

communications, vision, trust, and emotions. And since managers in our culture tend to be better acquainted with and over-rely on the strong forces, it is necessary to spend more energy on the subtle.

Although this book aims to support professional development along all three lines, it has an undercurrent of emphasis on EI. By no means does it neglect such important farm realities as organization charts, minimum wage and unlawful discrimination laws, safety rules, and disciplinary action. But the authors believe that even discussion of these topics can be accompanied by consideration of individual motivation, social exchange, perceptual bias, trust, emotional triggers, conflict management, negotiated problem-solving, cultural values and perspectives, and their neighbors in the EI world.




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## **Getting up and Keeping up as a Manager of People**

Agricultural personnel management is part of a large, dynamic professional field. The people who practice it have to understand human behavior, organizations, laws, labor markets, technologies, and the whole of their business situations. They need information beyond what they can acquire through firsthand experience. Most, however, face the dilemma of being strapped for time by an abundance of day-to-day problems with which they could, ironically, cope better if they were more knowledgeable. Few can devote large blocks of time to either formal or self-directed study, and even those who do find that too much knowledge loses currency as the world moves along.

People who want to continue their development as agricultural labor managers can tap a wealth of resources. The references suggested in this book and its companion website include (1) magazines, newsletters, and journals with substantial, regular coverage of personnel management topics, some of them produced by professional associations; (2) government fact sheets and guidance primarily on regulatory topics; (3) classic and contemporary books on

management; and (4) websites providing access to material that corresponds to any or a combination of all these.

Setting aside as little as one hour per week for reading periodicals, books, and online sources can lead to acquisition of numerous useful ideas over the course of a year. While material that is interesting to managers is concentrated in these references, articles on various aspects of human resource management also turn up in industry, general interest, and news publications. Informational and educational items about personnel management can be found in publications such as *Business Week*, *Time*, *American Nurseryman*, *Western Fruit Grower*, *Ag Consultant*, *California Farmer*, *Western Grower and Shipper*, *The Dairyman*, *American Vegetable Grower*, and newspapers, especially those with extensive business sections (e.g., *Wall Street Journal*, *Los Angeles Times*, *Denver Post*).

Newsletters are generally briefer and more narrowly focused than the other types of publication. Several good newsletters are issued by employer associations, government agencies, and commercial publishers. Most professional associations distribute one or more newsletters to their members.

