

Managerial skills

- Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks. This knowledge and ability can be learned and practiced. However, they also can be acquired through practical implementation of required activities and tasks. Therefore, you can develop each skill through learning and practical experience as a manager.
- Managers need these skills that will help them to manage people and technology to ensure an effective and efficient realization of their working duties.
- **Types of Managerial Skills**
- Robert Katz identifies three types of skills that are essential for a successful management process:
- Technical skills,
- Conceptual skills and
- Human or interpersonal skills.
- **Technical Skills**
- This skill gives the manager's knowledge and ability to use different techniques to achieve what they want to achieve. Technical skills are not related only for machines, production tools or other equipment, but also they are skills that will be required to increase sales, design different types of products and services, market the products and services, etc.

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Technical skills are most important for first-level managers. When it comes to the top managers, these skills are not something with high significance level. As we go through a hierarchy from the bottom to higher levels, the technical skills lose their importance.

Conceptual Skills

Conceptual skills present knowledge or ability of a manager for more abstract thinking. That means he can easily see the whole through analysis and diagnosis of different states. In such a way they can predict the future of the business or department as a whole.

Conceptual skills are vital for top managers, less critical for mid-level managers, and not required for first-level managers. As we go from the bottom of the managerial hierarchy to the top, the importance of these skills will rise.

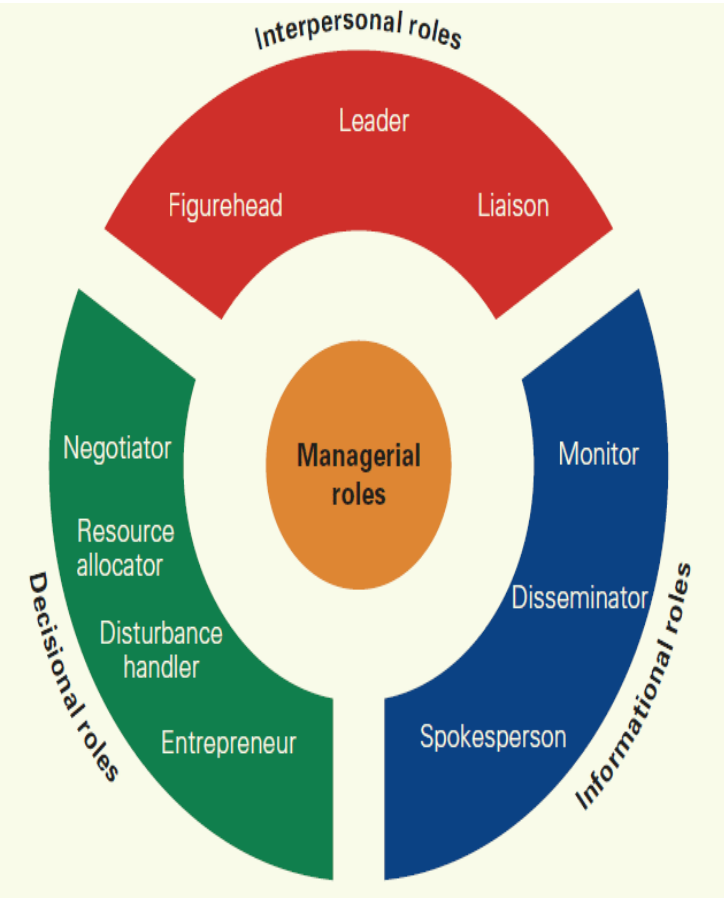
Human or Interpersonal Skills

Human or interpersonal management skills present a manager's knowledge and ability to work with people. One of the most critical management tasks is to work with people. Without people, there will not be a need for the existence of management and managers.

These skills will enable managers to become leaders and motivate employees for better accomplishments. Also, they will help them to make more effective use of human potential in the company. Simply, they are the essential skills for managers.

Interpersonal management skills are essential for all hierarchical levels in the company

MANAGERIAL ROLES



Managers play a variety of roles in organization to manage the work. Henry Mintzberg “tell us little about what managers actually do. Managers do not act out the classical classification of managerial functions. Instead, they engage in a variety of other activities.” Roles are organized set of behaviours.

