

A Good Manager: Fundamental Need

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Abstract : The success of any business depends heavily on the effectiveness of its managers. Good managers need to make the right decisions and ensure the business is able to exploit any opportunities open to it. At the same time, a good manager protects the business by anticipating and acting against any threats to its welfare. The purpose of the articles is to identify the importance of a good manager in attainment of business strategy. Detailed literature review is undertaken in order to evaluate the role of a good manager in successful attainment of business strategy. The study revealed that human resource undoubtedly is an unpredictable resource with multicolored behavioral attributes; if these attributes are truly discovered and utilized then they definitely contribute in value addition of an organization. Also the need is felt to look into the impact of a good manager on employee and employer's attitude if is truly practiced.

Keywords: Synergy, Teamwork, Management Theory, Self Leadership.

Introduction

The success of any business depends heavily on the effectiveness of its managers. Good managers need to make the right decisions and ensure the business is able to exploit any opportunities open to it. At the same time, good managers protect the business by anticipating and acting against any threats to its welfare.

There are many dynamic concepts and theories considering the question of; what makes a good manager? Both classical and modern thinking suggests various approaches and management styles. The authors have elected to present a brief introductory literature review describing the key concepts of management style and the major theories supporting these concepts. Having chosen the topic the next step was to set out a number of objectives on which to base the study.

Objective of The Study

The objective of this review paper is to provide knowledge about the importance of a competent manager in managing an organization. This paper particularly seeks to look into what existing research suggests about the following topics:

- To provide brief idea about management and different theories of management.
- The different roles of manager in today's complex work environment and to make the organization successful.

¹Executive Director, HR & Administration, PHP Family

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- How to increase the efficiency of the manpower and management's responsibility towards morale, job satisfaction and motivation?
- How to create a sophisticated aptitude management environment?

Methodology

This paper has been written on the basis of secondary information. The secondary information collected from published books, scholarly journals, research papers, newspaper articles and the Internet.

Literature Review

Definition of Management & Management Theory

Management as defined by (Kreitner, 1995) page 4 is a process of working with and through others to achieve organizational objective in a changing environment. Central to this process is the effective and efficient use of limited resources. (Laurie J. M, 1996) Posit that management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. The key aspects of management are getting things done through people in an effective, efficient and economic manner in order to achieve the organization's objectives. It is the effective and efficient use of related resources, human, material, capital for the actualization of a goal known as the overall Organization's goal.

Management is 'The art of getting things done through people. Managers give direction, provide leadership & decide how to use resources to accomplish goals'. (Govindaraja & Natarajan, 2005)

'Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources'. (Flamholtz E. G. (1996)

There are many definitions of management. Classical theorists such as Fayol and Taylor believed in applying universal principles to achieve 'one best way' of management. Henri Fayol emphasized 'command and control' and taught the five functions of management as; planning, organising, commanding, coordinating and controlling. Taylor in the Principles of Scientific Management (Taylor, 1911) taught that there was 'one best method' of management based on the scientific study of each task. Taylor would not have approved of the focus on the individual, as later developed by Elton Mayo using the Hawthorne experiments which highlighted the importance of social interaction (Mayo, 1949). The work of Mayo was a radical concept in its timeframe. In a review of approaches to management Crainer states that Mayo's studies 'were important because they showed that views of how managers behaved were a vital aspect of motivation and improved performance' (Crainer, 1998). Given Taylor's obsession with control and self-discipline, it is unlikely that he would have understood such a theory. The work of the classical theorists is often criticised for ignoring and being unaware of the complexity of human behaviour and the importance of worker's feelings and the work environment. Despite criticism the

