



How to become a  
**SUCCESSFUL MANAGER**

Asif Akber

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# What Managers Do?

- Communication
- Traditional management
- Networking
- Human resource management

# Communication

- exchanging routine information
  - answering procedural questions
  - receiving and disseminating requested information
  - conveying the results of meetings
  - giving or receiving routine information over the phone
- processing paperwork
  - processing mail
  - reading/writing reports/memos/letters
  - routine financial reporting and bookkeeping
  - general desk work

# Traditional Management

- **Planning**
  - setting goals and objectives
  - defining tasks needed to accomplish goals
  - scheduling employees and assigning tasks
  - providing routine instructions
  - defining problems
- **Decision making**
  - handling day-to-day operational crises
  - deciding what to do
  - developing new procedures
- **Controlling**
  - inspecting work
  - walking around inspecting the work
  - monitoring performance data
  - doing preventive maintenance.



# Human Resource Management

- **motivating/reinforcing**
  - allocating formal rewards, giving credit where due
  - asking for input, listening to suggestions, conveying appreciation
  - giving positive feedback & group support
- **disciplining/punishing**
  - Fixing responsibilities
  - Awarding punishment
- **managing conflict**
  - resolving conflict between subordinates
  - appealing to higher authorities or third parties to resolve a dispute

# Human Resource Management [2]

- Staffing

- developing job descriptions
- reviewing applications, interviewing applicants
- filling in where needed

- Training/developing

- orienting employees, clarifying roles
- arranging for training
- coaching, mentoring, and walking subordinates through a task

# Networking

- **socializing/politicking**
  - non-work-related "chit chat"
  - informal joking around
  - discussing rumors
  - hearsay and the grapevine
  - complaining, griping, and putting others down
  - politicking and gamesmanship
- **interacting with outsiders**
  - dealing with customers, suppliers, and vendors
  - attending external meetings
  - doing/attending community service events



# Who is a Successful Manager?

- What is Success?
- What is Management?
- Who is a Manager?
- What is Successful Management?



# What is Success?

- Success can be expressed as
  - Meeting goals
  - Maintaining quality
  - Meeting liabilities
  - Generating profit

# What is Management?

- Management is the act, manner, or practice of managing; handling, supervision, or control:
- Management is organizing work by
  - Optimizing resources & material
    - Information
    - Human Resource
    - Financial Resources
    - Technology Resources
    - Material
  - Meeting desired & mentioned quality



# Who is a Manager?

- A manager is a person who has the authority of taking decisions about her/his part of Business, while doing or supervising the job
  - Extent of decision making may be limited
  - She/he has the resources to use
  - She/he is responsible for success

# What is Successful Management?

- Successful management means that the business is run
  - by meeting goals and targets
  - within anticipated expenses
  - meeting or exceeding anticipated profit

# Who is a Successful Manager?

- There may be two types of successful managers
  - Apparently successful manager
  - Real successful manager

# Apparently successful manager

- She/He shows profits in account books
- Does not invest on strengthening
- Does not properly spend on maintenance and up-gradation
- Her/his success is temporary
  - Ultimately the business suffers failure

# Real successful manager

- Earns tangible profit and/or intangible value
- Appropriately invests on strengthening
  - Infrastructure
  - Human resource/Training
  - Technology
  - Methodology
- Maintains quality
- Meets obligatory requirements
- Her/his success is long lasting
  - Ultimately the business prospers



# How to become a Successful Manager

- Know yourself
  - Your strengths
  - Your weaknesses
- Your business (your part of)
  - Opportunities
  - Threats





# Know yourself

- Strengths & Weaknesses
  - Knowledge of job
  - Experience
  - Determination
  - Communication
  - Personality
  - Openness
- Are you fit for your job?



# Know your part of Business

- What are the opportunities/threats?
  - Customer base expansion
  - Competitors
  - Regulations
- What changes are taking place?
  - Technological changes
  - Methodological changes
  - Business Philosophy
- What is your actual work?
- What are your targets?
  - Long term
  - Short term



# Manager's approach

- Make your approach manager like
  - Define your task(s)
    - Discuss, make things crystal clear
    - Communicate
      - To all concerned
  - Open up your mind
    - Never say ***“it cannot be done, because we have never done it.”***
    - Keep all options open
    - Think logically

