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SIMULATION

KEY MANAGEMENT TIPS



# KEY POINTS TO REVIEW

## SUPERVISORY ISSUES

1. Remember that human resources are a manager's most important resources.
2. Try not to make promises, but if you do, make sure you keep them.
3. Keep your wits about you. Employees will react to situations dependent on how you are handling them. Don't lose your temper or argue.
4. Make the time to address issues that need to be addressed and be patient.
5. Be consistent and fair.
6. Hear employees out - provide them with an opportunity to explain their actions. "Cooling off" periods should not be too long before disciplinary actions. Gather any needed information as quickly as possible.
7. Don't under react, or overreact, react appropriately to the situation.
8. Remember employees have feelings and should be treated with respect.
9. Should you make a mistake, admit it. Never place the blame on your staff, or make excuses.
10. Work with staff to develop their potentials.
11. Promote cooperation, coordination and teamwork.
12. Be sincere in praising, don't over or under praise.

13. Ask for employees' input and advice - no one knows their jobs better than they do.
14. Do not say, "As a friend, I would..." - you are a manager.
15. Stand up for your employees and back them to the hilt.

## COUNSELING/DISCIPLINE

1. Behavior problems can be due to: poor attitudes, inadequate training, personality conflicts, and personal problems.
2. Practice active listening, and provide feedback as to what employee is saying.

## PLANNING

1. Set reasonable and measurable objectives, assess available resources, develop contingency plans, and coordinate.
2. Measure goals and objectives in terms of specific and clear quantity, quality and time frame.
3. Clearly defined objectives are yardsticks for decision making.
4. Assess resources including: people, finances, equipment/tools, information/supplies, approaches/methods, and the critical element of time.
5. Develop contingency plans and consider the following when deciding on a best one: objectives, side effects, flexibility, complexity, and risk/reward ratio.
6. Clearly communicate defined goals, objectives and expected results. Most importantly, communicate changes fully and on a continual basis.

## DELEGATION

1. Effective delegation includes defined objectives, timely feedback, tolerance, and corrective actions.
2. Delegation is shared responsibility, not passed off responsibility.

3. Delegate by assigning duties, granting appropriate levels of authority to carry out those duties, and create contract to perform.
4. Common barriers to delegation include: lack of confidence, lack of appropriate planning, manager's loss of job satisfaction (technical aspects), feelings of inadequacy/insecurity, fear of making errors.
5. Provide continual feedback on performance.

## PROBLEM SOLVING AND DECISION MAKING

1. Identify potential problems, possible causes, and preventive actions.
2. Decisions should be made by the employee with the most knowledge on the issues-importance of granting authority to carry out assignments.
3. Gather the appropriate amount of facts (often time related) and assess risks.

## COMMUNICATION

1. The objectives of communication are: to be understood, understand others, promote action, and be accepted.
2. Common barriers to effective communication: differences in perceptions/expectations, close-ended (one-way) process, jargon, stereotypes, prejudgments, emotions, actions versus words.
3. Handle rumors carefully. Be forthcoming, honest and truthful. If you have no information, don't speculate as it increases the impact of the rumor.

## MOTIVATION

1. Employee motivation is not something managers have power over or can control. Your role is to create a motivational climate.
2. Motivation climate is comprised of: the job itself, the manager, and the related activities.
3. Developing a motivational climate includes: acting as an appropriate role model, involving employees in problem solving and decision making, support decisions and present in ways that it will be appropriately received, and using effective communication.
4. Try to provide employees with the whole picture of the project.
5. Make time to listen.
6. Provide opportunities for employee suggestions, innovations, etc.
7. Support employee's career development.
8. Keep employees abreast of issues that impact their jobs.
9. Invite a variety of different opinions and do so in a positive manner.

## INTERPERSONAL RELATIONS

1. Don't have favorites, look for good points and take an interest in all employees.
2. Maintain self-control, remain poised, especially during stressful times.
3. Promote employee involvement and suggestions for improvement/alternatives.
4. Watch what you say and how you say it. Content, style, tone and pace provide clues from which people draw conclusions.
5. Be discreet. Don't use or participate in ethnic humor or sarcasm. Keep confidential information just that.
6. Hone your timing skills.
7. Good interpersonal relationships result in high morale, productivity, and ease of management.