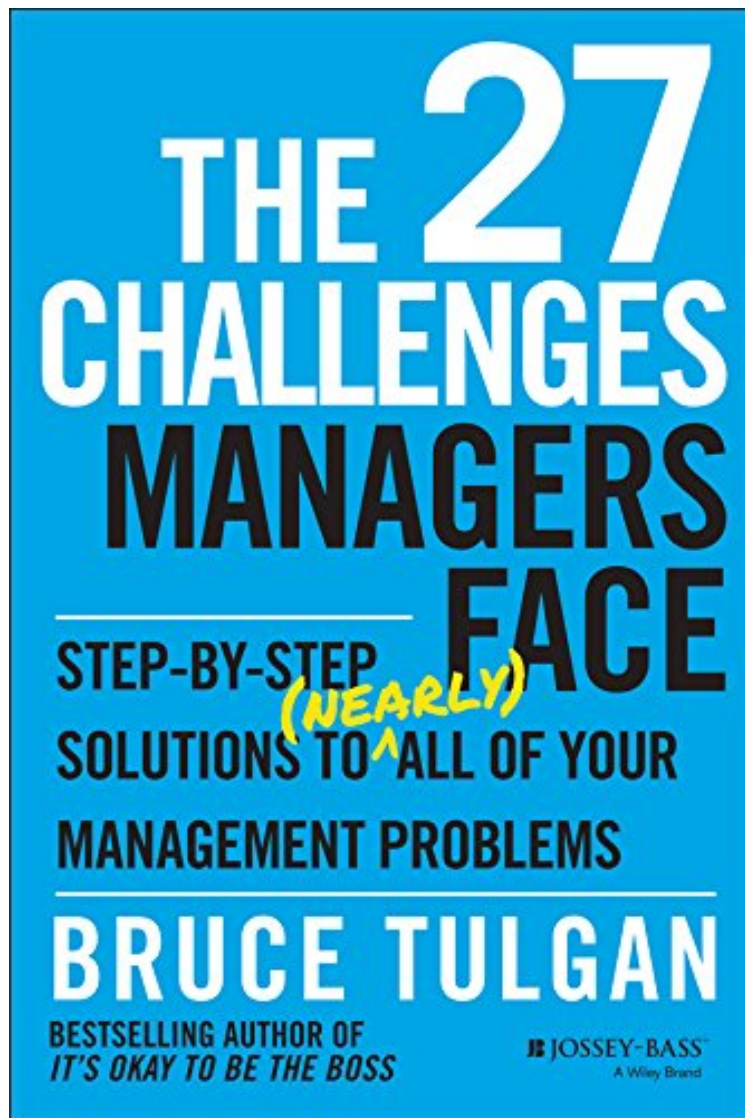


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The 27 Challenges Managers Face: Step-by-Step Solutions to (Nearly) All of Your Management Problems

Bruce Tulgan

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For more than twenty years, management expert Bruce Tulgan has been asking, "What are the most difficult challenges you face when it comes to managing people?" Regardless of industry or job title, managers cite the same core issues—27 recurring challenges: the superstar whom the manager is afraid of losing, the slacker whom the manager cannot figure out how to motivate, the one with an attitude problem, and the two who cannot get along, to name just a few. It turns out that when things are going wrong in a management relationship, the common denominator is almost always unstructured, low substance, hit-or-miss communication. The real problem is that most managers are "managing on autopilot" without even realizing it—until something goes wrong. And if you are managing on autopilot, then something almost always does. The 27 Challenges Managers Face shows exactly how to break the vicious cycle and gain control of management relationships. No matter what the issue, Tulgan shows that the fundamentals are all you need. The very best managers hold ongoing one-on-one conversations that make expectations clear, track performance, offer feedback, and hold people accountable. For every workplace problem—even the most awkward and difficult—The 27 Challenges Managers Face shows how to tailor conversations to solve situations familiar to every manager. Tulgan offers clear approaches for turning around bad attitudes, reducing friction and conflict, improving low performers, retaining top performers, and even addressing your own personal burnout. The 27 Challenges Managers Face is an indispensable resource for managers at all levels, one anyone managing anyone will want to keep on hand. One challenge at a time, you'll see how the most effective managers use the fundamentals of management to proactively resolve (nearly) any problem a manager could face.