# Manager's approach (2)

- Make your approach manager like
  - Don't believe unless
    - You have experienced
    - You have studied in authentic books/record
    - You have reliable witness
  - Be realistic
    - Try to find out the realities
    - Doubt everything
  - Be innovative
    - Can things be done another way?
  - Change where appropriate

# Manager's approach (3)

- Make your approach manager like
  - Expand your knowledge base continually
  - Write down everything
  - Make plans
    - Use planning tools
    - Explain and discuss
    - communicate
  - Analyze things logically
    - No personal liking or disliking
    - Avoid personal opinions
    - Use science and technology for analysis

# Manager's approach (4)

- Make your approach manager like
  - Quantify things
    - Use numbers as much as you can
    - Use standard references
  - Define your standards
    - Standard operating procedures
  - Arrange things categorically
  - Explain reasons for your decisions
  - Avoid complaining
  - Keep your door open
  - Give respect and command respect

# Manager's approach (5)

- Make your approach manager like
  - Solve the problems at an early stage
    - Problems aggravate with time
  - Keep the atmosphere friendly and healthy
    - Of course observing discipline and respect
  - Keep promises
    - Don't promise if you cant do it
  - Have empathy
    - See other's problems as your own
    - Keep margin of error
  - Control your emotions
  - Don't push to the limits
  - Use tools
    - Check lists, planners, organizers, etc.
    - Standard operating procedures



# Manager's approach (6)

- Make your approach manager like
  - Learn to disagree
    - Many failures take place because people hesitate to show the difference of opinion
    - Give logical reasons if required
  - Be clear
    - In thought and action
    - Don't make assumptions
    - Avoid ambiguity
  - Make quick decisions and implement, when required
    - A delay in taking decisions may waste the time and you may lose opportunities
  - Delay decisions if you can afford
    - A haste in taking decision may cost you a lot if situation changes



# Meetings

- Meetings are essential part of management
  - Through meetings Managers and related personnel
    - Exchange ideas
    - Discuss progress and problems
    - Find solutions
    - Reach to harmony
  - Quick way of interaction

# Meetings [2]

- A manager must prepare well for meetings
  - Nothing like
    - “I don’t know”, “Sorry I forgot”, “aaaaa.. May be ...”
  - The agenda should be clear
  - Information should be ready and complete
  - Questions and replies should be specific
- Things should be recorded
- Meetings should be conclusive
- Meeting should be purposeful and held only if really needed
  - No unnecessary persons to be called



# Speaking in Meetings

- A talk in a meeting is a formal way of communication
- Any question/comment/proposal should be
  - Related to the current business
    - Unless permitted by the chair
  - Meaningful
  - Precise
- Any reply given should be
  - Informative
  - Correct
  - Complete
  - To the point

# Meeting etiquettes

- Be in time
- Leave when the meeting is declared concluded
  - If you must leave earlier obtain the permission
- Any person can speak only with the permission of chair
- Speak only if it relates to you
- Reply when you are asked
  - Reply to the person asking questions
- No chit chat between a smaller group
  - Listen what is being said
  - Address the chair when speaking
- If you are interrupted stop talking
  - You may point it out to the chair
- What else?



# What to say?

- As a middle/junior manager frequently
  - You may have a one to one meeting with your boss
  - This meeting would be informal
  - You may be asked to
    - Give your progress
    - Accept new tasks
    - Explain reasons
    - Change plans/strategy
    - Discuss Problems

# Explain reasons

- On many occasions you will be asked to explain 'WHY'?
  - Tell the truth, maintaining credibility
  - Explain what external or internal factor caused the unexpected
  - Tell whether you have taken any measures as remedy
  - Tell what plan you have to minimize such incidents

# Give your progress

- When giving your progress
  - Be honest; be a professional
    - Don't say you have done, what is incomplete
    - Don't say you are going to complete, what you have not started yet
    - Don't give excuses frequently
    - Accept your mistakes and failures
    - Explain the reasons but try not to blame others whom you control
    - Take the responsibility
  - Discuss your problems and proposed solutions



# Accept new tasks

- When asked to accept new tasks/responsibilities
  - Make sure You and your team
    - have the capability to do it
    - are not overloaded or stressed
    - have proper tools, equipment, technology
    - have required knowledge, skills, licenses etc.
    - will be provided with safety, training, facilities etc.
  - Discuss it with your team before saying ‘YES’
  - Say ‘NO’, tactfully if you cant do it well
  - Don’t paint a wrong picture





