Chapter 1 : A Tale of Two Managers : Torontobluejays

This article is the tale of two different managers and the lessons they taught me that I share with others today in my leadership development work. I will call these managers Kurt and John. While I was in school, I worked for a large retail store chain.

David Calderhead, Bill Anderson and Graham Taylor, followed by a brief resume of the current management team of Danny and Nicky Cowley and where they might fit into this history. Two other managers, Colin Murphy and Keith Alexander, deserve an honourable mention on this context, although neither quite achieved the heights reached by Calderhead, Anderson and Taylor. Calderhead was appointed as secretary-manager of Lincoln City in September and held the position for seven years. He was a manager at a time when the position had yet to fully evolve. He did not select the team which was a task for the directors and was unlikely to have been involved in training and tactics the trainer and players were generally responsible for these tasks. His role was to manage the financial affairs of the club, to organise travel and, most importantly, to build a successful team. It was as a team builder that Calderhead was so successful. His great achievement was to lead the club to the most successful season in their history. They had a minimal squad: Sincil Bank was something of a fortress and the team were unbeaten in home league games, conceding just four goals. The core of the team was made up of Scots: In August Calderhead moved to Chelsea where he spent 26 years as manager, leading the Blues to the FA Cup final and two semi-finals. The greater finances available enabled him to become one of the early big spending managers and amongst his many recruits were Willie Gallacher and Andy Wilson. Moving on some 50 years, the next manager we shall consider is Bill Anderson. Unlike Calderhead, Anderson had not been a star player, although he had played before the war for Sheffield United and Barnsley before injury ended his career. He came to Lincoln as the club trainer after the war and after being appointed as manager in January he stayed in post until The role of the Lincoln manager had moved on somewhat from the early s but the manager still did not have full authority over team selections, with proposed line-ups being submitted to the board for approval at their weekly meetings. Anderson, however, did play a role in training and was, of course, heavily involved in recruitment of players. He was not averse to publicity stunts, notably when signing Yorkshire fast bowler Freddie Trueman; the publicity generated attracted around 7, to watch Trueman play a reserve game at Sincil Bank, but soon afterwards hewas advised to end his fledgling soccer career to focus on cricket. It was, however, as a great wheeler-dealer in the transfer market that Anderson was best known, particularly in the s. Anderson was the first manager to win two promotions for the Imps. His team was built around the veteran Tom Johnson, a former colleague from his Bramall Lane days, but his teams of the s were generally built around players signed from the North of England. Anderson and his backroom staff all hailed from the North East. Many of the stars of this era were signed from Newcastle United, where the manager was able to exploit his close personal links with director Stan Seymour to pick up many of his bargains. City were only relegated from Division Two at the end of the season, coinciding with the ending of the maximum wage. Lincoln were able to offer a city with a pleasant environment, good schools for children and new housing with modern domestic appliances. The next decade proved to be one of very limited success at Sincil Bank the Football League Cup run of providing a notable exception before the arrival of Graham Taylor in December Taylor was effectively the first man to manage the club using recognisable management techniques. Unlike Calderhead and Anderson he was not a player of the transfer market and was generally given sufficient financial resources to recruit the men he needed, providing the price was reasonable. Taylor had enjoyed a solid but unspectacular career with Grimsby Town and then City, although as a youngster he had appeared in the FA Schools XI in two consecutive seasons. His success at the club, culminating in the record breaking achievements of the season, was built on sound management principles. Shortly after his appointment as manager he presented a six-page document to the board outlining his proposals to turn things round at what was then a somewhat dysfunctional club. The structural changes he introduced to the club were key factors in underpinning his success. The document also includes his ideas on man management: I want to have a group of men in which Lincoln City will be not only

proud of them as players but as ambassadors of the Club. In order to get this they must be treated as grown-up adults even though on occasions they may slip from these standards. In the Imps won the Fourth Division title in record breaking style. Their points tally was an all-time Football League record under the two points for a win system 74 , they established Fourth Division records for most wins and fewest defeats in a season and in scoring League goals they became the first Football League team in over a decade to score a century of goals in a season. Further success followed at Aston Villa before he was appointed as England manager, holding the post between July and November We move on to the present day and the current management team of Danny Cowley and his brother Nicky, appointed to the post in the summer of The Imps are the first non-league team since World War One to reach the last eight of the competition. Neither of the Cowley brothers has a background in the Football League, but both have enjoyed success in non-league football in the South of England with teams such as Hornchurch, Romford and Concord as players and in management with Concord and Braintree. More significantly in their former role of PE teachers they were crucial figures in making Fitzwimarc School in Rayleigh, Essex, one of the top state schools for sporting achievement in the country. Although it is relatively early days in their management career, it is clear that their ability to use sports science techniques to enhance the performance of individual players has been a key feature of their time at Sincil Bank. There is a huge attention to detail in everything the management team does and a much greater flexibility both in tactics and the use of personnel than has been previously seen in the role. The focus is on the future, not the past. Thus the sudden departure of striker Theo Robinson on transfer deadline day never became the issue that it might have been. Above all, however, the progress the Imps have made this season is down to long hours and hard work from the management team. Graham Taylor represents a new type of manager, one who actually managed, while the Cowley brothers have moved this on further with their emphasis on sports science techniques. The best managers are rarely those who enjoyed a successful playing career. Calderhead is an exception at Lincoln, but Anderson, Taylor, Colin Murphy and Keith Alexander both just outside inclusion here plus the Cowley brothers made little impression as players. What makes a good manager? One key attribute is hard work from the management team. City have not always trained in the afternoons, for example, but did so under Taylor, Murphy and the current regime. Relative youthfulness helps too, it seems: Calderhead, Taylor and the Cowley brothers were all under 40 when appointed, suggesting energy and hard work are more important than experience in the role. Nevertheless, success never comes without hard work.

