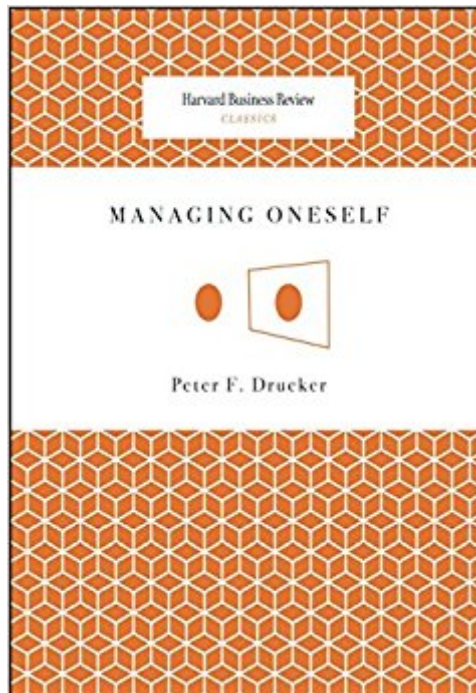


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# Managing Oneself (Harvard Business Review Classics)



## Synopsis

We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their knowledge workers careers. Instead, you must be your own chief executive officer. That means it's up to you to carve out your place in the world and know when to change course. And it's up to you to keep yourself engaged and productive during a career that may span some 50 years. In *Managing Oneself*, Peter Drucker explains how to do it. The keys: Cultivate a deep understanding of yourself by identifying your most valuable strengths and most dangerous weaknesses; Articulate how you learn and work with others and what your most deeply held values are; and Describe the type of work environment where you can make the greatest contribution. Only when you operate with a combination of your strengths and self-knowledge can you achieve true and lasting excellence. *Managing Oneself* identifies the probing questions you need to ask to gain the insights essential for taking charge of your career. Peter Drucker was a writer, teacher, and consultant. His 34 books have been published in more than 70 languages. He founded the Peter F. Drucker Foundation for Nonprofit Management, and counseled 13 governments, public services institutions, and major corporations.

## Book Information

Paperback: 72 pages

Publisher: Harvard Business Press; 1 edition (January 7, 2008)

Language: English

ISBN-10: 142212312X

ISBN-13: 978-1422123126

Product Dimensions: 0.5 x 4 x 6.5 inches

Shipping Weight: 1.6 ounces (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars Â Â See all reviews Â (400 customer reviews)

Best Sellers Rank: #2,187 in Books (See Top 100 in Books) #4 in Â Books > Textbooks > Business & Finance > Management #16 in Â Books > Business & Money > Skills > Communications #38 in Â Books > Textbooks > Reference

## Customer Reviews

Peter F. Drucker, born in 1918, is probably the 20th Century's greatest management thinker. He was Professor at New York University and currently teaches at the Graduate Management School of Claremont University, California. Drucker is the authors of numerous books and award-winning

articles. This article was published in the March-April 1999 issue of the Harvard Business Review. Today, knowledge workers outlive organisations and are mobile. The need to manage oneself is therefore creating a revolution in human affairs. Drucker gives advice on the management of ourselves. We need to ask ourselves the following questions: What are my strengths?; How do I perform?; What are my values? The author provides advice on how to answer these questions> Once these questions are answered we need to find out where we belong and what we should contribute. According to Drucker, "we will have to place ourselves where we can make the greatest contribution." But because we need to work with others we also need to take responsibility for our relationships. This requires us to accept other people as much as individuals as ourselves and take responsibility for communication. The author also identifies that most knowledge workers are not "finished" after 40 years on the job, "they are merely bored". He identifies three ways to develop a second career: (1) start one; (2) develop a parallel career; or (3) be a social entrepreneur. And managing the second half of your life requires you to begin with it before you enter it. Great article by the Master of Management on how we can manage ourselves. He recognizes the latest trend whereby knowledge workers are outliving organizations which result in them having/creating second careers. He provides advice on where to locate yourself based on your strengths, performance, and values. This article is an excerpt from his 1999-book 'Management Challenges for the 21st Century'. As usual Drucker uses his famous simple US-English writing style. Highly recommended, just like all his articles.

If you're like me, you were recommended this book by Tai Lopez. If that's the case, why are you reading reviews? (I.e., don't listen to just anyone.) This "book" isn't actually a book. It's a reprinting of an article published in Harvard Business Review January 2005, which I realized I had laying around the house! I read that first, then when I opened this book was rather shocked to realize it was an exact reprint stretched from 10 magazine pages to 50 in 24+ pt font size. Frankly, this book isn't a book by the standards you probably have. As other reviewers have lamented, Drucker mentions something important then just moves on, giving no steps on how to go about figuring it out. What you get is a barebones explication of managing oneself, and it has a few good insights. The semantic point aside---that it shouldn't be called a book---you will probably learn a few pointers about managing oneself. But you will be greatly disappointed if you expect there to be much more than an outline of what you should do in general. Here's what it covers: What are my strengths? How do I perform? What are my values? Where do I belong? What should I contribute? Responsibility for relationships The second half of your life You'll notice that they are mostly questions. The article

really seems to just be a (guided) impetus to think about certain important things in your life. The shortness of the book is really a reflection that YOU have to do the work of figuring out the answers.

This is not a book in the true sense, but an article printed in form of a small book. The size should not diminish in any way the quality of the writing. This is a small gem that one has a look at in a time of reflection. If you read it you will learn something from it because it has that ability to stir your mind and discover a fresh view. In essence the principles of self management are: know your own strength, know how you perform (method of learning and delivery) and personal values. You also have to know where you belong. This seems simple but it is difficult to realise that knowledge in practice. One other aspect discussed in this book is the question of personal contribution that you bring to the organisation, a favourite topic for Peter Drucker. Following from that, it is interesting to consider one's responsibility for managing the relationship with others. Finally, I found valuable the consideration for a career in the second life half. Now that I read that it makes sense to me. The discourse is short, sharp and practical. I think it is very useful for people who consider a second career in their life as a planned venture not as a move to better employment opportunities. Overall, great article, but I give it four stars because it is not a book. It should be made clear in the introduction somewhere that it is just that.

On par with George Leonard's "Mastery", this is one of those books that you can set your career too. 50 Pages of high level information on obvious, common sense aspects to career building, that most of us forget, or never focus on. I couldn't put this one down, and gleaned much wisdom from it. I would almost call this book "Drucker's personal insight on how to manage your life"

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