# Change plans/strategy

- When asked to change plans/strategy
  - Listen/read carefully and understand
  - Discuss and evaluate in detail
  - Ask for time to study if required
  - Make things formal
  - Communicate to all concerned

# Discuss Problems

- When discussing problems
  - Study the true nature of problem
  - Have related data ready with you
  - Explain the problem and its effects on working
  - Be ready to suggest possible solutions if asked
  - Don't exaggerate
  - Don't oversimplify
  - Don't hide the true cause, even if it is you

# Presentations

- Presentations are an essential part of modern day business
  - A successful manager must give effective presentations when needed
- Each presentation has a purpose
  - Progress
  - Proposal
  - Plan
  - Process
  - Propaganda

# Preparation of Presentation

- Know
  - Your audience
  - Available time
  - Environment
- Make outline
- Gather data
- Prepare an effective presentation
- Practice

# Know your audience

- presentation is made according to anticipated audience
  - For top management it is short and full of data
  - For middle and lower management it usually contains descriptions, explanations, reasons etc.
  - For a third party it is made attractive and selling

# Know the available time

- Presentations are normally 15 minutes to 2 Hours
- You should have information about the exact time allotted to you
- Divide total time into
  - Introduction (5 to 10% of total time, if any)
  - Presentation
  - Question time (20% of total time)
- Design your presentation for approximately 1 slide per minute

# Know the presentation environment

- What will be size of projected slide on screen
- How far will be the farthest viewer
  - Design the screens so that the farthest viewers see your slides clearly
- Will it be a bit dark environment or lights will remain on?
  - Slides designed for dark rooms may not be visible well in a well lit atmosphere

# Make outline

- Define the basic theme of presentation
  - Progress showing
  - Proposal/Demands
  - Plan/Feasibility etc.
- Write down what you want to say in the form of words or phrases
- Use a word processor or presentation software
- Don't bother for logical sequence
  - It will be done later
- Involve as many people of your as you can
- Arrange the topics in logical order



# Gather data

- Write down the data needed
  - Definitions, descriptions, numerical data, etc.
- Obtain the data from reliable sources
  - Company reports
  - Books, encyclopedias, periodicals, newspapers, etc.
  - Internet
  - Colleagues

# Prepare effective presentation

- Expand the topics in outline
- Keep the presentation simple
- Make the slides legible
- Avoid sentences, unless definitions or descriptions
- Six to eight main points on one slide
  - May be less
- Use colors and graphics according to audience

# Practice it

- Rehearse
  - Full rehearsal is a must so you know how much it will take
  - People usually prepare too many slides and then simply keep dropping them when actual presentation takes place
- Prepare for questions
- Find someone who knows the subject and likes to disagree with you
  - Show her/him your presentation
  - Ask for comments and take those comments seriously
  - Don't defend yourself without thinking

# Behavioral interviewing

- A manager may have to conduct interviews
  - A good technique is behavioral interviewing
  - Assuming a person will behave the same way as he/she acted in the past in the same situation
  - Questions may be, in a given situation
    - What did you do?
    - What will you do?

# Behavioral interview questions

- Traditional questions
  - Tell me about yourself
  - What are your strengths and weaknesses?
  - Why are you interested in working for us?
- Behavioral interviewing emphasizes
  - Past performance and behaviors
  - Investing the time and energy in developing behavioral interviews often attract top candidates
  - Top candidates make the company a better place to work

# Preparation to conduct

- To employ behavioral interviewing the skill sets required for a particular position are needed
- These skill sets may include
  - decision making and problem solving
  - leadership, motivation
  - communication, interpersonal skills
  - planning and organization
  - critical thinking skills
  - team building and the ability to influence others
- The skill sets are determined by doing a detailed analysis of the position
- Job seekers also should go through this same process

# Questions for preparation

- The interviewer should have clear view about
  - What are the necessary skills to do this job?
  - What makes a successful candidate?
  - What would make an unsuccessful candidate?
  - Why have people left this position previously?
  - What is the most difficult part of this job?

# Behavioral Interview Questions

- The behavioral interview questions may be regarding
  - ***Decision Making and Problem Solving***
  - ***Leadership***
  - ***Motivation***
  - ***Communication***
  - ***Interpersonal Skills***
  - ***Planning and Organization***
  - ***Other Behavioral Questions***



# Decision Making and Problem Solving

- Give an example of a time when you had to keep from speaking or making a decision because you did not have enough information
- Give an example of a time when you had to be quick in coming to a decision

# Leadership

- What is the toughest group that you have had to get cooperation from?
- Have you ever had difficulty getting others to accept your ideas?
- What was your approach?
- Did it work?

