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and the differences between assertive, aggressive and passive behaviour. It contains advice on how to overcome self-defeating beliefs and how to deal with recurring problems. "Will appeal to anyone in human resources or management

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training. It is successful in keeping jargon to a minimum without loss of precision. The concepts are immediately relevant, and each page will offer you a new idea, a new skill or a new way to look at a situation." Louise

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Campbell, Associate Director, Human Resources, Societe Generale Australia Ltd. "This pocketbook provides at a glance the skills required for a lifetime." Tracey Luscombe, Human Resource Manager, Manchester Unity Friendly Society in

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building working relationships that are constructive and creative, and forging teams that are successful. The author begins by defining management, identifying the skills required and highlighting the different styles of

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management. The importance of reconnaissance and preparation prior to taking up the post is then dealt with before spotlighting the key issues facing managers on day one in the new job.

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performance at work. This is done by turning the activities people do into learning situations, in a planned way and under guidance.

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from the other 'helping skills' of advising, instructing, counselling and mentoring. There are four key stages to coaching, namely assessing current performance levels, setting outcomes for learning, agreeing tactics/initiating action, and giving

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conduct mentoring sessions, how to maintain the relationship through the different stages and how to evaluate mentoring. Before looking at the actual mentoring process, the

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authors deal with the uses of mentoring within organisations (particularly in the context of managing change and mission/value statements) and explain how mentoring differs from coaching, training and

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appraisals. The process of mentoring is explained with the aid of a 3-stage model. This can be used to assess yourself as a mentor, as a map to guide you through the process, as a review tool and

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as a means to develop the mentee's ability to use the model independently. Subsequent chapters explore the mentor-mentee relationship and address key issues and questions.

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talent with the support they need to make the challenging transition to more senior leadership roles but it also supports our current generation of business leaders. Mentoring has greatly enhanced

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their unique contribution to the company and the company's learning and development culture." Bruce Harkness, VP Learning & Development, Mövenpick Hotels & Resorts Management AG

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Ninety percent of all training is a waste of time (reveals a US investigation) either because the training is not transferred into the workplace, or the training design/delivery is poor or the participants are

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The Improving
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for each one. A useful problem-identifier points the way to the best theories to use in particular situations. For example, when people complain a lot the author recommends the 'ERG Theory', and

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at team leaders, supervisors and people managers of all levels. The 5th edition of this popular title in the Pocketbook Series will be published in March 2014. Using the acronym POLCA, the pocketbook teaches the five essential management skills: 'P' for 'planning'; 'O' for

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'organising'; 'L' for 'leading'; 'C' for 'coaching/correcting'; and, 'A' for 'achieving'. There is a separate chapter on each of these five skills, preceded by an overview of the manager's role. The Manager's Pocketbook is extensively illustrated and concisely

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presented, reflecting the lively, right-brained approach that author John Townsend has developed throughout his long career in helping managers excel and deal with the many challenges they face.

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work! Features the expertise of two reviewers from the Centre for Evidence-Based Medicine at Oxford, who were advised by Dr. David L. Sackett, one of the "founding fathers" of EBM. Offers brief, practical guidance that is suitable for instant reference. Reflects the best

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