

How To Become A Successful Manager

By

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OBJECTIVES OF PRESENTATION

- **Provide insight into the roles of Manager and a Leader**
- **Provide knowledge about importance of effective management**
- **Discuss the skill set required to become a successful manager**
- **Prepare the audience to take up the challenge of learning and practicing the useful skills for managers**

Benefiting Audience

Small and Lower Middle Enterprises'

- Middle Tier Managers
- General Managers of Small Businesses
- Human Resource Managers
- Supervisors
- Foremen

Presentation Road Map

- Management Strategies
- Horizon of Management Skills
- Basic Elements of Management
- Leadership vs. Management
- Negotiating
- Decision making Tools
- Six Thinking Hats
- Helping Styles
- Emotional Intelligence
- Networking with People
- Managing Conflict

Management Strategies

- You must be able to present the strategy clearly to all audiences; it should contain a clear vision followed by a set of clear time bound actions in order to achieve consistent success.
- The more diverse your workforce, the more you are going to have to develop your management skills.

Management Strategies

- **Strategy One - Ensure that you actually are the manager**

This might sound stupid, however having the title of manager invariably means very little. Do you know what your “power to accountability ratio” is?

Management Strategies

- **Strategy Two - Know what you are expected to deliver and know how to measure it**

Seek clear objectives. Keeping the main objectives constantly in mind is essential even if they evolve or change a bit over time.

Be very clear in stating the key objectives to the people who report into you.

Your measurement sources should be reliable regarding the deliverable elements.

Management Strategies

- **Strategy three - Have a clear strategy especially if managing a diverse workforce**
 - Should be able to identify the key actions that the department is going to pursue. This shows clarity. The STAR process might help in formulating a basic strategic approach.
 - **Simple.** Will everyone understand it and buy into it?
 - **Thought through.** Does it identify the steps that will need to be implemented in order to mobilise the plan.
 - **Achievable.** If you don't believe it can be done then no one will.
 - **Risk assessed.** If you haven't thought about the risks and challenges then go away and think again. Very little in management is a dead certainty.

Horizon of Management Skills

- Managerial functions
- Leadership Styles
- Leadership behaviors
- Emotional intelligence
- Professional speaking
- Change management
- Behavioral interviewing
- Business writing
- Decision-making
- Managing conflict
- Peer coaching
- Marketing oneself as a unique brand
- Business etiquette, global protocol
- Project Management
- Risk Management
- Other specialized areas

Basic Elements of Management

Part One - SELECT

Defining the Job

Nuclear Pakistan mission, responsibilities and tasks, company or department

Finding Qualified Candidates

Cable Television, internal candidate, Temporary Employment Agencies

Filling the Job

Interviews, body language, behavior, references

Basic Elements of Management

Part Two - DIRECT

DIRECT

Strategic plan, goals and objectives

Training Management in Direction

Training in Assigning Action

Direction and the Job Audit

Sharing the Strategic Plan

Basic Elements of Management

Part Three - EVALUATE

- **Evaluation**

Evaluation strategy, Yes No Comments, performance evaluation

- **The Evaluation Processes**

Performance evaluation meeting, Objectives or action, critical incidents file, Using Evaluations, performance evaluation

Basic Elements of Management

Part Four - REWARD

Reward system, Merit pay, Automatic progression programs

- **Variable Reward and Non-pay**

Variable-reward program, reward system, administering a reward program, next band

- **Go Forth and Manage**

Take up the task, Sure what steps, Effective in managing

Leadership vs. Management

Effective leadership involves setting a tone, a focus, and a direction for an organization, its members, and other stakeholders.

In contrast, effective management involves executing against the direction and tone set by the leadership.

Individuals are not either leaders or managers, but a mixture of leadership and management, and the exact mix depends upon the situation, the role and the person.

As a culture, we have outdated notions of leadership:

- Just about everything we were taught about traditional management prevents us from being effective leaders.
- Just about every popular notion about leadership is a myth

Our first challenge is
to rid ourselves of
these
outdated traditions
and myths

Myth: The ideal organization is orderly and stable, and can and should run like clock work

Fact:

The best leadership achievements come from challenging the process, changing things, shaking up the organization

Myth: The management techniques and behavior are theoretical and bookish. They cannot be practiced in real life.

