

# What do managers do and what generic skills they need?

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# Flow

- Management-Roles
- Pointers on good managerial practices
- Generic Skills for Managers
- Managerial Imperatives for continued growth

# What is management?

The *planning, controlling, leading* and *controlling* of human and other resources to achieve organizational goals *effectively and efficiently.*



# Mintzberg managerial roles

## INFORMATIONAL

Monitor

Dissemination

Spokesperson

## INTERPERSONAL

figurehead

Leader

liason

## DECISIONAL

Entrepreneur

Disturbance  
handler

Resource allocation

negotiator

# Getting the best out of your “*Employees*”?



**Average** managers play checkers







**Great** managers play chess



*Good managers discover what is unique about each individual and capitalize on it*

# Know about your Direct Report

- What are   strengths?
- What are the triggers that activate those strengths?
- What is   learning style?

# MAKE THE MOST OF STRENGTHS



to recognize a person's strengths and weaknesses

To identify strengths

ask,

*"what was the best day at work you have had in the past three months?"*

To identify weakness

ask

*"what was the worst day you have had at work in past three months?"*

Reinforce an employee's self-assurance

# What if the employee fails?

Always explain failure as a lack of effort.

## Handling *Repeated* failure

Provide relevant training.

Find  a partner.

Rearrange  in a different work



# TRIGGER GOOD PERFORMANCE

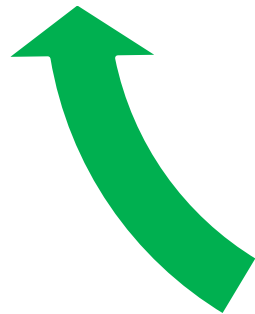
- *Time of the day, supervision, delegation of some basic powers*
- *Recognition, not money* – the most powerful trigger

# TAILOR TO LEARNING STYLES

Watching

Doing

Analyzing



# Generic Skills for Effective Managers

Self  
Development

Decide  
priorities

Avoid  
Conflict

Goal  
Setting

Lead by  
Example

# Three Imperatives

- Manage YOURSELF
- Manage YOUR NETWORK
- Manage YOUR TEAM

# Testing on the Three imperatives



# Managing Yourself

**1. Do you use your formal authority Effectively?**

2. Do you create thoughtful but not overly personal relationships?

3. Do others trust you as a manager?

4. Do you exercise your influence ethically?

Need Progress

Strength



# Managing Your Network

**5. Do you systematically identify those who should be in your network?**

6. Do you proactively build and maintain your network?

7. Do you use your network to provide the protection and resources that your team needs?

8. Do you use your network to accomplish your team's goal?

Need Progress

Strength



# Managing Your Team

9. Do you define and constantly refine your team's vision for the future?

10. Do you clarify roles, work rules, team culture and feedback about team performance?

11. Do you know and manage your people as individuals as well as team members ?





# Managing Self

**CONNECT** with others

Build **TRUST**



The foundation  
of all forms of  
influence

Effective  
Manager Should  
Posses...

SELF  
AWARENESS

SELF  
MANAGEMENT

# Managing Network

- **DISCUSS** with all before taking any decision
- Proactively **ENGAGE** the organization
- **BUILD** and **NURTURE** a broad network

# Managing Team

- *COLLECTIVELY & INDIVIDUALLY understand goals*
- How to COMMUNICATE
- COLLABORATION systems

Do you use daily activities as problems to pursue the three imperatives?

# Key skills

- Leadership and people management
- Communication skills
- Collaboration skills
- Business management skills
- Finance management skills
- Project management skills

# SHOULD DO...

- TRY
- LEARN
- OBSERVE
- INTERACT
- EXPERIMENT
- PUSH YOURSELF
- ASSESS YOURSELF

Thanks

## Mintzberg's Managerial Roles

Category	Role	Activity	Examples
<b>Informational</b>	<i>Monitor</i>	Seek and acquire work-related information	Scan/read trade press, periodicals, reports; attend seminars and training; maintain personal contacts
	<i>Disseminator</i>	Communicate/ disseminate information to others within the organization	Send memos and reports; inform staffers and subordinates of decisions
	<i>Spokesperson</i>	Communicate/transmit information to outsiders	Pass on memos, reports and informational materials; participate in conferences/meetings and report progress
<b>Interpersonal</b>	<i>Figurehead</i>	Perform social and legal duties, act as symbolic leader	Greet visitors, sign legal documents, attend ribbon cutting ceremonies, host receptions, etc.
	<i>Leader</i>	Direct and motivate subordinates, select and train employees	Includes almost all interactions with subordinates
	<i>Liaison</i>	Establish and maintain contacts within and outside the organization	Business correspondence, participation in meetings with representatives of other divisions or organizations.
<b>Decisional</b>	<i>Entrepreneur</i>	Identify new ideas and initiate improvement projects	Implement innovations; Plan for the future
	<i>Disturbance Handler</i>	Deals with disputes or problems and takes corrective action	Settle conflicts between subordinates; Choose strategic alternatives; Overcome crisis situations
	<i>Resource Allocator</i>	Decide where to apply resources	Draft and approve of plans, schedules, budgets; Set priorities
	<i>Negotiator</i>	Defends business interests	Participates in and directs negotiations within team, department, and organization