# Motivation

- Give me an example of a time when you went above and beyond the call of duty
- Describe a situation when you were able to have a positive influence on the action of others

# Communication

- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you
- Have you ever had to "sell" an idea to your co-workers or group?
- How did you do it?
- Did they "buy" it?

# Interpersonal Skills

- What have you done in the past to contribute toward a teamwork environment?
- Describe a recent unpopular decision you made and what the result was

# Planning and Organization

- How do you decide what gets top priority when scheduling your time?
- What do you do when your schedule is suddenly interrupted? Give an example

# Other Behavioral Questions

- Give a specific example of a policy you conformed to with which you did not agree.
- Give me an example of an important goal which you had set in the past and tell me about your success in reaching it.
- Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.

# Answering behavioral question

- The best way to answer is to use the three-step STAR process
  - Situation or Task
  - Action
  - Result or outcome
- For example
  - recount a time when communication within work group had broken down (situation)
  - To resolve the problem, you organized informal lunch meetings for people to discuss relevant issues (action)
  - Morale then improved, as did the lines of communication (result)
- Using this three step STAR process is a powerful way to frame the experiences and accomplishments for the interviewer.



# Report writing

- Report writing is a routine work for any manager
- This is the most formal form of business communication
- Report may be
  - Daily
  - Weekly
  - Monthly
  - Annual
  - Periodic
  - Completion
  - Milestone Report
  - Exceptional
  - Event based
  - On demand

# Types of reports

- Reports may be classified as
  - Progress Reports
  - Feasibility reports
  - Inspection reports
  - Research reports
  - Technical background/evaluation reports
  - Study/survey reports
  - Recommendation reports
  - Enquiry/findings reports
  - Proposal Reports
  - Etc.

# Reports describe

- The reports may describe one or more of
  - What has been done?
  - What conclusions have been obtained by the work?
  - How something is done?
  - What is the state of the work/market?
  - Whether a work will be beneficial or not?
  - What should be done?
  - A method is technically suitable or not; etc.?

# Progress reports

- **Progress reports tell:**
  - What was the previous progress, if any?
  - How much work has been done during the period?
  - What was expected?
  - What is in hand?
  - What is the overall performance?
  - Problems or suggestions if any



# Standard progress report

- **A standard progress report should have the following components.**
  - Introduction (if appropriate)
  - Previous progress
  - Progress for the reported period/stage
  - Comparison of the current progress with the expected progress
  - Cumulative progress
  - Comparison with overall task schedule
  - Important events/benchmarks during the reported period
  - Any deviation from the plan or anything extraordinary
  - Any changes in the plan
  - Plans for next period
  - Problems, demands, requirements, suggestions, comments etc.

# Characteristics of a report

- A technical report (as compared to a press report) should be
  - Correct
  - Informative
  - Logical
  - Simple
  - Structured
  - Concise
  - Unambiguous/clear
  - With specific details
  - Quantitative descriptions
  - Standard terminology

# Report writing standards

- A well managed company should have defined standards for report writing
  - Page size, fonts, margins, justification etc.
  - Heading and logo style
  - Abbreviations, units
  - Referencing style
  - Date, time, currency etc. style
  - Color coding
  - Symbols

# Other business writings

- Each business needs some written communication, one way or another
- Basically writing are of two types
  - Internal communication
    - between people in an organization
  - External communication
    - put out to people outside



# Internal communication

- Internal communications have many functions
  - to inform employees about changes in the company's business
  - to serve as a reminder of that company's purpose
  - to let the employees know of changes to their benefits
  - company newsletters
  - memos to individuals regarding appointment, postings, assignments, promotions etc.

# Internal communication [2]

- These may be
  - training materials
  - report on meetings
  - report on happenings outside the company affecting company
  - reporting on marriages, births, retirement etc
  - report on business changes such as buy outs or new purchases
  - company policies

# Internal Communication

- Internal communication needs references such as
  - Rules and regulations' reference
  - Policy reference
  - Authority reference
  - Meeting reference
  - Previous correspondence reference

# What are different forms?

- Audience to contribute
  - Write down the different shapes/forms
  - What is difficult?
  - Why some people are considered better at drafting?
  - Which draft is considered good?

