



Managing **the** Manager



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About the Tutorial

The Senior Management in a company chooses persons as Managers depending on their reputation in front of their subordinates and the general observation about them. These observations often point towards many of the significant characteristics of a good manager and a great leader.

In this tutorial, we will discuss in detail about the nuances of how a company handles its managers and what kind of skill sets they should have.

Audience

This tutorial offers a brief insight into how the top management wants a manager to perform. It is helpful especially to those people, who have just been promoted to the managerial level, or are in queue to becoming one.

Prerequisites

Before proceeding with this tutorial, you are expected to know the organizational model of your company and the hierarchy of reporting as well.

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Table of Contents

About the Tutorial.....	1
Audience	1
Prerequisites	1
Copyright & Disclaimer.....	1
Table of Contents	2
1. CHOOSING A MANAGER.....	3
2. MANAGING THE WORK CULTURE.....	5
3. HOW MANAGERS MEET EXPECTATIONS.....	7
4. MANAGING NEW TRANSFORMATIONS.....	9
5. MANAGING THE TEAM	11
6. FACTORS AFFECTING A MANAGER	13
7. MANAGING VARIOUS TEAMS	18
8. PITFALLS OF MICROMANAGING	20
9. MANAGING SHORT & LONG-TERM GOALS	21

1. Choosing a Manager

The Senior Management in a company chooses employees as managers depending on their reputation in front of their subordinates and the general observation about them. These observations often point towards many of the significant characteristics of a good manager and a great leader.

An ideal manager should usually exhibit the following behaviors and qualities:

- Credible with the customers
- Attentive towards the job
- Driven by internal motivators
- Polite to clients and subordinates
- Empathetic towards everybody
- Passionate towards the designation
- Engaging sportively in the job
- Presentable in front of clients and customer
- Good Listener

While it is very important to make new managers understand the elements of the art of managing, what it takes to do so is a very different aspect.



Channeling the Inner Manager

A true manager is so nurtured that he excels at five basic areas of skill development, which are:

- Good communication skills.
- Efficient presentation skills for carrying out team meetings.
- Strong command over the company's process in relation to the business.
- Efficiency when it comes to doing Business, and
- A mastery over industry operation and the marketplace.

A manager does not ever completely remove himself from the previous profile he was in. In many different enterprises, a manager is expected just to manage, while at other enterprises, a manager is actually responsible for a certain number of clients. A manager is expected to meet his target while ensuring that his team does it too.

When a manager had built and had forged a great deal of relationships while acting as an executive, the companies reason that there is no reason that he needs to lose any of the rapport and momentum just because he is now a manager.

In an enterprise that follows this philosophy, a manager would be greatly involved with the clients during the conduct of the entire process. He remains the single point of contact for all his high-profile clients.

Exclusive Qualities of a Manager

An ideal manager should possess his own exclusive qualities and characteristics, which includes an ambition for achieving the required targets, while being caring towards the subordinates. Most companies keep an eye on such people at the supervisory level, so that they can be guided and promoted as managers.

- A manager should be dedicated towards the process and be driven by motivation. However, he should also abide by the ethical way of conducting business.
- He needs to be supportive towards the staff and understanding in nature as these will be his weapons.
- He should be able to help his employees and clients alike, motivate the sales team and collaborate with all the other members of the organization.
- In addition to all this, he has to be empathetic towards everybody in his team.

Finally, managers need to be morally sound, passionate towards their work, but they should exercise patience when solving problems. A "can do" manager is result-oriented rather than being process-oriented.



2. Managing the Work Culture

Before having a glance at some of the hurdles a professional may face as a new manager, it is crucial for his seniors to provide him with a deeper perspective of the company's corporate and departmental cultures. The work culture that a manager inherits may either be positive, negative or indifferent depending on the larger environment of the corporate.

In general, culture is an extremely broad topic to be discussed, whether it maybe within an organization or within an industry. In this scenario, culture is not related to an individual's country of origin, religion or ethnicity, but to the encircled feeling that the individual gets while working under a specific industry or designation.



The total work culture can be further subdivided into three major sets of culture, which are:

- The culture within the whole industry,
- The culture within the company and
- The culture within the specific department of that company.

This perplexing truth behind work culture is that the cultures do not align properly and tend to overlap on each other, which might not be a bad thing at all. In fact, it is observed that the more it is overlapped, greater are the chances of success.

It is crucial to determine the amount of cultural overlap there might be prevalent in between the specific department, the company and the industry, so the following questions can help a person to determine the work culture that surrounds him/her.

With respect to the Industry

- Is the environment conservative?
- Is there a specific dress code?
- Is type of business very analytical in nature? (research, consultation, etc.)
- Is the environment creative? (consumer products, advertising, etc.)

With respect to the Company

- What is mostly valued by the senior management?
- In what way does the company communicate with outer stakeholders, media, etc. (public relations and corporate communications)?
- How well is the corporate culture actually defined by the organization?
- How are the management of performances and feedback analysis conducted by the company (may be either hierarchical analysis, 360-degree feedback analysis, or reviews from peers, etc.)?

In context of the Department

- Is there a prevalence of good communication and understanding among departments, or do the employees or the groups of employees prefer working in silos?
- Is there a competitive mentality among various groups in the company? For example, is there competition for budgets made, resources provided, work culture, etc.?

In addition to this, it is also important to tell them the basic variations or similar aspects among the departments, which may include operations, human resources, marketing, finance, sales, research and development, etc.

3. How Managers Meet Expectations

When a person is designated a management profile, he will have access to various dimensions for change to take effect, regardless of it being a minor or major one. Some of these changes might be as simple as providing more opportunities to organize discussions with other entities of the organizations such as –

- Marketing
- Finance
- Human Resources
- Research and Development, etc.



Still a manager is capable of affecting a larger initiative like inducing change in the process of management of performance in order to achieve tougher corporate challenges. Now that the manager is familiar with the essential aspects to understand the work culture and the workplace environment a manager may operate in, it is crucial to shed some light on some critical challenges and opportunities that may be included within the new responsibilities of a manager.

Handling Issues of Cultural Sensitivity

The issue of misalignment in cultures is often noticed within huge organizations operating on a diverse number of business entities, where a significant cultural difference could be noticed from departments to departments.

Some of the most prominent industries that fit this category are financial services, consumer products, media conglomerates and a huge number of multinational enterprises. However, to everyone's irony, many similar enterprises are also subjected to exactly the same kind of culture differences within various entities of the companies.

A manager is not usually anticipated to be in a position to affect major change within the corporation, but a manager his own significant role and the manager should always be well acquainted with the various levels and natures of cultures (that are industrial culture, organizational culture and departmental culture) to be able to correlate his department with the company as a whole.



For example, he should be aware of the perception of the company and whether there are limited or abundant resources related to human resources, time, monetary findings available within the organization.

He needs to be prepared for future collaborations of his department with other entities of the company and be informed of the escalators and hurdles that he may encounter in such scenarios.

In addition to this, the role of a manager is also to see that the Human Resources Department is naturally supportive of training when it comes to the manager's efforts, rewards programs compensation planning, recruitments, internal problem counseling, etc.

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