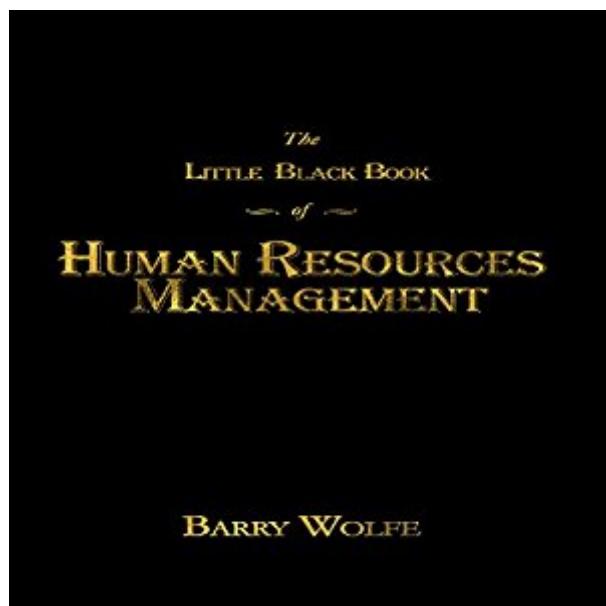


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# The Little Black Book Of Human Resources Management



## **Synopsis**

It's about the stuff you learn when you've worked for a boss you'd swear jumped out of a Dilbert cartoon; worked in a business whose performance careened up and down like a runaway clown car; faced legal or ethical problems that needed the wisdom of Solomon to sort out while they roiled your guts at night; and sat on the stand across from some third-rate Perry Mason or tried to be one yourself. It's about what you learn when you've knocked yourself out to put measurable six-figure savings back on the company's bottom line; or when an employee pleads for her job with tears in her eyes as she lies through her teeth to your face; or when you've faced down an employee who was spoiling for any chance he could get to sue your organization crippled; or maybe when you've dealt with the employee who told his supervisor he's going to shoot himself. Like most everyone else, whenever I've cleaned up some HR mess - or made one of my own - I would learn something that I tucked in my back pocket, to pull out as needed when something similar popped up. Some people call this their bag of tricks, or wisdom. I've always thought of it as my little black book.

## **Book Information**

Audible Audio Edition

Listening Length: 3 hours and 39 minutes

Program Type: Audiobook

Version: Unabridged

Publisher: The Expressive Press

Audible.com Release Date: November 12, 2015

Language: English

ASIN: B017UZCNJS

Best Sellers Rank: #79 in Books > Business & Money > Human Resources > Conflict Resolution & Mediation #749 in Books > Business & Money > Human Resources > Human Resources & Personnel Management #2193 in Books > Audible Audiobooks > Business & Investing

## **Customer Reviews**

Although I am interested in Human Resources, many of the principles in this book apply to most jobs. Barry Wolfe stresses the importance of knowing your co-workers and smiling at them when you look them in the eye. This instills trust and camaraderie when they realize you take an interest in them. Those in HR have to deal with the problems in the workplace without giving up the facts to other workers. I love how Wolfe pushes for integrity in the work place, not dictatorship. Make the rules clear so you don't have to judge each situation. This would appear like you many favor

one worker over another. And don't make exceptions, just one opens a dam of excuses from everyone who feels their circumstance is excusable. I love when Wolfe explains how to deal with bosses who try to push their ideas through without thinking of the consequences. He is kind, but the wisdom and humble attitude he shows helps to defuse the situation.

The name of Barry Wolfe's book, "The Little Black Book of Human Resources Management" reminded me of a golf teaching legend's book, called "Harvey Pennick's Little Red Book". Just as I would recommend Pennick's book to all golfers, I recommend Wolfe's book to all HR personnel, and to all business managers and executives. The story is told that a golfer once approached Mr. Pennick asking to be taught how to spin back balls shot to the green. Harvey is said to have replied. Do you usually hit the ball beyond the cup? The golfer replied "No". To which Mr. Harvey cleared the air with "Then why do you want to spin the ball back?" Both books have a feeling of authenticity, based on their own working experiences. To a golfer, Pennick immediately covers the back-spinning of a ball hit below the cup. So also does Wolfe deal with the good parts and the bad parts of HR, and the need in some cases to make drastic decisions. I choose for your interest some guidelines which Mr. Wolfe says were derived from his experiences.

