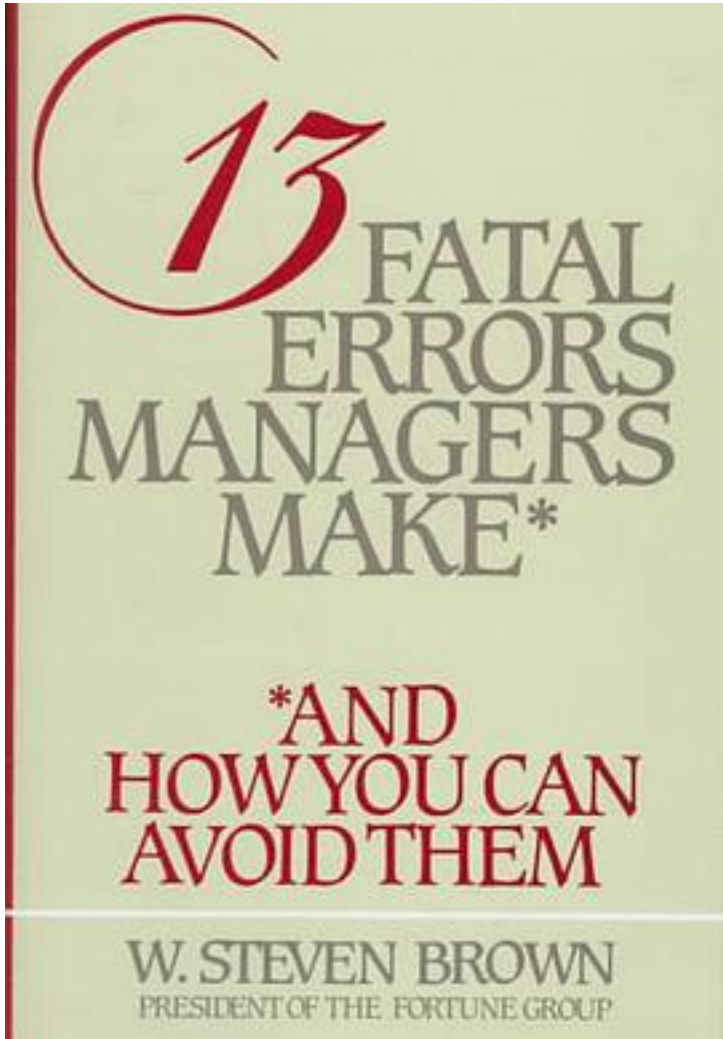


# 13 Fatal Errors Managers Make and How You Can Avoid Them



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For fifteen years the Fortune Group and I have been helping businesses succeed and managers manage. In that time I've seen just about every kind of business situation. And after all these years in the trenches solving real—not textbook—problems I have discovered that companies fail primarily because managers fail. And when managers fail it is not because they cannot master numbers—but because they try to master people—or manipulate them—or ignore them. In a recent Megatrends newsletter John Naisbitt put the issue this way: Industry's challenge is shifting from managers who traditionally (and supposedly) had all the answers and told everyone what to do—to managers who act as facilitators—as developers of human potential. Our the re-invented information-age corporation of 1985 and beyond the challenge is retraining managers—not retraining workers. As demanding a bottom-line manager as Harold Geneen—who built ITT from a sleepy little company to one of the great conglomerates—agrees with this point of view. In his book Managing he says this about the art of management: Leadership is the very heart and soul of business management. No one really manages a business by shuffling the numbers or rearranging organizational charts or tallying the latest

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