Management is a means of accomplishing the mission and vision of an organization. This task is accomplished through individuals or groups of people working together to reach some goal. In theory, the accomplishment of an organization's goals seems straightforward and perhaps even easy. However, nothing could be further from the truth.

There are a multitude of obstacles that must be dealt with in order to manage effectively. Communication problems, political infighting, lack of resources, and a host of other issues continually divert attention from managers and their tasks. While theory and planning have their place in management, it is the execution of these plans that make or break an organization. I am confident that we have all seen well designed plans that never meet their potential due to poor or non-existent implementation.

Like most things, management has changed significantly over the centuries. We have gone from Frederick Taylor's time and motion studies to Management by Objectives, to Peter Drucker's understanding of entrepreneurship, and Total Quality Management, to name a few. It seems organizations and individuals are on the constant look out for the best way to manage. The truth of the matter is – there is no one best way to manage. The best way depends on too many factors to work everywhere. The goal should be the development of a system that works for one particular organization at that particular time. Then this technique will need to be continually looked at with the intent of making changes as necessary. Management may be here to stay but the way in which we accomplish it will change and that rate of change will continue to escalate with each year. Even the concept of managers is changing in that almost everyone in an organization has management responsibility for certain aspects of their day-to-day activities.
Slide 3
Title: Characteristics of a Good and Bad Manager?

Slide Content:

BAD
- Shows favoritism
- Doesn't care
- Not a people person
- Doesn't motivate
- Unethical
- Poor decision-making skills
- Lack of job knowledge
- Doesn't listen
- Micromanages
- Poor organizational skills
- Doesn't communicate
- Disrespectful

GOOD
- Listens
- Cares
- Good communicator
- Motivates
- Great work ethic
- Makes good decisions
- Trustworthy
- Knows job
- Treats everyone fairly
- Respectful
- Team player
- Thanks and praises staff

Narrator: If you were asked to think of the very worst manager you ever had. What were the qualities or behaviors that made him or her a bad manager?

Now, think about the best manager you ever had. What were the qualities and characteristics that made him or her such a good manager?

The chart shows the most common characteristics.
Look at the list - the qualities and characteristics usually fall into two categories: hard skills or soft skills.

Hard skills are things like technical ability, job knowledge. Hard skills are easy to observe or measure and can normally be taught.

Soft skills are what is often called people skills like appreciates my work, made me feel a part of the team, and communicates well. Soft skills are intangible and harder to measure.

Ask yourself these questions: Would I rather work for a manager who has considerable job knowledge and is an excellent decision-maker but who treats people poorly or would I rather work for a manager who has poor job knowledge and treats people well?

If I were to answer this question, I would have to say neither. I could not work for either of these managers - not for very long anyway. In an ideal world, the best managers have a combination of job knowledge and people skills. So, it is not only important that we work hard to grow our job knowledge and decision-making skills, but we also remember to respect the people who work for us.
Slide 4
Title: What Does It Mean to Be a Manager?

Slide Content:
- Planning
- Controlling
- Decision-making
- Motivating
- Organizing
- Leading
- Staffing
- Communicating

Narrator: What does it mean to be a manager? Managers can have the most remarkable effects on an organization. From the largest Fortune 500 companies to the small neighborhood business, running the business well with courteous, prompt, and first-class service, all depends on good management.

Besides the basic functions of planning, organizing, controlling, and leading, there are many roles that today’s managers must face. They must be motivators, entrepreneurs, spokespersons, figureheads, coaches, negotiators, technicians, and change agents.

Other functions of management are decision-making, staffing, motivating, and communicating.

Slide 5
Title: Do You Manage and Not Even Know It?

Slide Content: Picture of person multitasking—answering phone eating, working on two computers

Narrator: You may or may not have already been in the position of managing.

Let’s say for example that you and some friends have decided to vacation next summer in France. None of you know very much about France or how to get there so you’ve been elected the “tour guide” and to arrange the trip.

Where do you start?

You will start by thinking through what you need to do in terms of planning, organizing, leading, and controlling.

You will need to plan the dates, the airline you will take, and where you will stay. Developing these plans is quite a job and you will probably need some help. For example, you might delegate someone to check airline rates and flights and someone else to check hotel information. Even with different people doing different tasks, it requires coordination and organization for decisions to be made. Leadership could be a challenge. Conflict may occur when everyone cannot agree on the plans. You also may need to keep them focused and motivated and not procrastinate. And of course you will need to make sure the whole trip stays on track and things are in control. Managing is something we all do almost every day, often without knowing it.
Slide 6
Title: Managers Don’t Have the Right To…

Slide Content:
• Lose their temper
• Be one of the gang
• Bring their personal problems to work
• Vent their frustrations and express all their opinions
• Resist change
• Pass the buck on tough assignments
• Get even with their adversaries
• Play favorites
• Put their self-interests first
• Expect to be immediately recognized and rewarded for doing a good job

Narrator: Managing can be a tough and demanding job, as well as challenging and rewarding. While most of us feel more overwhelmed at work today than we did two years ago, we also feel enthusiasm for our jobs. Managers experience a hectic pace. We have lots of brief interactions, and interruptions, and we have become very good at juggling just about everything.

Managers lose their right to do many things. While there are privileges associated with management positions, there is also a price to pay.
• Managers cannot lose their temper.
• They can no longer be one of the gang.
• They cannot bring their personal problems to work
• They cannot express all of their opinions or show their frustration.
• They cannot resist change.
• They cannot pass on tough assignments.
• They cannot play favorites.
• They must put their employees first.
• And they shouldn’t expect to be immediately recognized and rewarded for doing a good job.
Slide 7
Title: Being the Boss Versus Being a Friend

Slide Content:
• Difference between being a friend to your employees and being a boss
• You cannot be a close friend and, at the same time, be an effective manager

Narrator: A mistake often made by new managers is understanding the difference between being a friend to your employees and being a boss. A boss cannot play favorites and must treat people equitably. You could risk losing respect with the other subordinates if you do not. Even if the friend isn't receiving any special treatment, it is going to give the appearance that you are playing favorites. Conflict would soon emerge and have a negative impact on the climate in the office.

The friendship may be going quite well but there may come a time when your responsibilities as a manager are going to test the friendship. It is the manager’s responsibility to assess the performance and pass judgment on employees. You will need to provide constructive feedback and will have to make hard choices about things like job assignments, salary increases, promotions, and sometimes firings.

Friends want to tell each other everything and managers do need someone to talk to when the job becomes stressful. However, managers have to keep secrets and cannot confide in staff, particularly about personnel issues. You cannot be a close friend and at the same time be an effective manager.

End of presentation