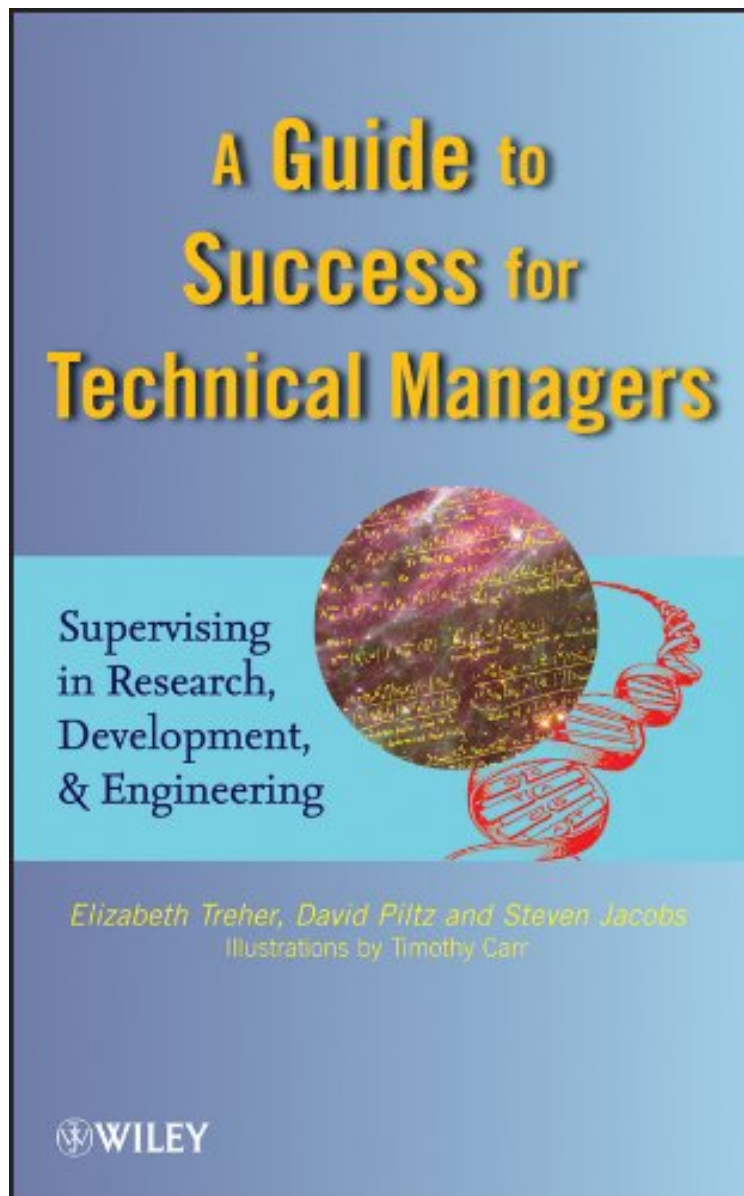


(Online library) A Guide to Success for Technical Managers: Supervising in Research, Development, and Engineering

A Guide to Success for Technical Managers: Supervising in Research, Development, and Engineering

Elizabeth Treher, David Piltz, Steven Jacobs
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Elizabeth Treher, David Piltz, Steven Jacobs : A Guide to Success for Technical Managers: Supervising in Research, Development, and Engineering before purchasing it in order to gage whether or not it would be worth my time, and all praised A Guide to Success for Technical Managers: Supervising in Research, Development, and Engineering:

1 of 1 people found the following review helpful. Really Good Management Book - Highly RecommendedBy C. Hill"A Guide to Success for Technical Managers" is by far the best of this genre I have come across in almost two decades as a technical manager. The companies I worked for have sent me, and countless others, to dozens of management training and communications classes to learn the important skills that are very well presented in this single guide.The format and approach used in the book feels very much like the on-site classes used in many Fortune 500 companies, so it was very comfortable for me to follow. This makes the material flow in a logical progression from understanding what a technical manager is/does, understanding yourself, motivating your employees, managing performance, coaching, project management, and the very important concept of "managing up". I liked the use of situational examples and found several to be very close to real world experiences encountered on the job. The sections on communications and managing performance are very accurate and may be the most important chapters for new managers to read as these skills will often be what makes you a "successful" manager. The truly difficult, but also important skill of managing up (managing your management) is covered in some detail and is definitely worthwhile reading for managers at any level.Just an observation from my professional experience managing teams of a dozen or more "techies", as compared to also being a small business owner managing a smaller group of "creative" employees. I can say that managing and understanding "techies" is often the more challenging proposition. Understanding what motivates technical types often goes far beyond monetary considerations and sometimes even boils down to who gets the best "toys" or perks (fastest PCs, most monitors, lunch with vendors, ability to work from home, etc), and the book does a good job at covering understanding employee motivation.This is an excellent resource for all technical managers, regardless of previous experience.Highly Recommended!CFH1 of 1 people found the following review helpful. Targeted guidance for technical managementBy Tony DeblauweMost of my daily interactions are with engineering managers so this was a book that I was very anxious to read. The challenge with turning soft skills like people management into the world of engineering can get unnecessarily complicated. Technical folks want to understand the logic and rationale behind certain actions and decisions not just blindly follow a prescriptive action. The authors did a great job of breaking down management concepts in ways that I felt could land very well with a technical audience.The book is not written in a 7 Habits style so don't look for that here. Instead there are real case examples translated into ways that can almost build a script or pathway to solution. It may not be the best approach in all cases but for me the thinking and framework behind the approach resonated because of what I am exposed to.I agree that it can be a bit long at times but this book was written for a specific audience. The 52-Week journal/planner for instance is something I can put into action immediately and get folks engaged in a methodology that the Covey or Moved My Cheese book could not.0 of 0 people found the following review helpful. An Excellent Guide For Success In Technical ManagementBy ian ConsumerIf people in the technical profession, such as software, engineering, and research development, are good at what they do, they will be "promoted" to technical managers sooner rather than later or never. They are promoted because of their technical competence and achievement, but this does not mean that they are necessarily good at managing people, which is what managers do. In fact, managing oneself and managing others involve totally different disciplines and skills.It is therefore especially challenging for technical managers to learn new non-technical skills in order to succeed in their new jobs. "A Guide to Success for Technical Managers" is a hands-on book to help technical managers to transition from a technical role to a manager role as smoothly as possible. They must get all or most of the job done VIA other people, using techniques in motivation, communication, delegation, performance management, team and meeting leadership, innovation creativity, performance management, and managing projects decisions. These topics are covered in the first eleven chapters of the book in detail. In chapter 12, a summary of the topics discussed is presented in a list format for easy refreshing of the key points that technical managers need to remember and apply on the job. Additionally, the book provides a 52-week Leadership Journal where it suggests a particular approach to try each week and sub-approach each day. Of course you don't have to do them in that order, but I do think it is useful that it helps to apply what managers learn from the book.In about 300 pages, the books covers a lot of techniques that a technical manager can try to apply to his or her own situation. It will get the managers to consciously think about the job of managing effectively, instead of just going to work everyday and accept everything as unchangeable. Especially to technical people, the non-technical part (managing other people) is a lot harder than the technical part of their jobs. I deem this book will help them tremendously IF they learn from the book AND try to apply them on his or her technical manager responsibility.

Supervisory Skills for the Technical Manager: A Guide to Success focuses exclusively on the dynamics of being a technical manager such as a scientist, programmer, or engineer. An RD environment demands modified management techniques and this book explores how to do so. Drawing of years of experience to provide technical managers with various tools and ways to apply them in supervisory situation, this essential title includes exercises, templates and checklists to accelerate their uses and applications on the job. In addition, case studies are included throughout to thoroughly explain and explore the concepts discussed. Key topics include handing the transition to supervising others in research and development, the characteristics needed to motivate personnel in a RD environment as compared to other areas of business are detailed. The pitfalls and challenges of managing technical personnel, how delegating

can build an effective team that can produce superior results, and how to monitor the work of previously independent personnel are also discussed.

From the Back Cover Master the skills needed for successfully managing technical personnel Independent-minded professionals such as scientists, programmers, and engineers are the driving forces behind today's technical industry. Accustomed to working alone, these self-reliant individuals present unique management challenges for leaders supervising their efforts. Written by authors drawing on many years of management experience in technical field, *A Guide to Success for Technical Managers* provides technical managers and supervisors with the leadership and management tools necessary for making informed decisions in supervisory situations. It includes self-awareness exercises, templates, and checklists to help accelerate job skills. Some of this book's highlights include: Ways to deal with the transition to supervising others in research and development Tips for improving listening skills, communicating better, and motivating employees Examination of the pitfalls and obstacles faced in managing technical personnel A selection of real-life examples, along with suggestions on how to solve them Examples of real-world outcomes based on decisions made by actual technical managers A 365-day leadership journal with daily tips to increase leadership effectiveness By modifying conventional management techniques to fit the specific needs of technical managers and supervisors, *A Guide to Success for Technical Managers* offers a fresh perspective on fostering employee development in an industry where non-conventional strategies are most often the best practice.

About the Author Elizabeth Treher, PhD, has held technical leader roles in industry, government, and academia and has more than seventy publications and patents, including two books: *The Pharmaceutical Business and Strategic Partnering*. For the last twenty years, as CEO of *The Learning Key*, she has consulted with technology-based companies to develop curricula to build managerial and project leadership skills. David Piltz has over fifteen years' experience in training managers and supervisors, both technical and non-technical. David has developed and designed over seventy-five modules on communication, management and supervision, facilitation, and delegation. He has also worked with numerous managers and executives on increasing their supervisory effectiveness. Steven Jacobs is a consultant to biotech and pharmaceutical companies. He trains and coaches international clinical development teams to avoid and mitigate cultural problems and delays due to communication and conflict, and has also helped companies improve clinical supplies team dynamics, process efficiencies, and overall delivery performance. His senior roles have included those of COO and CEO.