Chapter 2 : A Tale of Two Managers

The Manager's Tale: Stories of Managerial Identity and millions of other books are available for Amazon Kindle. Learn more Enter your mobile number or email address below and we'll send you a link to download the free Kindle App.

Saturday, 27 February The palaeographer and the managers: The cuts themselves do not offer much room for manoeuvre. Protesting too much would be counter-productive, as it could too easily be characterised as the special pleading of the ivory tower brigade, unwilling to live in the real world. Universities in general are going to have to put up with hard times over the next few years. But how those cuts are made and where they fall is another matter entirely. In this area not only is a fight justifiable, it is vital. It may become the model for others if it proceeds unchallenged. Staff are being required to reapply for their own jobs â€" the unspoken but obvious concern being that any who protest unduly may find that their reapplication is viewed with disfavour. These are the distasteful tactics normally associated with the call centre or sweat-shop. They are surprising, to say the least, when they come from an institution which is supposed to be a bastion of free and independent critical thought. Why does it matter? This transformation of Higher Education has been going on for some while, beginning with the reforms of Margaret Thatcher taking away of tenure, institution of assessment exercises that stressed quantity rather than quality, the erosion of the powers of university senates. These changes, and the target-based culture of Labour, resulted in the emergence of a new and powerful managerial elite whose success at moving into the universities and taking them over has been extraordinary. Certainly the managers have been as efficient as MPs and BBC Talent and much more discreet at finding ways of diverting public money into their own hands. Whereas academic salaries have risen slowly in the last couple of decades although much less than the number of students , pay at the top has rocketed. The average vice-chancellor now earns nearly three times as much as a professor, much more than the prime minister and more than the average private sector chief executive. Equally, there has also been a massive increase in the resources consumed by the administration. This will claw back less than half of the increase in administrative expenses for alone. They are part of a nationalised industry, and increasingly behave like one. In this new set-up, everything -- and particularly the idea of the university, a place where all knowledge should be promoted in a place of mutual esteem, and where association of differing disciplines can stimulate fruitful new ideas, where knowledge is to be protected as well as advanced -- can be jettisoned whenever necessary. In its place comes the short-term vision of the speculator. Along with palaeography, all the humanities and even subjects like theoretical physics are now being nationally targetted as unproductive; indeed anything which does not have a measurable pay-off in the short-term is under threat. Curiously, this is not something which necessarily meets great approval in the business community. The best businessman are those who can think widely and critically, who value independence of thought. The senior managers of universities often do not possess such breadth or imagination. Rather, they have rushed to adopt the horizons and language of the mediocre manager. But the jargon has its own meaning. Instead, that vulnerability is the justification for destruction. If academics accept such premises, and try to argue back in terms of economic relevance, they are doomed. There is no way to demonstrate that the study of Voltaire or Milton or palaeography is of any use whatsoever once the argument is defined by such language, any more than you can justify curiosity or imagination or the ability to think and argue. In the past couple of decades many have learnt to parrot out the language of efficiency and transparency, of output and relevance, of competitive bidding and market share, of metrics and impact, without seeming to realise that it meant accepting also the assumptions underlying these terms. Modern managerial practice, after all, was developed in the US army in the Second World War, then adapted by think-tanks for civilian life. What its wholesale adoption amounted to was a militarisation of the organisations it invaded â€" with its hierarchies, chains of command and line managers. It was by definition incompatible with non-hierarchical institutions like universities, and has been generally rejected by companies like Google, which value a more egalitarian ethos. So the universities had to be forced to change. They were reshaped to fit management doctrine, not the other way around. This process is now well-advanced. But if these proposed cuts are challenged â€" if palaeographers are defended by social scientists, scientists, as well as teachers in the

humanities; if lecturers from other institutions protest as well â€" if, in sum, academics rally to defend the integrity of their profession as a whole, rather than looking only to their own position and advantage â€" then some good might come out of it all. They might even remember that once the administrators were there to serve the institution, not to be its masters, and insist on taking that responsibility back into their own hands. But British academics in general will end up as mere drudge workers in the knowledge economy, doomed to follow every fad and command which comes down from on high. Iain Pears Is a novelist, historian and has studied the rise of management since his days as a financial correspondent for Reuters.

