

CONTENTS

Critical review

Comments

Introduction

1. The Captain of the Roman ship

- 1.1. Managing people
- 1.2. Communication brings us to the final goal
 - 1.2.1. Who are successful people?
 - 1.2.2. Conflict or cooperation?

2. Management and managers

- 2.1. Management
- 2.2. Managers
- 2.3. Ubi Concordia, ibi Victoria
 - 2.3.1. “I am God” syndrome and slavery riot
 - 2.3.2. How to get the results?
- 2.4. What is manager supposed to know?
 - 2.4.1. Silent authority
 - 2.4.2. Stile and/or result?
 - 2.4.3. Common sense
- 2.5. Managing
 - 2.5.1. Managing the goals
 - 2.5.2. Managing people
- 2.6. Decision making and acting
 - 2.6.1. Individual decision making and acting
 - 2.6.2. Solving the problem
- 2.7. Making decisions in groups
 - 2.7.1. Acting of the group
 - 2.7.2. Problems with acting in groups
- 2.8. Why do you need group?

3. Assembling the group

- 3.1. What do people (dis) like?
- 3.2. How to pick the right person?
 - 3.2.1. Fight for the title without the looser
 - 3.2.2. Approaching to the group members
 - 3.2.3. Prejudices
 - 3.2.4. Job adds
 - 3.2.5. Selection process
 - 3.2.6. Rules of selecting

- 3.3. Finding the co operant

- 3.4. The discussion about getting hired
 - 3.4.1. What is the selection interview?
 - 3.4.2. What to do before the selection interview?
 - 3.4.3. Timing of the selection interview
 - 3.4.4. The most frequent questions on the job interviews
 - 3.4.5. Questions and answers
 - 3.4.6. After the selection interview
 - 3.4.7. Welcome to your new job
- 3.5. Recruitment
- 3.6. Rules in choice making
 - 3.6.1. Gold diggers on the labor market
 - 3.6.2. Tried methods are (not) functioning
 - 3.6.3. Fight for the best ones
 - 3.6.4. Assignment for the whole company
 - 3.6.5. The best ones are looking for the best ones
 - 3.6.6. Recruitment policy in small companies
- 3.7. Who to hire?
 - 3.7.1. Why is it better to hire the brand new individual?
 - 3.7.2. Why is it better to promote the “old” employees?
- 3.8. Right (wrong) people on right (wrong) working places
- 3.9. Implementing new working forces into the business

4. Managing the group

- 4.1. Styles of managing
- 4.2. “Silent” managing
 - 4.2.1. Skills of “silent” managing
 - 4.2.2. Personal skills of “silent” managers
- 4.3. Managing the time
 - 4.3.1. Stopping with the time managing
 - 4.3.2. How to manage the time of group members
 - 4.3.3. Manager on the edge
- 4.4. The sources of successful communication
- 4.5. Ask and listen
 - 4.5.1. Ask
 - 4.5.2. Listen
 - 4.5.3. Answer
 - 4.5.4. Who cares?
 - 4.5.5. Ask, listen, answer
- 4.6. Using the power
 - 4.6.1. Balance of power
 - 4.6.2. Power of position
 - 4.6.3. Power of rewarding
 - 4.6.4. Power of forcing people
 - 4.6.5. Power of experts
 - 4.6.6. Power of personality (authority)
- 4.7. Neither the fish will swim if it has no motive
 - 4.7.1. Unengaged workers
 - 4.7.2. Motivation of unengaged
 - 4.7.3. Four types of motivation

