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Customer Reviews

The new 7th edition is even more useful. There are some new assessments, some clearer explanations, and improved diagrams. There are also some new in class skills development exercises, and the online tool for taking the dozens of assessments in the book is now easier to use. This book has been widely adopted and is now in its sixth edition because it has proven to be a valuable and effective text for people who want to think about what skills go into being an effective manager, how to develop them, and what are the practical means of application.

The book is divided into four parts:

Part 1 - Personal Skills
Part 2 - Interpersonal Skills
Part 3 - Group Skills
Part 4 - Specific Communication Skills

Part 1 starts with developing self-awareness, then discusses managing personal stress, and concludes with approaches to solving problems analytically and creatively. Part 2 starts with coaching, counseling, and supportive communication, then discusses gaining power and influence, motivating others, and concludes with managing conflict. Part 3 starts with empowering and delegating, then building effective teams and teamwork, and concludes with leading positive change. Part 4 is a series of helpful supplements and appendices on making oral and written presentations, conducting interviews, and an extremely useful section on conducting meetings by John Tropman from the University of Michigan. I had Prof. Tropman for my required class on Organizational Behavior and it was a highlight in my program. He covered some of this material in that class and it makes wonderful sense. He often says that you can use this material to cover as little as you do now, but in half the time.

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