'one best way' theory receives a considerable amount of support. Peter Drucker states that 'Taylor may prove a more useful prophet for our times than we yet recognize... Taylor's greatest impact may still be ahead' (Drucker, 1981). Douglas McGregor's ideas about managerial behaviour had a profound effect on management thinking and practice. His Theory X and Y ideas were informed by motivation theorist Abraham Maslow's suggestion that one factor of worker dissatisfaction was managerial behaviour. The Human Side of Enterprise (McGregor, 1960) introduced humanistic values into management thinking. These values supported efficiency, measurement and control, all elements of traditional scientific management. Theory X suggests that people do not like work and that direct pressure must be exerted to get them to perform. Theory X managers would be autocratic and highly task oriented and show little concern for worker's attitudes. Theory Y assumes that employees are creative and eager to work. Theory Y managers promote job satisfaction and consider worker circumstances. McGregor realises these theories could be unrealistic in practice, but wants managers to put into operation the basic assumption that staff will contribute more to the organisation if they are treated as responsible and valued employees. In Herzberg's Two Factor (motivation/ hygiene) theory it is suggested that management should never deny workers proper treatment. Herzberg's theory has been widely read and fits in well with Maslow and McGregor's emphasis of the value of intrinsic motivators suggesting that it is an important skill for managers to be able to motivate, communicate, give feedback and allow workers greater responsibility in planning and controlling their own work. Peter Drucker suggested that management was not a rank or title, but a responsibility and a practice, and that the skills can be taught and studied. His five basic principles of management are:

Management theory continues to evolve. More recent theories have included The Systems Approach, The Contingency Approach and Peter Senge's concept of 'The Learning Organisation'. All theories suggest that management need to practice certain skills to be successful. In the next part of the paper we highlight some of these skills.

- Setting Objectives
- Organizing
- Motivating and Communicating
- Establishing Measurements of Performance
- Developing People

Management theory continues to evolve. More recent theories have included The Systems Approach, The Contingency Approach and Peter Senge's concept of 'The Learning Organization'. All theories suggest that a good manager need to possess certain skills to be successful. In the next part of the paper we highlight some of these skills.

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Findings

The People Manager

A good manager is the people manager. He treats people fairly, honestly and considerately. He gets the most out of others and gives the most. He cheers his people up & breeds and develops synergies within the team.

The good manager believes that one of the main values is teamwork. He cheers his people up and organizes synergies within the team. Synergy is based on the principles of creative cooperation. The essence of synergy is to value differences- to respect them, to build on sharing, to compensate for weaknesses. It is based on the belief that people collectively are 'able' to produce greater learning & better outcomes than they can produce alone. Synergy requires a high degree of communication, trust and cooperation.

It is rather wise to have an employee with half the academic credentials and twice the team spirit, because without that we get nothing. So, a strong team is required. A mediocre team gives mediocre results, no matter how well managed it is.

Think of a football team. If you assemble all the best players in one team but they don't practice team spirit, they will lose to a much less qualified group with a good team spirit. So, people must feel like a team, think like a team and work like a team. Only then team will succeed.

Just as you lubricate a car, in the same way you have to service and lubricate your people. If you do this on regular basis, they will work much better, because people also need attention the way a machine needs oiling and greasing. Personal attention is required to avoid costly breakdowns in efficiency and morale.

A people manager is the team manager. The team manager is the real professional manager of the company who is just natural, honest and is interface with the outside world.

The Guide

A good manager selects the right person in the first instance and trains and assigns them. When recruiting people, the manager reads the buying signals. That means finding out everything you can about the candidate- from the ages of his kids to the work status of his spouse. Then he gets prepare to respond. So, a good manager hires carefully and don't hesitate at all to fire, if necessary.

A good manager takes proper care of the introduction of a new comer in the team and gives him the fairest and most considerate treatment and explains clearly what the company expects out of him. He makes him aware of the values and culture of the company including management philosophy, concerns and priorities. He knows that people judge him by his consistency. So he is careful and practical. He influences people more by his behavior than by his words. He guides the new comers to be clear in thought, firm of will, precise in speech and perfect in action. If one approach fails, he tries another, then others- till the aim be achieved. He never merely asks 'who will bell the cat' and tries to close the

debate. He enquires himself on a daily basis: Are you running the business or is the business running you.' He looks for the problem before it finds him.

A good manager wants people to learn how to get good people, how to coach them and what it takes to get good performance. The way new hires are handled during their initial weeks on a job will go toward determining weather they will become productive and enthusiastic contributors. With this in mind, he does not leave anything to chance. He knows that it is hard to be productive without genuine enthusiasm.