Chapter 3 : 'I want to see the manager' I am the manager : TalesFromYourServer

"Cautionary tale" is not the way most fund managers would choose to be remembered. GAM Holding AG, a Swiss money manager, announced on July 31 that it was suspending one of its top bond fund managers, prompting panic among many of its investors. When investors tried to pull their assets from.

During food service hours 6pp I would be float from area to area and help where needed. The restaurant section was split into an upper, lower and outdoor section. The lower section only had 3 tables as there were stairs and it was a thoroughfare for the outdoor section. The biggest table on that area could seat 6. We usually put larger tables in the upper section which is illuminated by down lights on tracks. One night a couple comes in and asks for a table of They had no booking but it was after main dinner rush so it wasnt a problem. The lady lets call her Silly Bitch SB went to seat herself in the lower section but I advised her the max seating for that table was a 6. She wanted to move the other tables together but this would have caused an access issue. I told her she would need to be seated in the upper section. All good so far. Turns out only 5 people in total turned up so they took it on themselves to move to the lower section. The issue arose when it came time to pay. Again, easily fixed as I had access to a printout of the previous tables bill and was able to cross off what was not on their bill. Everyone was happy with this except SB. First you refused to seat us where we wanted and then you placed us under heatlamps. I accept the last table wasnt closed off which can be annoying but we were able to cross off their items from your bill which leaves only your items which the rest of your table was happy with. Your partner has agreed these items were yours. Everytime I come here the service is terrible Me: I am sorry you feel that way. I want to speak to one of them. By this time the partner is trying to get her to leave and mouthing that he is sorry to us. Everytime I come here there are problems.. Look of horror and she finally leaves.

Chapter 4 : A Tale of Two Case Managers - Guardian Nurses

The worst thing that ever happened to English football was the huge influx of money into it. It puffed up some of their teams and their fans far beyond what would ever have been normal. Awash in cash, sides who without it would be provincial sides no-one outside England had ever heard of have.

Get Full Essay Get access to this section to get all help you need with your essay and educational issues. The case study starts off by introducing Tricia Monet and how she was hired by the company Personal Reflections as an assistant manager for the Sioux City Store. Tricia was a middle child that had come from a family that was very close. Personal Reflection hiring practices included not allowing the store manager to have any involvement in the hiring decision. When Tricia reported to work she was confronted by a disorganized store, a confrontational store manager Heather Munson , and only one other assistant manager one short. Within a month the other assistant manager quit and the store manager had gone on disability leave. Tricia was left to run the store by herself for over a month by herself and approximately 30 part-time employees. During the next several weeks Tricia learned the background and capabilities of each assistant manager and tailored their work toward their strengths. When management allows rules to be broken, this will establish an atmosphere for other rules to be violated The conflict started when Tricia informed her team that she was thinking about leaving the store to pursue further education. The atmosphere among the assistant managers had debilitated so much that many of them would not even talk to each other unless it was strictly business. When the district manager was notified by an assistant manager of all the problems she chose to not be involved or assist in helping resolve any conflict. Tricia had no experience in management or leadership and the Personal Reflection organization provided no follow-on training for her once she was appointed to store manager. To fix the short term problem, the district manager should be directly involved with getting the store back in order. Tricia has not had the training or the experience to deal with conflict. The district manager should come to the store and implement policies that establish norms for operation of the store. Specifically those that remove role ambiguity between the store manager and the assistant mangers and methods that employees can use to communicate up or down the chain of leadership. This directly led to the assistant managers breaking the chain of leadership by contacting the district manager without consulting her first. For example, Employees should consult the store manager prior to changing the part-time employees work schedule. In return the store manager should ensure that each assistant manager should be provided fair and consistent evaluations on their performance. As the district manager, she should inform all employees that they are to report directly to Tricia in all matters concerning store operation. If the organization has no such policy, then the district manager could introduce a policy that explains what time of complaints can be lodged harassment, discrimination, theft, and violence and how they should be reported hotline, drop box, or open door policy. Spiro, When discussing a long term solution, I recommend solutions that involve creating a formal training plan within the organization specifically for managers. This plan should contain topics such as: Another solution would be to change the hiring practices to ensure managers have the necessary skills to avoid these situations. The organization has two choices to administer this training, Internal or External. If you lack the internal resources time, people, and curriculum I recommend that you contract this out to an external organization. Some of the advantages of contracting leadership training are: Allows the company to focus on its mission. Reduces the amount of administrative burden created by managing another corporate program. Letts, Ensures subject matter experts design, implement, and update to the most current management best practices for your employees. Letts, If your organization has the internal resources available to manage your leadership curriculum then there are advantages for you to conduct your training internally: Allows the organization to be very detailed about specific organizational policies. Allows the organization to determine time and place to best fit the needs of the staff. Based on the information presented in the case study I recommend that Personal Reflection outsource their training program immediately to ensure timely and tested best management practices are implemented. Finding of Fact 2 Problem: Two major problems attribute to the stressful job atmosphere: The possible change in leadership is causing intragroup conflict. Tammy is guilty of