5. Maintaining the group

- 5.1. Reward strategies
- 5.2. Material rewarding strategy
 - 5.2.1. The best for the bests – rewarding the individual
 - 5.2.2. Rewarding the group
 - 5.2.3. What the company has to give, and what can give?
- 5.3. Non-material rewarding strategy
 - 5.3.1. You tell me what you do and I will tell you who you are
 - 5.3.2. You tell me how you manage people and I will tell you who you are
 - 5.3.3. You tell me if you make your own decisions and I will tell you who you are
 - 5.3.4. You tell me how much you work and I will tell you who you are
 - 5.3.5. You tell me if you accept someone else's success and I will tell you who you are
 - 5.3.6. You tell me what you feel and I will tell you who you are
- 5.4. Bad and worse brother – predator and bureaucrat
 - 5.4.1. Predator
 - 5.4.2. Bureaucrat
 - 5.4.3. Arising to the level of incompetence
- 5.5. Managing the working environment
 - 5.5.1. Discussion
 - 5.5.2. Argument
 - 5.5.3. Harden communication
- 5.6. Meetings
 - 5.6.1. Chairing the meeting
 - 5.6.2. Battle in the meeting room
 - 5.6.3. Technique of chairing the meeting
- 5.7. Self-managing
- 5.8. One step forward
 - 5.8.1. For and against
 - 5.8.2. Transition phase

6. Success that lasts

- 6.1. Time is not money, but it is a value
- 6.2. Success depends on ourselves
- 6.3. Victory and/or success
- 6.4. Short sum-up – and back to work!

Authors.....

1. THE CAPTAIN OF THE ROMAN SHIP

While the Sun was up high, see still and calm and air warm the easy wind was refreshing the faces of soldiers leaned on the fence and played with the feathers on their shiny helmets. Two Roman triremes¹ were patrolling somewhere in the Mediterranean sea looking for the Carthaginians² battle ships that are to be destroyed and sank after Romans take everything Carthagians have in boats warehouses and bring it to their, Roman deck.

Captain Marcus Aurelius was enjoying the beautiful day while professionally listened to the sound of drum. That was “drum major” reminding the slaves (rowers) on another pull before the next pull, and repeating it for a few more million times till the slaves end dead - chained and meant for fish food. Marcus was comparing the rhythm of the drum with the rhythm of rowing and discovered sadly that there is a distinguished difference between those two; therefore he concluded that they are not going fast enough.

Trireme's crew was often witnesses of Marcus Aurelius rage assaults on crewmembers that were guilty for any problem on his ship. Marcus would never ease the punishment predicted for the punished individual. People were generally unsatisfied with acting and proposals of their captain, and only motivator for completing their assignments was the fear of flagrum.³

And what about slaves? Slaves were wasteful good for captain Marcus. He was often laughing to his partner on another trireme saying that he was spending too much food and water on something that could be bought cheaply in every harbor or could be simply captured with fast attack on hostile ship. His colleague, captain Petrus Radosus, was taking care of his crew's condition and health the same as the slave ones. Petrus thought that his crew was the best on the world so he wasn't cheep when we are talking about extra gear, practices and nice words whenever he had an opportunity to do so. Petrus knew that only the satisfied crew could defeat the enemy.

To Petrus, all the slaves under the decks were the crucial ones for the mobility of the ship, and due to that mobility the battles were won or lost. Petrus, unlikely to the other captains, was feeding his slaves with lots of food, giving them water on regular bases, and during the long cold nights he even gave them blankets. As lots more, he made free two slaves who were motivating and encouraging the other slaves during the battle. That motivated the rest of rowers to try to win the same thing with similar actions.

For Marcus, on contrary, slaves were only smelly wasteful merchandise that is waste to invest in them. Aligned in three rows, there were 200 rowers on each trireme rowing all the time with rare breaks and short time for sleep. Marcus was keeping them alive only to make them serve to the ship – and ships commanders.

Last couple of days his slaves were showing slight signs of lack of obedience, which was successfully put out thanks to the wive of slave supervisor. Ignoring the fact that lack of obedience was suffocated, Marcus intended to hang one slave and afterwards through him in to the sea in front of everybody, just to teach the others the lesson and motivate them to obey and row faster.

¹ Trireme (lat. Triremus – ship with three rows of oars) – Roman battle ships with three rows of oars. After the beginning of the First Punic war, Romans took over building ships know-how from the Carthaginians who were known as excellent sailors and had strong battle fleet. Romans added corvus (bridge with hooks) to their ships. Corvus enabled them direct fights with hostile troupes at the sea. Finally, corvus brought them victory.