A good manager makes ordinary people achieve extraordinary performance. He knows that he can never have perfect people to work with. Some people are born stupid; some never appreciate anything; some are greedy and some are always complaining.

The Participatory Manager

A good manager gets his people involved, delegate's responsibilities: through clear and frequent communication he finds out what motivates everyone and stimulates the involvement of all team members.

He recognizes his people as individuals, talk to them, and sympathizes with them, involves and appreciates their work. He involves his people in such a way that they feel that they are important. He produces an atmosphere of working together which keeps the manager and his people on the same side of the fence. He involves people as much as possible, because he knows that the more he can create an atmosphere of working together, to help each other, the better the results will be. He is a good assistant to his people and genuinely enjoys interacting with them. He maintains wide range of personal contacts within the organization.

Communicating Skills

The 500 most commonly used words in the English language have collective 14000 dictionary definitions. This yields an average of 28 meanings per words. While communicating, the good manager remains careful about the effective meaning he intends out of these 28 meanings. He knows, words are just symbols, not realities and words don't have meanings, people do. So, communication, oral or written should be plain, clear and simple. He makes his people aware of the communication basics and about the causes of communication right, to ask questions viz who, what, why, where, when and how.

The good manager makes clear and frequent communication with everyone, no matter how low down he is in the hierarchy. Working with the boss is more stimulating than working for the boss. When employees feel that they are working with the boss, a sense of belongingness arises which generates a real teamwork? It makes people feel that they are really part of the team and partners to progress and prosperity.

If the communication is good and converse also follows, he is a good and effective manager. The sole panacea for every problem understands which is

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possible through communication where all people involved can feel good: "I am right, you are wrong" but "We may both be right because we perceive the situation differently"- is a situation that derives from communication and dialogue.

Body language is the unique non-verbal channel of communication, by which we convey information, or express ourselves through conscious or subconscious gestures, body movements, and facial expressions. Body language comprises body gestures and verbal signals. Many signals are inborn, some are learned, others are genetically transferred, or acquire in different ways. A person may stand in a particular style which could be cultural, e.g. shrugging which is so common to the Americans that it is identified with their culture.

Most of the basic communication gestures are similar worldwide. People laugh when happy or amused, cry when sad and frown or glare when angry. Nodding the head indicates affirmation or 'yes'. 'No' is indicated by shaking one's head from side to side. The good manager is always careful about language and also makes his people aware of it.

Delegation Skills

Delegation is nothing new to executive behavior. The future Generals are chosen from the Colonels. So, much time and care must be spent choosing the Colonels. That is why delegation is so important. The good manager delegates as much as he can to maximize his output and to do his real work which is to organize, plan, develop his people and think ahead. He looks into the future and develops leaders and does not occupy himself with day-to-day supervision.

It is being recognized that the great majority of our Mills and Factories will be kept running long after every present employee is dead or gone. If this is true, it is better to prepare the way of succession by careful planning and organization so that such inevitable changes are not allowed to take place on an emergency basis. Delegation is the most effective tools available to good manager in preparing the way for his successor. It is also a constructive social act and builder of people.

A good manager transfers his skills to his people. This is an exciting goal but it can be threatening to a manager who worries that he is training his replacement. But the fact is that the world has an infinite amount of work to be done and there is no shortage of jobs for good managers.

Motivation Skills

A good manager exercises leadership in order to motivate people to work to the best of their ability and smoothly together as part of a team. He exposes himself and does not lose his personal contacts. He believes that an organization should be a group of people working together, not a bloodless creation, held together by means of paper clips. Memos/ mails and messages cannot answer questions. They don't have any persuasive personality. Moreover, the fewer the mails/ memos are written, the more the time will be available to do the real job: getting to know the people and helping and leading them.

The human appetite for praise is enormous. Everyone craves for praise, from the Prime Minister of a big Country to a cleaner in a lavatory. So, the smartest thing a good manager can do is to make it more that they get it and fairly often. He gives credit for little things as well as big. When he achieves great results, everybody involved share in the credit and feel good about it.