Fact:

The best management achievements come from following the basics and making them a second nature.

Myth: Leader as “renegade” who
magnetizes a band of followers
with courageous acts

Fact:

Leaders attract constituents not because of their willful defiance, but because the leader has a deep faith in the human capacity to adapt and grow

Myth: Good managers focus on
the short term.

Fact:

Effective leaders have a long term
future orientation

Myth: Leaders are visionaries
with Prophet-like powers

Fact:

Leaders must have a vision, a sense of direction, but not psychic foresight. It can be their original thinking or someone else's.

Myth: Leaders ought to be cool, aloof and analytical; they should separate emotions from work

Fact:

When real life leaders discuss what they are proudest of in their own careers they describe feelings of inspiration, passion, elation, intensity, challenge, caring and kindness, even love

Myth: Leaders have the special gift of *Charisma!*

Fact:

Leaders' dynamism comes from a strong belief in a purpose and a willingness to express that conviction

Myth: The job of management is primarily one of control: of resources including time, money materials and people.

Fact:

The more leaders control others, the less likely it is that people will excel, the less they'll be trusted. Leaders don't command and control; they support and serve.

Myth: It's lonely at the top

Fact:

The most effective leaders are involved and in touch with those they lead. They care deeply about them, and often refer to them *as family*.

Myth: Leaders are superior – those on top are automatically leaders.

Fact:

Leadership isn't a place: it's a process. It involves skills and abilities useful in the executive suite and on the front line.

Myth: Leaders are born, not made.

Fact:

Leadership is not in a gene; it is an observable, learnable set of practices.

The belief that leadership can't be learned is a powerful deterrent to leadership development.

Five Fundamental Practices of Exemplary Leaders

- **Model The Way**
- Inspire A Shared Vision
- Challenge The Process
- Enable Others To Act
- **Encourage The Heart**

Two hardest areas also bring the greatest results:

Encouragement

Credibility

Why do you think giving
encouragement is so hard?

Encouraging the Heart

- Set clear standards – people need to know what's expected of them
- Expect the best – self-fulfilling prophecy
- Pay attention – tune in
- Personalize recognition -- individualized
- Tell the story – share your successes
- Celebrate together – have fun
- Set the example – leaders go first

When people perceive their immediate manager as credible they're more likely to:

- Be proud to tell others they're part of your organization
- Feel a strong sense of team spirit
- Feel attached and committed to your organization
- See their own values as consistent with those of your organization
- Have a sense of ownership of the organization

When people perceive their immediate managers to have low credibility they're more likely to:

- Produce only if they're watched carefully
- Be motivated primarily by money
- Say good things about the organization publicly but criticize privately
- Consider looking for another job if the organization experiences trouble
- Feel unsupported and criticized

What is credibility?

- Credible leaders practice what they preach
- They walk the talk
- Their actions are consistent with their words
- They keep their promises
- They do what they say they will do

From DWYSYWD to DWWSWWD

From:

DWYSYWD = Do what you say
you will do

To:

DWWSWWD = Do what **we** say
we will do

Two Parts to Saying and Doing

- **You have to know how to say it**
 - In a way people can hear it
 - In a way they can add to it, question it, express concerns, get clarification, help shape it
 - See concerns as essential info
 - Have the Crucial Conversations to create a comprehensive shared pool of information
- **You have to be able to do it**
 - Implement it – if you say you're going to do it, do it
 - Need to get it done – Doesn't have to be perfect – can be mid-course adjustments