# External Communication

- Aimed at people outside the company, anywhere in the world
  - The form may be
    - letters
    - invoices
    - receipts
    - invitations
    - information
    - reports
    - etc.
  - Must clearly indicate the date, sender's name, contact, subject and what do you want
  - Must be polite, comprehensive, meaningful and error free

# Peer Coaching

- Originally developed as a cost-effective way to provide quality coaching to mid-level, high potential and emerging leaders
- Implemented in numerous organizations
- Achieving significant results in accelerating leadership development
- Creates sustainability and reduces the cost of training by involving each participant as an equal partner in the process
- Each participant acts as both the coach and the learner
- Results in more collaborative leadership base committed to continuously becoming more successful

# Benefits

- Personal development plan
- Reduce isolation among leaders
- Establish collaborative norms
- Build a shared knowledge base
- Enable leaders to give and receive ideas
- Share successful practices
- Transfer training to the workplace
- Encourage reflective practice
- More cohesive organizational culture
- Accelerate leadership development



# What Peer Coaching is and isn't

- It is professional, not social dialogue
- It is observation based
- It is developmental
- It is not a competition
- It is supportive
- It is confidential
- It is based on individual growth
- It is voluntary
- It is founded on trust
- It is not an evaluation tool





# Peer Coach Roles

- Each coach plays three basic roles for others and he/she
  - thinking partner
    - Observing from outer world a peer can find many solutions to your problems which you don't see
  - objective support
    - Out of your perspectives a peer can see beyond the cage of your habits, history, preferences
  - help in being accountable
    - A peer is going to constantly remind you about your goals and will ask how much progress you have made

# How Do We Measure Success

- An Executive Coach or Change Management Specialist is charged with the responsibility
- Primary responsibility
  - conduct individual stakeholder surveys and interviews
  - gather initial and continuous feedback on behalf of each participant
- Each participant may also conduct his or her own interviews
- The interview process focuses on discovering the answers to
  - What is the client doing well?
  - How could they improve?
  - What suggestions do you have for their future?
- .

# How Do We Measure Success [2]

- The person conducting the interview will
  - take careful notes of all comments and suggestions
  - If comments are general, the person interviewing will probe for more
  - the more specific, the better
  - the combined information from a variety of people assists each participant to create a very clear and specific development plan

# Choosing stakeholders

- Are these people in a position to give accurate information about behavior?
  - They might be supervisors, peers, and people directly reporting
- Do they feel safe enough to be completely honest with me?
- Will they be fair?
- Will they take a few minutes on occasion to give me their suggestions?

# To be most effective peer coach

- Make a commitment to forgive and forget the past
- Make your observations constructive, specific and behavioral
- Be positive and supportive
- Be honest and fair
- Understand the peer won't be able to act on all of your suggestions
- Be a helpful coach to the peer
  - Set aside any impulse to be a critic or judge

# Specific Comments

- General comments offered are not sufficient
  - the interviewer will probe for specific comments
- The more specific, the better
  - sometimes very small ideas from a variety of people add up to a very specific picture
  - helps the person being coached understand much more clearly
    - what those around experience
    - like to be different
- Comments should be about behavior and anonymous
  - The process is about behavioral change
  - only comments describing specific behaviors will be useful
  - If a third person is conducting interview, the comment
    - be supplied to peer in a complete form
    - hide the Identity

# Measuring Results

- Measure if the person being coached is actually improving
  - not measured by the coach or the client
  - but by the stakeholders
- Mini-surveys are a simple and efficient way to measure behavioral change
  - short and focus only on the leadership behavioral goal
  - that has been selected by the person being coached
  - designed to evaluate behavior during the coaching period
  - focus on the stakeholder's perception of the individual's improvement
  - not their effort

# After Results

- After receiving the mini-survey results
  - the peer thanks the stakeholders
  - involves them in future change
  - continues the process
- Almost always a positive experience for the peer and for the stakeholders
- When done consistently well
  - the positive change is seen quickly
  - builds momentum
  - is sustained



# Say Thank You

- The answer to every stakeholder suggestion is “Thank you”
  - not thanking for the content of their ideas
  - thanking for willingly helping
- Avoid the temptation to grade or debate responses
  - Just say “Thank you”
  - You do not need to implement every suggestion
- Discussion suggestions with you peer coaching partner
- Ask yourself
  - What would happen if I implement