² Carthage – ancient city-state in North Africa located on the eastern side of Lake Tunis, across from the center of modern Tunis in Tunisia. The Phoenicia settlers from the city of Tyre founded it in 814 BC. Carthage was the biggest Phoenicia settlement center that ruled the Mediterranean sea. Because of the clash of interests between the expanding Carthaginian and Roman spheres of influence aroused 3 Punic Wars (264 BC – 146 BC).

³ Flagrum – characteristic Roman whip for that time. It left deep painful wounds in human flesh and afterwards people lost enormous amounts of blood.

He was ready to give the order when from the top of the ship scout yelled: "I see four ships. Two merchant ones and two battle ones." Marcus yelled him back: "Do you see any marks?" Scout looked better and yelled: "They are Carthaginians. They are sailing in south-southwest direction."

Excellent, it occurred to Marcus, the battle ships would use to Petrus and his own soldiers for practice, and merchant ships would be nice catch. He turned to his assistant and gives order: "Give the signal to captain Radosus that we are going to attack. Make drum major speed the rhythm so we could surprise them. Soldiers, prepare your sores, there are victory and glory waiting for us!"

In captain Marcus's worst dream wasn't the fact that somewhere down under the decks are enormous amounts of exhausted slaves ready to die just to get out of this horrible life. Slave named Plinius tried to talk the other slaves to riot, but the chains were too tight, and people too weak to do anything. Their only hope was to run into the enemy ship and make their trireme sink, and perhaps if the faith would be nice to them they could get time to jump into the sea and escape. When Plinius heard the order, he gave the signal to the others: "Now is the time!"

Drum major speeded the rhythm on battle speed, and afterwards on breakthrough speed. The weaker rowers were falling down on the benches ignoring the wiping because they were too exhausted. The stronger ones were at the end of their strengths, but kept on because of the strong desire to bring this agony to its end. At the very last moment Plinius gave expected sign so the rowers on the right side pulled the oars up and changed the direction of the ship in that way.

Smile on Marcus's face vanished in a second after he realized that the ship isn't going to the direction he ordered. He knew what the slaves were up to. He immediately ran under the deck and ordered wiping for the slaves, but it didn't help. Nothing helped. Marcus's trireme ran into the enemy ones with full speed and made enormous damage and chaos on the deck, while the people were disappearing in the sinking ship.

Meantime, captain Petrus's ship succeeded to sail around the sinking ship with his harmonized rhythm of rowing. Captain evaluated that the survived ones can keep themselves alive because the sea was still, so he used the chance to attack the other battle ship and the two merchant ones.

When they pulled Marcus out of the sea, what was few minutes latter, he started to jump all over the deck in the attack of rage, he was pulling his hair out, shouting and jelling, but nothing helped. He lost his ship, he lost the major part of his crew, and he knew what were the punishments that were waiting for him when he gets back to his commander in harbor. Everybody else were guilty, gods simply didn't like him that day and everything could have ended differently if had gave just a little bit more attention to his crew.

Captain Petrus had on a contrary won two merchant ships, took their treasures, took to prison Carthaginian soldiers, and even better, their captains. Victory belonged to Petrus, but he knew that he'd never had it if there wasn't his crew for him. He knew that they were the most responsible ones for the victory, so they calmly got into the harbor with no sounds of wipes. Tomorrow is a new day and he needed his crew well motivated and strong for new victories.

1.1. Managing people

If you liked this story about two captains and two crews, we can now continue our book about human side of managing people. While you read this book, you will realize that this is a mixture of basic knowledge in communication skills, that are very much needed, and the knowledge and skills that are expected out of people that are managing other people in

business organizations, so called - managers⁴. As we assume that the most of you, our readers that don't have official manager title, are now exhaling with relief and thinking that this book is meant for the ones that already know everything about it, and are managers due to that, give us few more moments of your attention.

While we are still at the beginning of this book, it is now the perfect time to ask you the question whether you are a manager. Is your job related with managing people? Do you think that you are not manager because there is no "manager of something" title standing beside your name? As long as you are managing yourself, of course you are! The word "micromanager" is the word that will help us in explaining how everybody starts from the first step – managing him/herself. In your own micro world you are your own manager and you manage with one-member team – yourself.