The “say we do” process

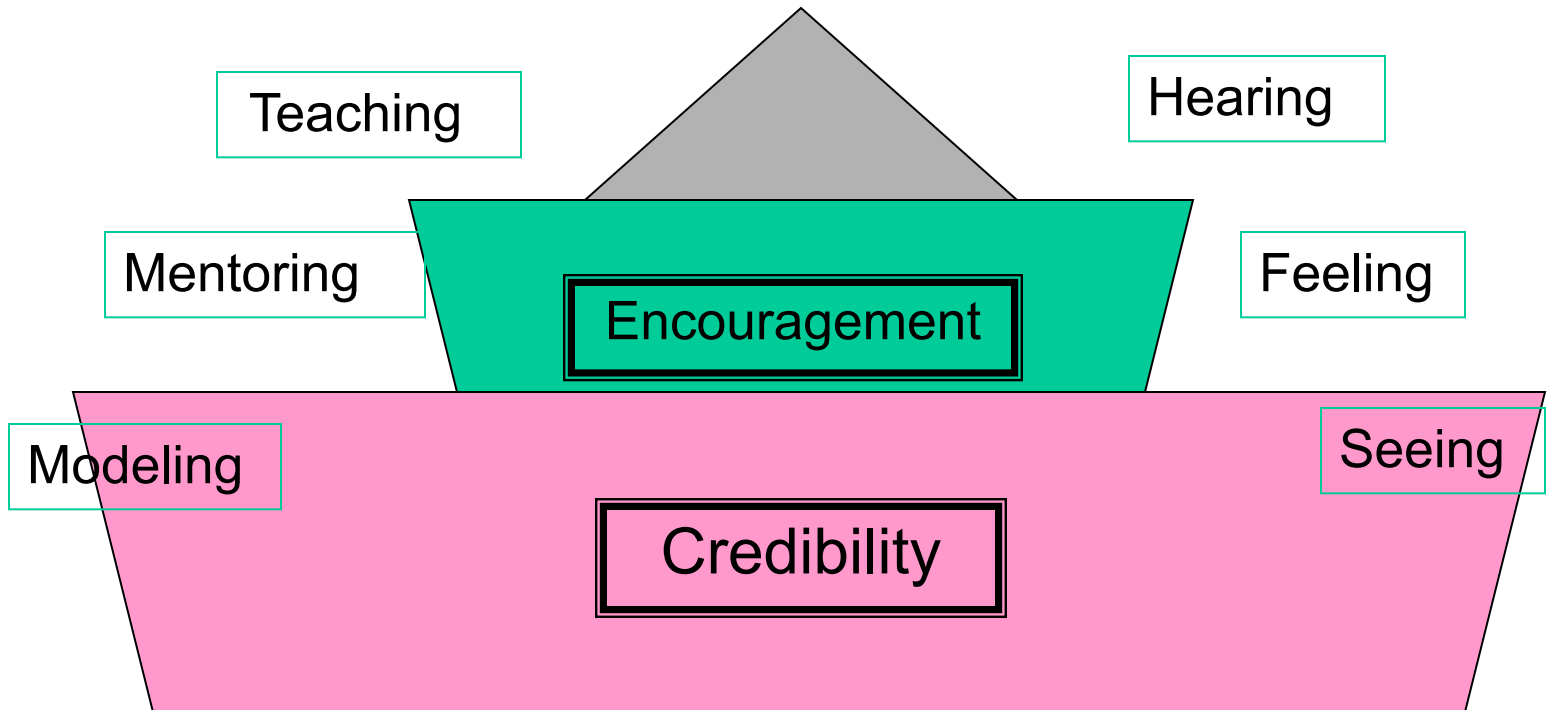
- Clarify your own and others beliefs and values – why are we doing this – to what end?
- Unify your staff around shared values – is this what we’re all trying to accomplish?
- Intensify their commitment to shared values by living the values daily – model it

You're always communicating
whether you realize it or not

***When it comes to sending a
message throughout the building
NOTHING communicates more
clearly than what leaders DO***

Leadership Pyramid

from Stephen Covey



Leading by Example, Franklin Covey Co., 1998

Six Domains of Leadership

- Personal leadership
- Relational leadership
- Contextual leadership
- Inspirational leadership
- Supportive leadership
- Ethical leadership

Five P's of Leadership

- Pay attention to what is important
- Praise what you want to continue
- Punish what you want to stop
- Pay for the results you want
- Promote who want to deliver those results

Negotiating

- **To understand the structures and dynamics of negotiation, conflict, and power in organizations.**
- **To assess your own style, strengths and weaknesses for dealing with conflict situations and for exercising influence.**
- **To build capacities for thinking strategically about power, conflict, and negotiations in organizations.**
- **To practice and develop skills for managing negotiating situations.**
- **To increase your skill at learning from your own and others' experience.**

