

# The Professional Secretary

volume 2

Management Skills

*The Professional Secretary* contains, in two volumes, all the core skills that are needed by any secretary seeking promotion or a move into management. These practical and comprehensive texts will meet the varied needs of secretaries who want to

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- acquire skills that will help them achieve executive secretary/PA standard;
- break through the 'glass ceiling' and into management.

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## VOLUME 2: Management Skills

This second volume is concerned with achieving effective management skills. It covers team management, time management, solo management, and methods of motivating, influencing and communicating.

'Organising time, people and the office requires distinctive management skills for any secretary. This definitive, practical book captures all you need to know'

Onay Faiz,  
former editor *Office Secretary* magazine

**John Spencer** is the Managing Director and specialist trainer/lecturer at APW Training Ltd. **Adrian Pruss** runs an independent management consultancy. Both have extensive practical knowledge of training and of personal and professional development.

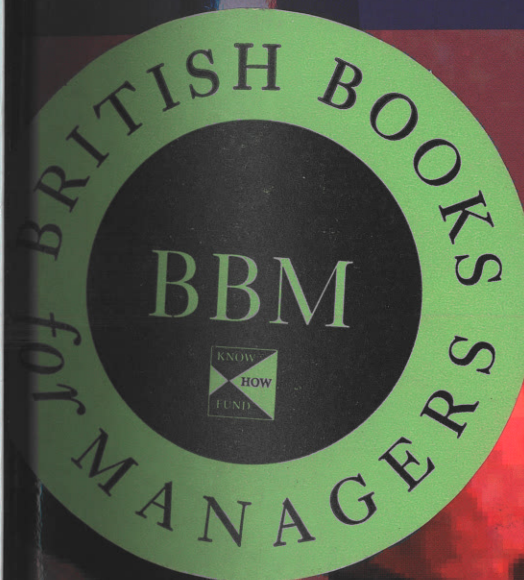
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The Professional  
Secretary  
Volume 2

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# The Professional Secretary

## Volume 2

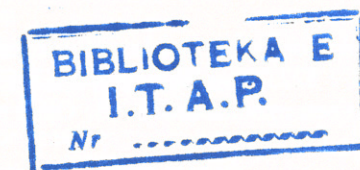
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**MANAGEMENT SKILLS**

John Spencer and Adrian Pruss

The companion volume to this book is

*[The Professional Secretary Volume 1]*  
**COMMUNICATION SKILLS**



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# Foreword

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A secretary is a manager, but is seldom given the credit for being so. She, or he, is the oil that lubricates the grinding cogs and wheels of corporate organizations to ensure a smooth running of day-to-day business. The backbone of any organization, the secretary's management skills must be developed to an impeccable and excellent standard, but all too often, when it comes to personal development and management training, the secretary is the office's forgotten breed.

During my time as the editor of *Office Secretary* magazine, the largest circulation secretarial business journal in the UK, I found a remarkable trainer and presenter, empathic to the secretary's struggle for recognition and eagerness to better her status at work. And together John Spencer and I created management level training to offer a personal development programme just for secretaries. John's background in training at blue chip company director and manager levels gave him a clear understanding of what kind of support these people constantly need from their secretaries, and his expertise in good management methods lent itself to the creation of a highly relevant, informative and practical training programme for the background managers, the front-liners, the miracle workers – the secretaries.

This book is the second of two by John Spencer and his colleague Adrian Pruss that are the offspring of those highly successful courses, now run by John and Adrian's training company, APW. The first focuses on communications skills, a basic and vital ingredient for all secretaries, and covers written and telephone communication, meetings organization and participation, and assertiveness skills. This, the second book, is the management skills volume, a crucially important tutor and guide to understanding what good management is, and how to apply it.

Within its pages you will find a lively and refreshing presentation of time management techniques, with a particular sympathy for and understanding of the often delicate circumstances, and of managing the secretarial team, where a senior secretary must exercise all the skills of a person manager to run an efficient administration team, from task training to counselling and maintaining discipline. The book will also guide you through important rules and methods of good communication, and show you how to use positive influencing skills to achieve your work requirements. Not forgetting that the secretary is a lone tower, whether in a large or a small organization, the authors devote part of the book to the 'Lone Arranger', the secretary who has to cope with everything without a support team.

What makes this book different from the rest? Spencer and Pruss irreverently toss unusable, standard, management myths and fables into the bin and replace them with