Neither of us has no more a tape (or CD) in our heads that changes depending on time of day or place of action. Neither you nor we have the tape called "work" that we put into our heads when we go to our work, or special tapes called "home" or "friends" that changes our behavior depending where or with whom we are. We are all special individuals that have the same habits whether we are at home or at work, therefore with useful theory on your job that you do and a small cup of good communication skill you will know how to manage the others. Vice versa, if you don't know how to manage yourself, it is simply the fact that the title "CEO" on your office doors will not provide you valid communication with workers that work for you.

The crises on manager idea market is as natural result of the facts that people did not invent neither one new sense in last few thousands of years. People love, hate, respect, support, despite themselves and attack since the ancient Egyptians, Greeks and Romans. People are ready to follow charismatic leader, throw stones or burn everybody whose ideas are jeopardizing the system as it is and the alignment as it already stands and point the neighbor out to the jurisdiction organs if his cow goes to their barn. People would also cheat their partner if it meant more money in their pocket and make their slave/pleasant/servant/worker to work in lousy conditions if it is profitable. It has all stayed, as it was thousands of years ago, therefore all the new ideas about management are only recycled experiences of our ancestors.

The major part of literature for managers could be thrown into two baskets: In one basket we would throw the books that are tightly written no understandable wisdoms of manager gurus with no practical experiences, that skipped white mice's and tested their products directly on humans (thanks to the politicians), while in the other basket we would throw shallow, cranky and meaningless phrases made for brainless managers that are delighted to read things as so. There are only few of masterpieces that are respecting the fact that people are assembling the teams since the world exists, and few of those team members were managing the others since the world exists. It is not the world's wisdom that the basic start points of every successful work in teams are:

- a) Picking the right people for right places
- b) Combining individuals and making group force out of them
- c) Excellent communication within the team members
- d) Individual set as manager that uses a, b, and c to fulfill the aimed goals of team

When people end out with no illusions because of bad management, they see that management discipline has to become understandable and applicable so it could be become important. It is the human nature that makes people act rationally only when all the other

⁴ In countries like Croatia, so called managers usually are different fuzzy guys that really don't know what are they managing and what they actually do for living, but they are very successful in showing to the public that they have enabled financial security to their grandchildren. While you read this book – keep in your minds that when we talk about managers we don't think on "managers" as we just described.

options are put aside. The aim of this book is to figure out how and why do people work together, and what is the role of management in it.

One part of people rightfully rejects an idea to be managed. In the core, the best way to lead people as such is not to lead them at all, only give them the support in succeeding in what they do. To make it simple. People as so are more likely as the auto mechanics lying under the car, and manager is handing them the right tools and talking with them about the problem in the friendly way so the car could be mended in the best possible way. The best results stands behind the people that know the most and are good in managing themselves, but also aware that they can not do everything on their own, and due to that assemble a team of individuals that are competent enough to get them to their finish line.

There are also people as so that does not want to use their brains. They want someone else to do it for them. They are happy to work for company that has strong name or to be a part of a group that achieves good results. Under the car, they do not look what and how they do, but expect out of manager to hand them the tools with the straight directions on what to do with those tools.

There is no one universal solution for the good organization and successful teamwork. Organization is the way of getting to the main goal, but not the goal itself. The size, structure and behavior of organization depend on the main goal because more people settled in the organization can do what an individual cannot. Individual can make differences, but you have to have the group of people so the things could happen.

Good led organization could bring the major goals set to them end. Bad led organization will bring only the disappointment, rage and failure to all of those that expected something and wanted to create the same something. The result of actions taken in the organization is the sum of individuals that took their own actions. This was the simple concept, but often forgotten when the organization goes to the action.

1.2. Communication brings us to the final goal

Setting and getting to the goals are one of the most powerful things that affect your life. There is a difference when you live with and when you live without your goals. If you live without your goals someone else will give you his/her ones goals and make you get to them. If you accept this inferior role, legally, everything is O.K.! But, at the end, the most of people feels terrible when a lot of someone else's goals start to fill their lives.