a special type of bullying against Tricia called mobbing. The group of assistant managers are made up of different personality types and therefore handled the pressure of the possible change in leadership in their own unique way. According to the text, intragroup conflict becomes more stressful when a leader of the group is preparing to leave the group. Hellriegel and Slocum, , pg. For the reactive solution to this problem, Tricia should try to: Identify, reduce, or eliminate the stressors for each assistant manager on an individual basis. Involve the staff in the future changes. The reactive solution to this problem, Tricia can formally counsel Tammy directly and inform her of what she is doing and that her behavior is unacceptable or file a formal complaint within the organization. Step Three â€" Expose the Bully. Tricia failed to set goals and establish an environment conducive for growth. Tricia just accepted her performance deficiency. Yukl, According to Gary Yukl there are several guidelines for correcting performance deficiencies: Gather information about the performance problem Try to avoid attributional biases Provide corrective feedback promptly Describe the deficiency briefly in specific terms. Explain the adverse impact of the ineffective behavior. Stay calm and professional Mutually identify the reasons for inadequate performance Ask the person to suggest remedies Express confidence in the person Express a sincere desire to help the person Reach agreement on specific action steps Summarize the discussion and verify the agreement. The reactionary solution to this problem would be for Tricia to sit down with each member and conduct a fair performance evaluation on each assistant store manager using the above guidlines. These evaluations should address three areas: Goals should be set to task Tammy to turn in reports with zero errors. To accomplish this Tricia will have to assign reports and provide constructive feedback to Tammy when errors are found. When no errors are found Tricia should reward Tammy with incentives for continued sustained performance. Also she should further task her assistant managers to do the same to the part-time employees to help reduce turnover and improve the willingness of them to move up to assistant managers. Organizational behavior 13th ed. The Benefits of an External Training Partner. Retrieved September 10, , from rpsblog. How to Handle Employee Complaints. Retrieved September 19, , from www. Retrieved September 20, , from http: Dyadic Role Making, Attributions, and Followership. In Leadership in organizations 6th ed. Upper Saddle River, NJ: More essays like this:

Chapter 5 : future thoughts: The palaeographer and the managers: a tale of modern times

Tale of Us management contact details (name, email, phone number). Booking price. View Tale of Us booking agent, manager, publicist contact info. Tale of Us is an Italian duo formed by Matteo Milleri and Carmine Conte on

GAM Holding AG, a Swiss money manager, announced on July 31 that it was suspending one of its top bond fund managers, prompting panic among many of its investors. Instead Tim Haywood, who is based in London, is mainly accused of cutting corners. In a letter to clients , GAM explained that an internal investigation had found evidence that Haywood may have failed to conduct sufficient due diligence on some investments and signed some documents by himself that required two signatures. GAM also says Haywood may have used his personal email for business purposes. All of these are serious matters, though whether they merited such an abrupt and high-profile suspension is debatable. Haywood has not spoken to the public of this writing, so we cannot usefully speculate on his motives. Haywood was motivated by an improper rationale in making investment decisions or that there was any conflict of interest between him and clients. The affected funds represent about 7. This story serves as a reminder of two important points. First, the era of celebrity mutual fund managers is over. However, Gross was forced out in amid allegations that he mismanaged the business and abused his staff. He joined Janus, a competing firm, but has struggled to replicate his performance record since then. In May, his bond fund experienced a 3 percent drop in one day â€" highly unusual for a bond fund. Any investors still convinced that Gross has a Midas touch have had a disappointing few years. If you invest 10 percent of your portfolio in a given fund, and you expect the manager to outperform the benchmark by 1 percent annually â€" in a good scenario â€" is the extra 0. People are only human. When you pin all your hopes on a celebrity money manager, you have no cushion if that manager suffers from bad judgment or bad luck. This is not to say actively managed funds are never appropriate. We often use them in client portfolios at Palisades Hudson. But we focus on funds run by experienced teams, backed by deep benches of analysts. Yes, all funds are required to list at least one individual manager in their disclosure documents. But in a properly administered fund, if that person leaves, someone else on the team will be ready to step in for a smooth transition. The second moral of the GAM story is that investors should understand the liquidity of funds they invest in. Illiquid investments can generate higher returns, an ongoing concern for bond funds as we gradually emerge from an era of low interest rates. Honoring such withdrawal requests should not throw a fund horribly out of balance. Cautionary tales like the Third Avenue Focused Credit Fund have already illustrated the hazards of chasing yield too aggressively in a bond fund. GAM has not yet said whether it will liquidate the funds, though it has acknowledged that the option is under consideration. It has pledged not to prioritize any investors over one another, whatever happens next. But regardless of the way forward for this particular firm, the story serves as a useful reminder for investors to be mindful of liquidity and not to pin too many hopes on any fund manager, no matter how talented.