**A Good HR Person:** A good HR person is a business partner who has to help how his company manages performance "how it formulates and communicates expectations, how it evaluates performance, and how it responds to performance problems".

**HR Persona:** The characteristics of the HR persona which are framed in people believing that the Department will help them get a fair shake in the organization. When HR has that reputation, the entire organization has that reputation.

**Writing:** Write rules that the vast majority of your people can live with, and manage the hard cases as they come.

**Working for the President:** Be loyal. Always look for ways to support the President to employees, and what is sometimes harder, to your peers.

**Training:** Important decisions: (1) to deliver leadership training; (2) how your business is going to support the content that the trainer delivers; and (3) determine whether the training content transfers into actual behavior changes outside of the classroom.

**Coaching:** The purpose of any coaching or disciplinary discussion is to get the person to change her behavior.

**Leadership:** to be a good leader, you must hold two beliefs:

- One:** Most people want to win. They want to play on a winning team.
- Two:** Most of the time, people conform to expectations.

**Substance Abuse:** See the proffered reason why alcohol is not as stigmatized as drug abuse.

**Cultural Change:** Top Executives, Managers, and supervisors must be change-

leaders; and provide leadership by example. Problem Children and executing  $\text{Ã¢â€¢}$  work at-will $\text{Ã¢â€¢}$ : See if you can find a parallel between the author $\text{Ã¢â€¢}$  terms  $\text{Ã¢â€¢}$  problem children $\text{Ã¢â€¢}$  and  $\text{Ã¢â€¢}$  attitude problems $\text{Ã¢â€¢}$  to work; and the home with an authority father saying ,  $\text{Ã¢â€¢}$  this is my house and I say so. If you can $\text{Ã¢â€¢}$  come around, find your own house $\text{Ã¢â€¢}$ ). Here $\text{Ã¢â€¢}$  my question. Could it be that the  $\text{Ã¢â€¢}$  work at-will $\text{Ã¢â€¢}$  procedure was made to protect or enhance the power of authority? Will that not always be a threat to an otherwise properly established HR system/culture, simply because it exists? There is much more in the book. I think it would be of interest to all HR managers and other company managers, though I think it would be most useful to someone in the early stages of setting up an HR system

The Little Black Book of Human Resources Management by Barry Wolfe. This book is a guide to manage human resources at your work, business or where ever it is that you deal with people. Instead of being a boring number guide of things to do and not to do is a well-planned book that is very well written in a very humorous way. Here he explains how to deal with the boss, with the peers, with the ones down in the scale of the organigram; with different persons that have different attitudes and how to do it without losing the touch and being hated by everyone. For example he explains methods on how to change the things that have to be changed in a person to make things run smoothly in the working place; this was one of the things that attracted me mostly because we know how difficult it could be to change a negative vindictive, jealous or you name it person, that is hurting all the background at the working place I guess some of this techniques can be used in a workplace even if we are not human resources managers

If you are in the field of HR or are considering it as your future career, this book should really come in handy. It isn $\text{Ã¢â€¢}$  full of useless facts or tidbits of information. Instead, it has some real world applications that can help you out from someone who has been working in the industry for over 15 years. There are things discussed that will help you with the bulk of your responsibilities and in turn, it explains what your responsibilities will be as well. If you are not into HR, it can tell you about what the HR faculty at your job has to go through, so maybe you can understand them a bit better. I learned some things that I didn $\text{Ã¢â€¢}$  know and the book is written in a way that isn $\text{Ã¢â€¢}$  hard to understand. I recommend it for people that are interested in how businesses work or are interested in what human resources work entails as a whole. It may not be as simple as you think.

A recent business graduate, I was recommended this book by a coworker of mine. Just starting out I

am trying to figure out my place and this was an enjoyable way to do some research outside the office. The author presents the information in a clear and funny way. It also did not seem to be information that would be exclusively for HR. I can see everyone from staff to upper management gaining something from this book. It is also interesting to get a peek at how things may work in the upper ranks. Obviously not every organization has these great ethics or motives in mind, but I enjoyed learning about what I should be looking for in great leaders. Even if I do not plan on pursuing a career in HR I am glad to have read the book. The book is useful for so many audience and really does not seem to be specific to one industry / field. There are plenty of tools I personally enjoyed reading about and I find students or people entering business would enjoy learning about these tools as well.

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