If you are your own goal-major, you are you own life designer and you set the rules how to get to those goals. Because you made decisions on your goals on your own, there is no bigger motivation for reaching them as so. Every time you full fill some assignment you imagined for yourself, you feel good, don't you? Reaching the goals that were set is filling you out with energy. Setting the goals is directing you forward and giving the great sense of being worth. When you set your goals be sure in what you are doing. Do think every time whether you really want to set that goal. Do you really want to get there?

If you have already set your goals now it is time for the next step – getting there. It sounds simple, but our experience is telling us that it is not so. Berry somewhere in your mind: the secret in fulfilling your goal is made of one simple fact that is not to give up. If you don't give yourself up on the first of forty-first mile of your marathon, you will get there. But if you give yourself up, whether if it is only few inches before the finish line, it is the same as you haven't even start to run.

There is one common characteristic that all successful people have, and that is not giving up. It is stupid to set the goal and not to reach it. Feeling of happiness and satisfaction come with setting and fulfilling the goal. When you feel that you have no more courage, just remember

that is up to you if you want to bail out or succeed. If you choose to keep on going, you will succeed.

Also, if you don't reach your goal in set period of time, just relax. You are not a failure as long as you are still running to the finish line. From time to time incorporate your goals to the new situations in your life. Conditions in our lives are changing in daily bases and something that just yesterday seemed to be very important doesn't have to be so today.

It is not possible to avoid changes and the biggest mistake is to try to stop them. When changes occur, activate your group's geniality and innovation ability and don't wait to react. Someone else is going to use that change and react on it putting in front of you his/hers ideas. Adopting the changes is the skill that you have to have so you could be the best in managing the people.

1.2.1. Who are successful people?

Comparing the depression, loneliness, anxiety and similar miserable states, makes the happiness almost not interesting for researching and studying. The analyses of almost five thousands psychology articles taken from the last three decades showed that 90% of them are dedicated to the negative emotions and states, and only 10% of them to joy, happiness and the beauty of living.

Have you read today's newspapers? On what page was the first positive news you read? First? Fifth? Eighteenth? Maybe on twentieth, after all the bad, scandalous, and shocking news that fills you with negative energy. After you read the newspapers, you cannot avoid the impression that the world in which we are living at is very much dark place where everyone is miserable. All that misery, aggression and anger is beginning to be a normal part of your own life and behavior.

There is not such thing in life as continuous (un) happy period. People march through the periods of their lives when the pluses and minuses are not in balance, and are changing as the things that make them happy, as they grow mature, and as they grow old, which is not bad at all. Neither sex, nor age, neither the level of education nor social status, neither raises, nor money you have can affect the happiness. Money is the fortuneteller only in the bad socially affected countries, one that have it are happier than the ones that don't. Of course, it is easier to be happy with the money than without it, but if someone is already happy, bigger amounts of money would not increase the level of happiness in a great deal.

What is differencing the happy ones from the less happy ones? There are few important characteristics that are making people happy. Firstly, they love themselves. Not meaning that they love only themselves, but that they have themselves on their own list of loved ones. They are showing it through self-respect, creating in that way the basics for successful relationships with the others.

Right measure in our demands and expectations is the second characteristic of happy people. "There is not too much of anything, and there is nothing missing", is the old Chinese aphorism that explains every 24 hours day that you have to live through. Besides that, if your expectations towards another were mild, and the disappointment would be also mild if the expectations were not fulfilled, so you would have everything under control.

The third characteristic is sense of personal control. Happy people believe that they have influence on everything that is happening in their lives. It is not everything in the hands of destiny. When those people fail in something, they don't throw the blame on bad luck, or unlucky circumstances and other people, they simply keep on trying, maybe there is some other solution. They are friendly and warm, ready to confess their own mistakes and make them right.