Chapter 6 : A Novice Manager's Tale of Woe | Essay Example

*The Manager's Tale [Hugh Mackay Ross] on calendrierdelascience.com *FREE* shipping on qualifying offers. With his appointment to Manager of the Saskatchewan District in , Hugh Ross provides a rare look at the fur trade in northern Saskatchewan fifty years ago.*

What a knee slapper?!? ArcGIS Online has four default roles: Viewer, User, Publisher, and Administrator, which enable organization members to complete a broad set of workflows. As ArcGIS Online organizations have grown in numbers and size there are over , organization users , the roles and methods of managing members and content have changed. Currently there are over 13, custom roles being used by organizations that provide users with a slightly different set of privileges than what is available through the default roles. This blog will highlight 4 custom roles and the privileges required to accomplish specific workflows in an ArcGIS Online organization. There are two types of privileges available when configuring custom roles—general privileges and administrative privileges. General privileges allow members to perform user-based tasks like content creation, sharing and editing that are required for members to complete their work. Administrative privileges include additional capabilities to manage members, groups and content within the organization. It is important to understand what type of work each member needs to complete and assign only the appropriate privileges to enable your members to be successful. The roles below describe two common user roles for content creators with different sharing needs and two common administrative roles that enable content and member management. Click on the roles tab and click on create a role button. When setting up a custom role, select a template role or an existing role to get started. Templates are created with common privileges to accomplish a specific task. As users can have different responsibilities in each organization, creating a custom role from a template, by adding and removing privileges helps to fine tune access and capability needs for members in your organization. In the example role images, the red box indicates privileges that were disabled from the template and blue boxes indicate where additional privileges were enabled. This user is responsible for creating content for the organization such as layers, maps and apps, but is not responsible for creating and managing groups or publishing content publicly. Check out this Geonet blog that outlines a sample workflow for publishing authoritative data. As this user is responsible for content creation within the organization, they will not have the privilege to create groups nor join groups from other organizations but can view groups shared with the organization A. Under the sharing privileges this user can share with the organization and groups but will not have the capability to share content publicly C. These privileges are enabled in addition to the default premium content for the author template D. The sharing, and edit privileges will remain the same as the Author Template role. The view privilege under the members tab is disabled and prevents the user from viewing the My Organization page. This contractor is responsible for creating feature layers and apps, so they do not have privileges to publish hosted tile or scene layers. They are prevented from viewing content that is shared with the organization yellow C. This contractor will be using the create Viewshed tool, so will need to have access to the elevation analysis service D. This will allow the user to create content for the organization without viewing any private information. This user will need to be able to reassign content to other members in the organization. For this reason, they need the privilege to view all members A. This user will be able to create groups using the general privileges granted through the Publisher Template. For this example role, the content manager is only responsible for reviewing the content for their department which has specifically been shared with them. For this reason, check on all of the administrative content privileges and un-check View all privilege yellow C. View all content is an inherited permission and must be specifically disabled to limit the visibility of all content for this user. When a new member is added to the organization, a member manager must ensure that the user is invited, assigned the correct role, licenses and is a member of the correct group. When a user leaves the organization, a member manager must remove their privileges and re-assign their content to new owners. For this role, start with the Publisher Template and enable all of the members and groups administrative privileges. This will allow the member manager to create groups, add users to groups and delete groups B. The member administrative privileges will enable the member to perform all tasks

needed for adding and removing a user to and from an organization A. This user will not be given the privileges to update or delete content as they must ensure that no data is lost when a user leaves the organization. For this reason they can only reassign content C. Once created, these four custom roles can be assigned to members so they can perform specific tasks as required by their job. Check out the following blog to see how these roles are applied to a specific content management workflow. The default administrator role includes a full set of privileges that can be assigned through custom roles as well as some privileges that are reserved for default Administrators only. Configuring custom roles is a reserved privilege that can only be accomplished by a default administrator. If a member requires any of the privileges in this box of reserved privileges, they will need to have a default administrator role assigned.

Chapter 7 : The Tale () - IMDb

Access to case studies expires six months after purchase date. Publication Date: September 09, This short case is intended as a vehicle instructors can use to introduce cases to a management.