Helping Styles

- Theorizing
- Advising
- Supporting
- Challenging
- Information gathering

Decision making Tools

- **Pareto Analysis**
- **Paired Comparison Analysis**
- **Grid Analysis**
- **Decision Trees**
- **PMI**
- **Force Field Analysis**
- **Six Thinking Hats**
- **Cost-Benefit Analysis**

The Purpose of Six Hat Thinking

- **Defined role-playing, usually to control ego defence**
- **The second value is that of attention directing.**
- **A very convenient way of asking someone (including yourself) to switch gears.**
- **Allows to go somewhat beyond our present state of knowledge because the theoretical demands of self-organizing systems justify such extrapolation.**
- **Help establishing the rule of the game.**

Six Hats Six Colors

- **White hat:** White is neutral and objective. The white hat is concerned with objective facts and figures.
- **Red hat:** Red suggests anger (seeing red), rage and emotions. The red gives the emotional view.
- **Yellow hat:** Yellow is sunny and positive. The yellow hat is optimistic and covers hope and positive thinking.
- **Green hat:** Green is grass, vegetation and abundant fertile growth. The green hat indicates creativity and new ideas.
- **Blue hat:** Blue is cool, and it is also the color of the sky, which is above everything else. The blue hat is concerned with control and the organization of the thinking process, as also the use of the other hats.

What is Emotional Intelligence?

- **A set of abilities and skills that enable individuals to maximise their personal social and organizational performance and success.**
- **Understanding and advancing emotional intelligence enables individuals to**
 - **progress personal and team development**
 - **enhance managerial capability**
 - **facilitate leadership progression.**

Emotional Intelligence Map

Self-Awareness

Emotional Awareness

Accurate Self-Assessment

Self-Confidence

Self Management

Self Control

Trustworthiness

Conscientiousness

Adaptability

Innovation

Motivation

Achievement Drive

Commitment

Initiative

Optimism

Empathy

Understand Others

Developing Others

Service Orientation

Leveraging Diversity

Political Awareness

Social Skills

Influence

Communication

Conflict Management

Leadership

Change Catalyst

Building Bonds

Collaboration & Cooperation

Team Capabilities

Emotional Intelligence

In every field, your EQ (emotional quotient) is 2 times as important as your cognitive abilities.

Almost 90% of success in leadership is attributable to EQ.

Learn to increase your EQ!

