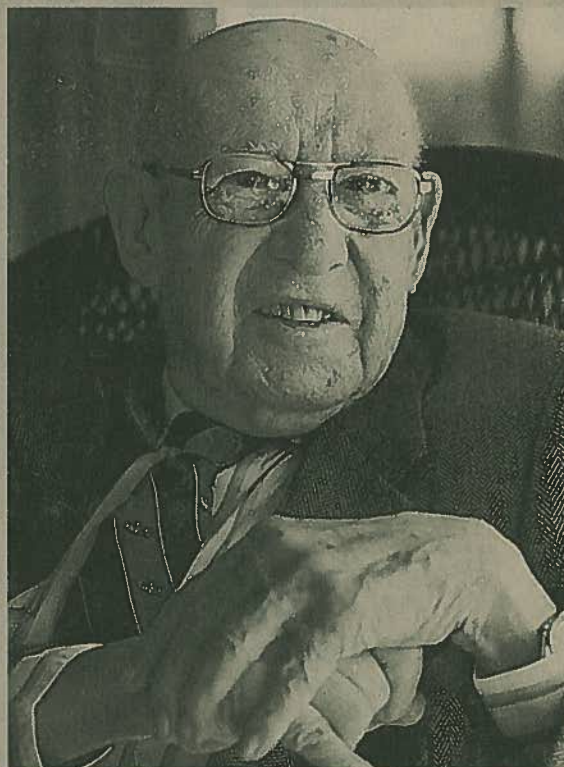
→ **Organize:** They analyze the activities that need to be accomplished, classify the work, and divide it into manageable jobs. They arrange an organizational structure to carry out the work and select people to manage those units.

→ **Motivate and communicate:** They make a team out of the people who are responsible for various jobs.

→ **Measurement:** They establish yardsticks by which performance can be measured.

→ **Development:** They develop people, including themselves.

Managers accomplish that work through four competencies: Listening, a willingness to communicate, the consistency not to provide an alibi when things aren't faring well, and the willingness to realize how unimportant they are compared to the task.



'Every three or four years I pick a new subject . . . So for more than 60 years I have kept studying one subject at a time.'

Peter Drucker