Learn how integrating security into DevOps to deliver "DevSecOps" requires changing mindsets, processes and technology. There are several Maven repository managers on the market, but the two most prominent and most powerful are without doubt Nexus and Artifactory. Both these products are open source, with commercial versions containing more advanced features. Both are fine products, with many similar features. In many cases, however, Nexus and Artifactory respond to similar user needs, but in quite different ways. In this article, I will try to give a general picture of a few of the main distinguishing features of these two tools, from the point of view of how you might want to setup your enterprise repository in a real organization. Installation and general use Both Nexus and Artifactory are easy enough to install. Nexus does use a lot less memory around five times less according to my unscientific trials. Artifact searching Searching for artifacts can come in handy from time to time. Nexus provides a simple, Google-like search interface for searching both your cached repositories and the remote repositories you can actually configure whether you want a particular remote repository to be included in local searches. Nexus also supports Open Search, so you can integrate the Nexus search function directly into your browser see below. The Nexus search in action. Artifactory uses a different approach to searches. The search screen is quite detailed: Searches however are limited to artifacts that are stored in the repository. This might be due to the fact that Artifactory documentation recommends using searches and metadata for build promotion strategies. The Artifactory search screen. Both Artifactory and Nexus have flexible flexible security models, build around users, user groups, and repository targets. With both, it is easy to limit the rights of a particular user or group to a particular part of a repository, for example, though the use of regular expressions in Nexus gives it more flexibility in this area. The Nexus model is more fine-grained and more powerful, but at the cost of a slightly more complicated user interface. Configuring users and permissions in Artifactory. Configuring users and permissions in Nexus. Organizations often need to integrate with an LDAP repository. Artifactory comes with support for LDAP authentication out of the box, though this does not include advanced features such as mapping LDAP groups to Artifactory groups or permissions. The upcoming open source version of Nexus 1. This sort of feature is highly prized by larger organisations with large existing LDAP repositories. Build promotion strategies Build promotion strategies basically involve moving artifacts from one repository to another depending on their stage in the build promotion process. You can implement such strategies manually, but a bit of automation can really make your life easier. Artifactory supports build promotion to some extent in its commercial version, using a combination of repository metadata and a process of manually copying or moving groups of artifacts between repositories. Build promotion is one of the areas that Nexus Pro really shines. You can set up a Staging profile, which intercepts certain artifacts for example, release artifacts for a particular project and places them in a special, dynamically-created repository. Once all the required artifacts are deployed, a build administrator can make these staged artifacts available for further testing in a UAT environment, for example. Involved users can be notified when a build is staged and promoted, so that they can go to the relevant environment and run their own tests. When the tests are finished, the artifacts in the staging repository can be promoted to their final destination for example, a special Production Releases repository. You can also associate rules with this promotion process, to check things like the validity of the pom file or the presence of javadocs in the artifacts. These rules are highly configurable: Promoting a build to production in Nexus Pro. Deploying Maven web sites One other neat feature available in Nexus Pro is the ability to deploy Maven sites. This gives you a convenient central server where you can deploy and consult the Maven web site for each of your projects with a minimum of fuss and effort. Repository Maintenance Both tools provide good support for repository maintenance, but with a very different feature set. Artifactory proposes to actively tidy up pom files that it downloads, by removing any declarations of remote repositories in them. It also lets you limit the number of snapshots per artifact for each repository. In Nexus, you can also

schedule maintenance tasks such as deleting old snapshots, backing up configuration files and so on. You can also configure Nexus to delete all the snapshots for a particular artifact when it is release, which can save quite a bit of space for large projects. Configuring scheduled maintenance tasks in Nexus. So which repository manager should you choose? This comparison is far from complete. Both Artifactory and Nexus are solid, feature-rich products, and the competition is good, as it keeps both product teams on their toes. My personal recommendation however goes to Nexus, as in my opinion it has better support for the requirements of larger organisations, and is nicer to work with in the context of build pipeline automation. Here are a few reasons why you might prefer Nexus: Nexus Pro has many powerful features, such as staging and procurement, well-suited to the needs of large organizations Nexus is rock-solid and extremely well battle-tested: User Interfaces are very much a matter of taste, but for me Nexus has very a clean, fast user interface with just the right amount of AJAX. Lightweight and efficient runs in only 28m From http: Read More From DZone.

Chapter 8 : The Sears Bankruptcy Is a Cautionary Tale for Hedge Fund Managers - Barron's

Abstract: The case reviews experience of two different managers in top English soccer teams. Students must use the information provided to advise the boards of these teams about whether the two managers deserve to be sacked.