After studying several managers at work, Mintzberg classified their behaviours into three distinct areas or roles-

1. Interpersonal
2. Informational
3. Decisional.

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1. Interpersonal Roles:

This set of roles derives directly from the manager's formal position. As the figurehead for his unit, he stands as a symbol of legal authority, performing certain ceremonial duties e.g., signing documents and receiving visitors. The manager in a leader role hires, trains, and motivates his personnel. In the liaison role, manager interacts with many people outside the immediate chain of command, those who are neither subordinates nor superiors.

2. Informational Roles:

Informational roles are important because information is the lifeblood of organizations and the manager is the nerve center of his unit. As a monitor, the manager is a receiver and collector of information. Information is acquired through meetings, conversations, or documentation. In the disseminator role, managers distribute information to subordinates daily. As a spoke-person, the manager transmits information to individuals outside the organization. This role is present in all managerial jobs.

3. Decisional Roles:

managers have to make decisions. In performing the decision-making role, managers act as entrepreneur, disturbance handler, resource allocator, and negotiator. In playing the entrepreneurial design and initiate changes within the organization. It involves some improvements. As a disturbance handler, the manager handles difficult problems and non-routine situations such as strikes, energy shortages etc

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As resource allocator, the manager decides how resources are distributed, and with whom he will work most closely.

The fourth decisional role is that of negotiator. Managers negotiate with suppliers, customers, unions, individual employees, the government, and other groups.

Some of the roles performed by a manager are:

1. Interpersonal Roles:

Liaison: In this role of liaison, every manager must cultivate contacts outside his vertical chain of command to collect information useful for his organization.

Leader: As a leader, every manager must motivate and encourage his employees. He must also try to reconcile their individual needs with the goals of the organization.

Figurehead: In this role, every manager has to perform some duties of a ceremonial nature, such as greeting the touring dignitaries, attending the wedding of an employee, taking an important customer to lunch, and so on.



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Informational Roles:

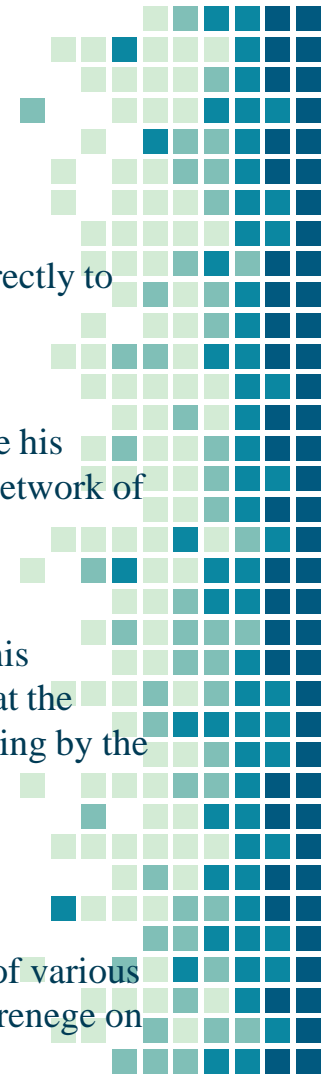
Disseminator: In the role of a disseminator, the manager passes some of his privileged information directly to his subordinates who would otherwise have no access to it

Monitor: As monitor, the manager has to perpetually scan his environment for information, interrogate his liaison contacts and his subordinates, and receive unsolicited information, much of it as result of the network of personal contacts he has developed.

Spokesman: In this role, the manager informs and satisfies various groups and people who influence his organization. Thus, he advises shareholders about financial performance, assures consumer groups that the organization is fulfilling its social responsibilities and satisfies government that the origination is abiding by the law.

3. Decisional Roles:

Disturbance Handler: In this role, the manager has to work like a fire-fighter. He must seek solutions of various unanticipated problems – a strike may loom large a major customer may go bankrupt; a supplier may renege on his contract, and so on.



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Entrepreneur: In this role, the manager constantly looks out for new ideas and seeks to improve his unit by adapting it to changing conditions in the environment.

In addition, managers in any organization work with each other to establish the organization's long-range goals and to plan how to achieve them. They also work together to provide one another with the accurate information needed to perform tasks.

Thus, managers act as channels of communication with the organization.

Negotiator: The manager has to spend considerable time in negotiations. Thus, the chairman of a company may negotiate with the union leaders a new strike issue; the foreman may negotiate with the workers a grievance problem, and so on.

Resource Allocator: In this role, the manager must divide work and delegate authority among his subordinates. He must decide who will get what.