Fourth characteristic is optimism. Glass is always half full for happy people, not half empty. They never know why something is good, even if it looks bad. That provides them the opportunity to swap the unpleasant situation into pleasant one without loosing their nerves. There is and the last one, fifth characteristic, that makes people happy: faith. Religious people are often marked as very happy, and that is as reason of gotten support from the community weather during the religious ceremonies, weather during the simple communication among them. Mankind managed to survive the centuries of war taking thanking to the religion that was praising the love and kindness so everyone that believe have the basics for happy life. Conclusion? If you want to be happy, hang out with the people that suit you, be optimistic, love yourself and the others, believe in yourself and in everything that can help you to be happy and take your life into your own hands. Set the goals that will make you happy after you reach them.

1.2.2. Conflict or cooperation

There are more than six billion people living in the World and most of them want to have the control over their life. Most of them want to make to their goals, creating the groups, teams and even the whole organizations. Due to the old human habit, we can find the right comments in the ancient books. Long, long time ago, philosopher Xenophon⁵ wrote: "It is now impossible that an individual, that works so much, can do so much things right. If he does his work in one small field, he can do his job the best."

In the moment when two individuals decided to make something together, one of them must control the general situation. That is called manufacturing, and don't even try to avoid it. Forget about the hippy communities of late sixties. In simple terms, every group must to have somebody who will be responsible for getting to the goals that were set.

It is not possible for everyone to be the captain of the ship and to control it, direct it, there must be only one person to take that risk. The rest of them must adjust their goals to the group's goal and cooperate with the captain, maybe there will be some problems with uncoordinated individuals, but finally few of those will go to another ship and take their chances with another group.

Manufacturing, the same as every other human activity, somewhere creates wealth, and somewhere else arguments and envy. Whenever all the people are not doing the same thing they notice the difference between itch other. When there is plenty of wealth to share, it is not enough to make the difference between the lazy ones and working ones and between agile and ones that are not agile. Then it becomes clear that bigger income isn't only the result of hardworking, but cheating, brutality and wishing for power.

As the income went up, the individuals could start to deal with the things that were no more connected with bare surviving (i.e. priests and artists) while the others made themselves to be the managers of those who had to work (kings, royals and soldiers). The discovery of manufacture enabled the beginning of culture, science and art, but also hunger for power repression. Development is helping to the people in way of making their lives more easy and nice, but the other understand it as a chance of using people for reaching their own goals.

Managing people is the selling process, consisted of daily presentations, negotiations and selling ideas. In order to sell your idea, suggestion, conclusion, knowledge or something else

⁵ Xenophon (c. 427-355 BC), son of Gryllus, of the deme Erchia of Athens, was a soldier, mercenary and an admirer of Socrates and is known for his writings on the history of his own times, the sayings of Socrates, and the life of Greece.

to your workers, you have to present it in an understandable way. They must know what you want from them. After presenting it is time for negotiating, because your and their ideas will have slight differences. If the workers accept your presentation and you agreed after the negotiation part, then you will have workers that understood yours ideas, compared them with their own, found common interest, and finally “bought” your ideas. That is successful communication.

If your worker misunderstood you or if their ideas and expectations were opposite of ones you suggested (and you don't have a *flagrum* in your hand to scare them, or enough force to make them listen you), then they will pretend they have heard you, they will not do as you told them, and they will do the job as they please, and finally make the excuse with famous sentence: “I did as you told me to do.” Well, that is unsuccessful communication.

Let us conclude finally this introduction part of book with thesis that the group is necessary to individuals so they could reach their goals they cannot reach themselves. Every group needs to have somebody to control it, and that managerial part is consisted of assembling the team, group or organization, leading them and continuously communicating and managing with different behaviors and different results of group members depending on external environment in which it exists and receives all the information.

Ever car has four wheels, engine and the other necessary parts, but the only way to get where we want is if somebody sits in it and drives it with all rules of driving already learned to the place we planned for ourselves. Two totally same cars, same brand, same everything, will not drive the same if the driver is not the same. So, if you are a good, experienced driver, and if all the car expenses are optimal and all the people in the car are happy with your driving, you are allowed to sit in the drivers chair. You will find the rest of this book as very interesting reminder on all the things you have already done.

On the other hand, if you have passed only few harder life exams and the managerial stuff are still not your daily routine, take this book a little bit harder in to your hands and fasten your seatbelts. We are going to next chapter.