The good manager remembers names of his people and calls them by names. When he acts in the way, then everyday is pay-day to his people. What he says he means it and practice it himself. According to him talking is not enough. If you want safety, you have got to practice safety. If you want neatness, be neat yourself. If you want promptness, be prompt yourself. Your practice will motivate your people to be perfect. No doubt, creating a productive environment is a particular challenge, because it requires different approaches depending on the context. So, a combination of different approaches is usually required for achieving this, but one element that almost always increases productivity is providing an information system that empowers employees. A culture that encourages employees to work together, share ideas and remain highly motivated, are also essential for this.

The good manager makes effective use of them. He wishes all on their birthdays and marriage anniversaries. Regard always needs to be mutual. Human beings are creative not just of reasons, but also of emotions. He appreciates the good in everyone. He knows that motivation can bring changes in attitude, changes in everything.

Kind word can cause wonders. A good manager knows that, kindness must be backed by a determination to see that a job is well done. He makes his people feel that the organization is their baby. He knows that the three traits-interest in and affection for people, power of personality and scientific trend of mind- are the requirements for motivating people and executive success.

The Developer

Developing people is the most important task of a good manager. He knows, management is not only the direction of things- it is also the development of the people. He maintains employee development schemes, gets down to detail and finds out and checks whether his people are really being developed. To help them in their tasks, he thinks of himself as being as an assistant to them. When he does this effectively, not only his own tasks be done better, not only he paves the way for his own promotion, but also he gets a group of able and well-trained people completely devoted to him, with good reason too. This also will have people ready to take over from him when there is an opportunity for promotion to a higher position.

One of the most important things to keep people happy is to give them an opportunity to learn and develop. The only way to be sure of an adequate supply of capable personnel is by constant emphasis on training the people at work. Training develops and on all of the benefits, training program is number one. It is a great way to get anyone in the Company involved with training and it does not take a lot of anyone persons' time or money. A good manager knows that his

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job is not threatened by his deputies. People are rewarded by helping others to succeed.

The good manager emphasizes his people's future career. He accepts to lose out good team member if a transfer is beneficial for their future career. He cheers people up, supports them, assists them if needed and accepts mistakes. In fact, everybody make mistakes. The good manager when makes a mistake admits it freely. He advises his people to learn from the mistakes of others since life is too short to try to make them all own self. He says: the man who stopped criticizing himself has stopped developing.

The Change Agent

He evaluates, gives recognition, says thank you, takes disciplinary actions, or re-orientates his people: He gives explanation to everyone about decisions that were have an impact on the person himself.

What a good manager wants to know are the strength of his people. He looks for strength and ignores weaknesses. He sees what his people can do and what they have done. He looks for the man in team who can do the job. He used to sit and agree on the targets and standards of performance that people should achieve. He receives results against the target or standard and discusses weakness of the people, if any, agree where improvements are needed and how they should be achieved. He squeezes the full benefit from the strength of his people and does not bother about his weaknesses.

The good manager shows respect to the opinion of his people and considers probabilities and options. He works with them together and appreciates the good in everyone. Without destroying earlier structure he seeks to build a new facet. He recognizes his people and their performances. In dealing with people he is just sincere and above board. All human beings have a need for recognition, for attention. It is a fact and that fact he recognizes always to get the desired results in dealing with people.

The good manager realizes that his men have the right to an opinion to their own, that they don't appreciate having their views ignored. He does not make plans and decisions without first getting their opinion and advice. He may sometimes have to overrule his subordinates but he never fails to consult them. He never forgets to do something extraordinary in return for the employees who gives extraordinary efforts and generates good ideas for the Company. He knows that a subordinate will respect if his aspirations are respected by the Authority.

'Discipline' means following the rules, regulations, procedures and code of conduct by the employees of an organization in the manner and sense in which they are prepared and communicated. The good manager tries to conform his people to the rules of the organizations through self-control and self-imposed discipline when they know that any breach of the same is likely to harm their employment.

The good manager disciplines his people and takes disciplinary actions judiciously as and when required. He is always unbiased and impartial. While

taking disciplinary actions, he follows the legal provisions and the rules of the Company and maintains the principles of natural justice. He never punishes anybody unheard and always considers the extenuating circumstances carefully. He reprimands privately and saves face of the accused. His objectives for punishing, is usually-

- ▶ To reform the offender
- ▶ To deter the accused from repeating the same action, and
- ▶ To maintain discipline and integrity among the people at work in the Company.

