MANAGING TODAY AND TOMORROW

Also by Rosemary Stewart

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Managing Today and Tomorrow

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Introduction

‘The basics of management remain the same’; ‘Managing is very different in different jobs, organizations and countries’; ‘Management is changing radically’. All three of these statements are true, but most books on management focus on only the first or third statement. This book is unusual in that it takes account of all three; it does so because effective managers increasingly have to understand not only the basics of management, but also how management is *changing*. Managers are much more mobile than they used to be, so they also have a greater need than in the past to understand where, how and why management differs.

Managing Today and Tomorrow is based on three main sources. First, what social research has discovered about management in practice that is relevant to managers; the approach adopted – but not the language – is that of a social scientist. Second, accounts of the changes that companies are making. Third, the experience of managers, from a wide variety of public and private organizations, whom the author has interviewed for many different research projects. Their views are used to provide some of the practical examples in the text.

Managing Today and Tomorrow is addressed to managers, but it is not a ‘how-to-do-it’ book. It aims to help managers to improve their *effectiveness* by developing their *understanding* of management. It is not an academic text, but it can be used by students to help them to acquire an understanding of the three key aspects of management: the basics, the differences found in different management settings, and the changes affecting management.

Those new to management should find Part I of the book helpful, since it is about the basics of management: ‘should’ rather than ‘will’ because managers differ in what they find useful, and some find it hard to learn anything from books. Experienced managers may find that Part I helps them to *interpret their previous experience*. Parts II and III are potentially relevant to all managers, though a manager’s particular setting will determine which are most relevant now. Part II is about the differences within management. Part III is about the changes affecting managers’ jobs and careers. There is a separate introduction to

each Part which describes the content of individual chapters within it.

Managing Today and Tomorrow is written as a successor to *The Reality of Management*; the choice was between another edition or a new book, but the changes are too great for the former. *The Reality of Management* has been selling for so long that I know which book people mean when they say: 'I have read your book' – though I have published nine others. *The Reality of Management* is a simpler book than this new study, and so can still be of use. Management is more complex than it was thirty years ago, when *The Reality of Management* was first written, and a new book must take account of that complexity, and of the greater professionalism now expected of managers.

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