



How to become a SUCCESSFUL MANAGER

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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