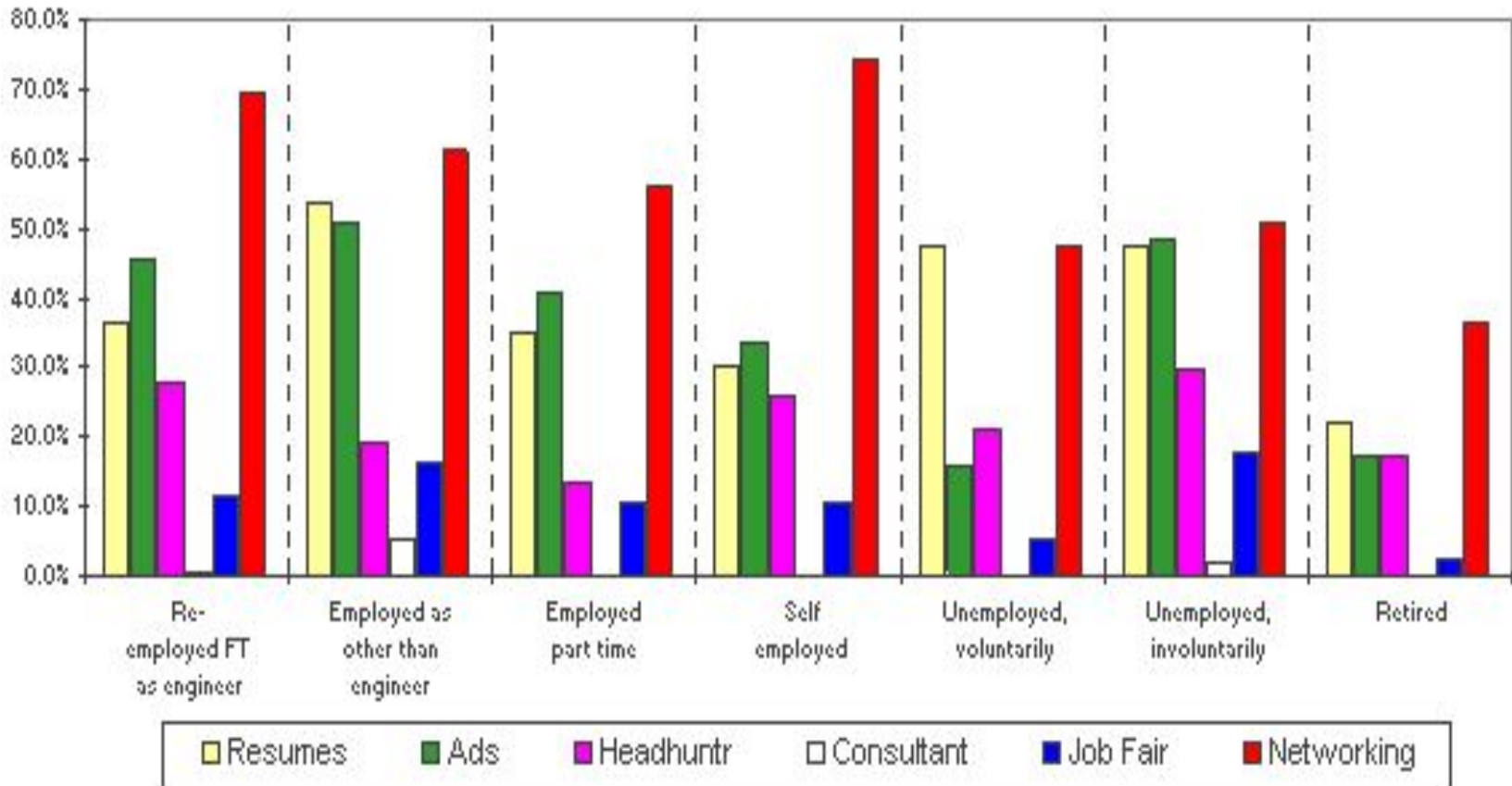
Networking with People

- You learn how to be more effective in planning and preparing for networking events.
- You meet fine new colleagues.
- Learn techniques to influence people
- Your own network becomes more effective.
- In the future networking people will be more important.

Expanding your Network

- Ways to extend your existing network?
 - Phone calls
 - Letters or newsletter
 - Join a professional society or civic organization
 - Internet newsgroups
 - Consultants and consultants' networks
 - Technical conferences, workshops
 - Someone at a company you'd like to work for
 - Recruiters, headhunters

Job hunting tactics



Managing Conflict

In situations of crisis and potential conflict
always remember S T A R

We need to: **STOP**

THINK

ANALYSE

RESPOND

Conflict Resolution Strategies

- AVOID Wait/See
- FORCE Win/Lose
- ACCOMMODATE Lose/Win
- COMPROMISE Lose/Win
- COLLABORATE Win/Win

The Five Steps in Resolving Conflict:

- Pray about the Problem Together
- Clarify the Issues – Focus on the Needs and Goals
- Understand Each Other's perspective
- Break the Conflict into Small Steps
- Give and Take

Thank You

Your feedback on the prescribed form will help us improve the program.

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OBIZ Program Calendar

May-Jun 2008

Venue: Islamabad

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|--|------------------|-------------------|
| MD011 Time Management | MAY 06 | Rs.4000/- |
| TE002 General Safety | MAY 08 | Rs.6000/- |
| TE001 Technical Report Writing | MAY 13-15 | Rs.10000/- |
| MD002 Human Resource Management | MAY 27-28 | Rs.6000/- |
| MD006 Purchase and Inventory Management | JUN 03-04 | Rs.6000/- |
| MD003 Negotiation Skills | JUN 10-11 | Rs.6000/- |
| MD010 Stress Management | JUN 17-18 | Rs.8000/- |
| MD004 Decision-making and Problem solving | JUN 24-25 | Rs.7000/- |