



About the author

Michael Armstrong is an honours graduate in economics from the London School of Economics, a Companion of the Chartered Institute of Personnel and Development and a Fellow of the Institute of Management Consultancy.

This book is largely based on Michael Armstrong's hands-on experience as a personnel practitioner, initially in the engineering industry, specializing in industrial relations, and then in the engineering and food industries as an employee development specialist.

For 12 years he was an executive director with responsibility for HR in a large publishing firm and for three years of that period also acted as general manager for an operating division. For a further 10 years he headed up the HR consultancy division of Coopers & Lybrand. He is Managing Partner of e-reward.uk and also practises as an independent consultant. This experience has been supplemented recently by a number of research projects carried out on behalf of the Chartered Institute of Personnel and Development. These covered the personnel function's contribution to the bottom line, strategic HRM, incentive pay, job evaluation, team rewards, broad-banded pay structures, and performance management. He was Chief Examiner Employee Reward for the CIPD from 1997–2001.

His publications for Kogan Page include *Reward Management*, *Performance Management*, *How to Be an Even Better Manager*, *A Handbook of Management Techniques* and *A Handbook of Employee Reward, Management and Leadership*.