Think divergently Set up incremental dividends While his advice was constructed within the context of small-unit combat activities in the military, I believe it is easily convertible into applications for all organizations. He started resisting the need to adapt, retreating instead to the apparent safety of tried-and-true business models. He clung to past measures of success and failure despite evidence that some were no longer applicable or, worse, had become roadblocks to future growth. He also refused to learn new skills, acting as if the new tools introduced by the COO were unnecessary even to target a new, more complex set of client opportunities that were presenting themselves. What had once been conversations turned into one-way diatribes, as the manager seemed bent upon demonstrating that he had the answer for everything. Despite mentoring, this manager, who has since moved on from the organization, basically became an oar rowing hard the other way. What happened to this particular manager? Was it just a question of a bad fit; the kind of thing that could happen in any organization? The heart of this, in the eyes of many in the company, came from a fear of failure, which undergirded the refusal to want to change, to try new approaches and learn new skills, and to accept that the world has become a much more turbulent, complex place where some leadership styles were now outmoded. Was this manager self-aware? Colleagues did sense some inner struggle on his part at times, but in the end, it seemed as if his ultimate point of self-reflection was to tell himself he was always right. This manager, who had nearly 15 years of management experience under his belt, had actually held a leading position in the organization for several years before stepping aside four years ago to address some personal needs and then shifting to a lower-level management position. But from the get-go in the new mode, this manager plunged into the world of adaptability and essentially re-tooled himself for a business model that required at least 4X the skill set bandwidth and another 4X the span of control, compared with before the COO had joined. However, this masked a determination by the manager to find a way to refit into the organization and to leverage the new dynamics introduced by the COO as the vehicle. So, what did this manager do to adapt to leading in a VUCA world? I agree, but I think they are particularly valuable in turbulent times, where so much of what is traditionally available for leaders to judge themselves upon falls away or is dangerously outmoded. Known as someone who had very carefully guarded his life and reactions, this leader took the opportunity of the position change and new organizational direction to re-examine some core values and re-align career goals, shifting flexibly within the avenues for each that the increasing turbulence offered. While this manager still has some business growth goals to meet, he has re-oriented much of his portfolio growth strategy toward more complex and risky, but more lucrative, potential client engagementsâ€"the kind that are the future of the business. He has also steadily embraced new performance measures by trying to put personal insecurities aside and bring humility to his development. This leader has some distance yet to go in adapting his leadership for VUCA timesâ€"no questionâ€"and he admits to it. Leaders who hold back out of fear and whose words are discounted or interpretable are in danger of being rip-tided in VUCA times. Still, this leader has made enormous strides toward adapting to VUCA times, and is increasingly making a positive impact on the business and organizational culture, with their attendant personal rewards. Addressing the Challenges of Adaptability The need for humans to adapt is nothing new and, indeed, those who point out that humankind has faced even more dramatic adaptation imperatives in the past are no doubt right. That said, we are where we are in the history of human development and in the scope and pace of dynamic change in the marketplace and in our organizations. A failure to meet the challenges will leave many companies behind and the human capital potential of their employees unfulfilled. Some observers downplay the concept of VUCA, claiming that there is no way of knowing whether or not these times are any more turbulent than many in the past. Research by the Boston Consulting Group, published in The Most Adaptive Companies of , points out that from to , companies faced an increasingly rapid rate of change that was more dynamic, taking place more often, and longer lasting. In retrospect, this act pointed to a predisposition to the kind of adaptability it would

take to thrive and lead in an organization facing a VUCA world. See, for example, Chapter Two:

Chapter 9 : Sacrificed my Diwali for You! â€" A Service Desk Managerâ€™s Tale â€" a lost sheep in delhi

A Tale of Two Managers (calendrierdelascience.comobluejays) submitted 1 month ago by deafpoet "Buck Martinez" Drunk As of right now, John Gibbons has a record as Blue Jays manager over 11 years of

