

International Management Series

**People for Business:
The Key to Success**

International Management Series

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Titles in the series

People for Business: The Key to Success, Royston Flude, 1991.

Buy-Ins and Buy-Outs: New Strategies in Corporate Management, Mike Wright, Steve Thompson, Brian Chiplin and Ken Robbie (Centre for Management Buy-Out Research), 1991.

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People for Business:
The Key to Success

Royston Flude

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Published by

Graham & Trotman

A member of Wolters Kluwer Academic Publishers

LONDON/DORDRECHT/BOSTON

in association with

 **MANPOWER**

Graham & Trotman Limited
Sterling House
66 Wilton Road
London SW1V 1DE
UK

Kluwer Academic Publishers Group
101 Philip Drive
Assinippi Park
Norwell, MA 02061
USA

First Published in 1991
© Royston Flude, 1991

British Library Cataloguing in Publication Data

Flude, Royston

People for Business.

1. Personnel. Management

I. Title

658.3

ISBN 1-85333-468-5 (hardback)

ISBN 1-85333-519-3 (series)

Library of Congress Cataloguing in Publication Data

Flude, Royston

People For Business: The Key to Success/Royston Flude.

p. cm. — (International Management Series)

Includes bibliographical references (p.).

ISBN 1-85333-468-5 (hardback): \$70.00

1. Personnel Management. 2. Industrial Management. I. Title. II. Series.

HF5549.F585 1991

658.3—dc20

91-6622

CIP

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Series Foreword

The International Management Series is intended to contain high quality books on current key areas in management, written by the foremost experts in the field. The series will provide advice and analysis to senior managers in order to improve their effectiveness. The books will maintain a balance of rigor and relevance and will be authored by leaders in business and academia. The titles represent treatments of key issues from a general and international stance in order to enhance managerial skills and decision making.

The series was conceived by Professor Peter Buckley and David Liston. David Liston's commitment to management training and education were a feature of his long and distinguished career. David's death in 1990 came after the establishment of the philosophy of the International Management Series, but before the launch of its first volume. The series editors trust that the forthcoming books represent a commitment to David's ideal of rigorous analysis in the service of practical management.

Professor Peter Buckley
Professor of Managerial Economics
University of Bradford Management Centre

Professor Clive Bateson
Director, Examinations Board
London Chamber of Commerce and Industry

Dedication

To Sandra and Ashley.

To Simon for the proofreading and considered views.

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Foreword

People for Business - The Key to Success is perhaps the first time that anyone has addressed this subject in such detail, for the use of human resources has become a topic of conversation amongst many of the more enlightened employers and when one speaks of human resources one includes, of course, disabled people, ethnic minorities and women returning to work. This book deals with the entire range of options available to all those groups.

We have heard much in the past decade of how computers will rule our lives, but it is a fact that without people those computers are meaningless pieces of hardware. Perhaps in the past we have put too much emphasis on how the microchip could solve all our problems - this book, in part, redresses that balance and concerns itself, not only with recruitment, but the retention of employees and how to ensure that there is a happy and rewarding place of work.

The royalties from this book are going to two main charities:

The Prince's Youth Business Trust, whose aim is to encourage young people throughout the United Kingdom to enter business of their own, through the granting of bursaries, in order that they can obtain seed corn finance. A remarkable organization with arguably one of the finest track records for setting up successful and on-going businesses.

Rotary International Charities, who have embarked upon a vast number of great crusades, not least Polio Plus of last year when they made a vast determined effort in order to eradicate Polio throughout the World. They are also concerned with blindness both in young and old in the Third World and further concerned with vocational guidance.

I hope you will agree with me that these two charities are worthy of our support.

I congratulate the author, Royston Flude, on his tremendous work in producing this book based upon a large amount of personal experience in the business and charitable field. It addresses a crucial subject to the well being of us all and I commend it to you.

Duke of Westminster, 1991

Preface

The decision to write this book comes after a number of years in senior management positions in industry and as an international recruitment consultant, dealing with companies from the multi-national corporations to small embryonic start-up businesses.

During this time I have developed a clear understanding of what makes organizations successful. The common factors in high growth and profitable businesses are the treatment of people as human beings, a sound knowledge of the market with a good strategic business plan, and a product range that meets the needs of the customer, generating a profit now and in the future. Not all businesses have all these qualities and many have them in different proportions, but by far the most valuable long term resource is the quality of the people and their commitment to the organization's goals.

Meeting the human resource issues over the next ten years will present new challenges for management, for which they are not always fully prepared. I hope that this book will raise the level of understanding of the key issues and provide some guidance on possible methods of approach.

The author's royalties from the sale of this book will be used to help Rotary International Charities, and HRH the 'Prince of Wales' Prince's Youth Business Trust'.

Royston Flude
March 1991