He is fair and consistent in maintaining discipline and makes decisions quickly. He ensures transparency and equal treatment to all. He gives an explanation about the decision that were taken during the personal hearing held on the basis of the grievance petition and which have an impact on the person himself. The good manager re-orientates his people, if necessary, and encourages them toward achieving goals within the time frame under his guidance.

The Modern Manager

A good manager sets objectives (S.M.A.R.T) and manages performance: he sets clear objectives, takes care of the up, measures and evaluates the achieved objectives. He not only knows the objectives of his unit or department, but also actively participate in setting these objectives and takes responsibility for them. Once the objectives are settled, he controls performance with his team within the general framework of the rules of his organization. He makes everyone aware of the objective of his own unit or department and the objective of the unit or department with whom he has to work.

The prime resource, the valued involvement of any organization is its people. Money matters, but the human beings who work there matter even more. The good manager makes improvement of the performance ,of the people in the existing job, follows up, measures and evaluates the achieved objectives and develop potential through TNA based training, coaching and counseling for better future performance.

There are five types of work that could be incorporated in our “balanced work portfolios”. Thus first 2 types are paid, while the latter 3 are instances of free work:

- Wage and Salary work: Where we are paid for the time that we give.
- Fee work: Similar to wage and salary work except that the payment relates to results achieved rather than to time spent on the task.
- Home work: All the activities that occur in the house.
- Gift work: The work done outside the house for no fee.
- Standard Work: Including training, learning and reading.

The focus of the efforts of a good manager should be results rather than work. It is not the amount of work and effort which he puts in that is important but it is what he actually produces. That is what really matters.

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Modern management-

- Is based on results.
- Accepts that mistakes will be made and that they are to be forgiven and learnt from (In the way we can build success from the experience of failure).
- Aims to promote living within the Organization.
- Expects uncertainty.
- Promotes trust rather than control.

The good manager believes in Self-management. His tool for self-management on a weekly basis, involves the key activities of-

- Identifying the various rules we perform.
- Selecting our goals for the week. (What to do, When to do, How to do, Who to do, Where to do).
- Scheduling our activities to achieve our goals.
- Adapting on a daily basis.

A good manager, always think out something outside the box which are original, contributory and new. It is this only this, which justifies his retention on the payroll.

A good manager is always aware of increasing staff, unless it is absolutely necessary, because it has many bad results. It wastes money, it wastes time and it results in work being badly done. So, when additional staff is asked for his first reactions is "No". More often than not, if extra staff is not given, a simpler way will be found to do the job. Moreover, the less emphasis there is on "inside" things: staff matters, departmental quarrels, misunderstandings etc., which takes up so much time and energy. If a manger spends more than about a tenth of his time dealing with problems arising out of his own work force, then something is wrong. A manager can only become really effective if he is dealing with "outside" matters.

Things are always changing. An organization must never stand still. Unless an organization changes also and keeps up-to-date it will be left way behind. A good manager is flexible and learns to change his thinking so that he is always on the alert for new developments and changes. He tries to keep ahead of changing conditions. This helps to raise the standard of everyone with whom he works and the emphasis throughout an organization becomes one of improvement.

The good manager measures and evaluates the achieved objectives and follows-up constantly. He makes it clear to his people what constitutes success and how they should measure their achievements. Unachievable goals weaken an organization. When giving performance feedback to the subordinates, he ensures that the feedback is credible, specific, and constructive and is accompanied by concrete examples of poor or good performance. Poor performance can stem from a poor working environment, improper motivation and poor job skills.

Conclusion

With learning as the key to changes education has to become a simple best important investment that any person can make in their own destiny. Education & learning are lifelong activity, not something that stops at age 18. Organization will increasingly need to become Learning Organizations where the organization itself learns while also encouraging its entire people to learn. An important aspect of learning organization is that they 'care' for the individuals. An attitude of caring is essential for a climate of trust to develop within the organization.

There is no magic formula for good management, of course, but the ideas that are provided above, will help to become more effective manager.

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