I thought to write this story in response to a comment on a popular automotive blog; someone posted being a payroll manager is the worst job in the world. But is it as bad as being a Call Center Manager? By function and appearance we are building a team, giving staff their first crucial year of experience in an IT related career. Creating hopes and dreams, sharing knowledge and wisdom. Above all our common challenges with the Users, whose first contact policy to us resembles that of the Klingon Empire. How many escalations while we were gone on vacation? No longer the vengeful sheep pillow wielding supervisor going after mistakes, enforcing process and policy like Robocop in an Indian traditional dress. A few others smiled, knowing the old Rajputi stories of duty and sacrifice. I was offered one such story to play when the people of India saw me wandering, alone and depressed, seeking answers, seeking devotion with a thousand yard stare. Now it has become our beacon of hope. Like Jodhaa, Princess of Jaipur, unite the warring factions and the feuding cultures. We stand together because we do not own the misunderstandings of the past. It sounds delusional, but there are very, very little positive things in a high-performance Call Center environment. I was the cause of all the problems in the world, and nothing I said or did mattered â€" my ex-employers would falsify all the records, even if they were spoken in person. But even that did not matter to me. Why would I matter? I gave this life away acknowledging I will spend a lifetime slaving away in a cubicle, sending emails, receiving emails, deleting emails. No matter how much I earn all of it will be billed and taxed away. The people who will benefit from my labor are not me, but the people who came here seeking fame and fortune as an IT Engineer of tomorrow. New graduates would look at our company name in job ads, look up our address on Google, see that, this is where I want to be. A famous company with so much history, known for such good employment practices. Three weeks later they would be indoctrinated, not as an engineer but a mindless Borg Drone. Independent thought would be punished, they are required to work long hours, accept every punishment and have only two 15 minute breaks a day. The attrition rate went up to 80 percent and stayed right there. I had no management clout then, just one who followed the will of the Overlords because they are my paymasters. In time we started to question our purpose, our identity. I did not come here to take all the burdens of the world. I am no one worthy of such honor. I am not paid to front clients, answer for every major incident and failed SLA. I noticed they were shifting me from place to place, never letting me build rapport with anyone. They trusted me, I was after all, the one with long hair, quiet, and with many sheep pillows. Ha, anyone so stupid as to like sheep, would probably be a sheep. The sheep plushies were a joke against this lifestyle of corporate slavery. Everyone following rules unquestioning. The sheep were stress relievers in this bleak beige cubicle farm laid out like a death camp. In a place where I was not able and not allowed to get along with anyone, it was a message to colleagues I wished to be more than what they wanted me to be. You take care of the animals before yourself. Nothing they ever contributed was recognized, leaves were denied even for medical and childcare, they would be discriminated before they even arrived for their first day of work. Where were are indeed slaves for some empire, some foreign trading company seeking to profit and to defile. I wondered, or just people banding together under fire seeking to make the best out of a hopeless situation far from home? But there was hope after all. Culture, unity, a common desire to rise up against injustice. People just needed the seeds of rebellion to be planted, someone to stand up for them. I started looking for staff who had low morale, talked to them, walked with them, ate with them, even guarded them, escorting them home when they were expecting a child. Now I knew what was truly happening, and our rebellion manifested in two forms. One, I would question and challenge on the management level why these prejudices were manifesting in a very horrible and damaging way. Two, I would continue to build ties with the Mothers from India, make sure they knew what questions to ask, who to file complaints to, who to seek help from. Until then, I directed, we run the business like no one else has ever done before. Talk to me for any medical knowledge required to do not just a good job, but a wonderful job with our Users. My mother was a

nurse in Malaysia, she can teach me all the medical terms, even how to manage some clinical situations. Make use of it. For six months we worked and fought together like a team of seasoned soldiers. The Indian Mothers were on the road to promotion, given higher responsibilities, until one day the Country Manager came back again and forced many unwanted changes to the workplace, undoing all the good that was done. The old crew still continued to ask for me and meet me after hours. The bond between soldiers never dies, no matter how far we are separated. I continued to gain experience, as all the things people did not want to do were dumped on my plate. I was a garbage dump for every single negative feedback, every single unexpected incident while everyone else gossiped away merrily and told me to commit suicide. I had such a great experience working directly with clients, field support teams, and users that I despite the harassment and constant personal attacks I actually felt content, useful, appreciated. I saved up enough money for a trip to India, and could afford to quit anytime I felt like it. I had in my mind a feeling that I would never come back. I performed traditional dances in Jaipur, local friends gave me a new name and a story to play, and I came back, this time for a new beginning. Not for me, but for every one I knew who faced the same challenges, the same oppression. Hawa Mahal, Jaipur I had a list of conditions on my return. Even my rights to quit were sabotaged but this time I simply told them the old story of a Hindu queen, who when all hope was lost, simply took her life and that of everyone around her in self-immolation. I said I would not sacrifice my principles for a paycheck, and off into the orange sunset I went. One day the Mothers of India came back for me, and bid me send my profile to this person and to appear at the company office on a certain date. No invitation, no job scope. A series of 3 interviews later, I was hired, not as a supervisor but someone invited to give direction and advice as I deemed necessary. I had no instructions other than such: You will see me again, and on Friday, can you wear that kurtha? In return for their hospitality and trust I told them I will learn to govern by doing the work everyone does, from the ground level. I will fight alongside the troops in the harshest of calls, over weekends and late in evenings. I will answer for every single User feedback, pass them to me, we have the wisdom, we have the knowledge to understand something really went wrong at their site so we have to help them figure out what went wrong and who will be accountable. In a production environment handling tens of thousands of End Users even a 0. But you know what to do if anything happens. Transfer the call to me. I will manage the situation, be it from customer, vendor, user or even an insider escalation from our own organization. I will sacrifice myself for everyone, it is my duty, so that everyone can peacefully live as they are, attend every festival, not miss any family gathering. And in my devotion I will win the good names they wished to call me in India, earn them with fire and sword actually just big technical emails. One day I will go back to the palace in Rajasthan where it all started. The place I stood up for locals being harassed by tourists, I went before them to pray for the sake of the land and its people, forgive us for the injustice we have committed. One day I will stand up for India to make amends. A rare breed of lost sheep and a non-desi Hindustani if even being one is possible. I hope to be able to one day stay in house in Jaipur that friends offered. Happy Diwali, and with tear-filled eyes, thank you India for giving me hopes and dreams.