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## THE ROLE OF MANAGERIAL SKILLS IN SUCCESS OF AN ORGANIZATION

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### ABSTRACT

*Managers in today's most successful organizations recognize that internal changes must keep pace with what is happening in the external environment. Managers serve the main role models for change and provide the motivation and communication to keep change efforts moving forward. The managerial skills are vital to run an organization successfully. The skill enables a person to effectively manage resources at his disposal. And especially in today's turbulent times each of these skills become even more important in order to achieve great success. Apart from being successful in professional arena these skills make a person a better human being and in a way that is more important. He should guide the individuals under him, give them a sense of direction to achieve organizational goals successfully and should act responsibly. He should be optimistic for sure. He should be empathetic and should understand the need of the group members. An organizational leader should not only lead others individually but also manage the actions of the group. Individuals who are highly ambitious, have high energy level, an urge to lead, self-confidence, intelligence, have thorough knowledge of job, are honest and flexible are more likely to succeed as organizational leaders. Individuals who learn the organizational leadership develop abilities and skills of teamwork, effective communication, conflict resolution, and group problem solving techniques and clearly communicate organizational mission, vision and policies; build employees morale, ensure efficient business operations; help employees grow professionally and contribute positively towards organizations mission.*

### KEYWORDS

managerial skills, motivation, communication, organizational goals, team work.

### INTRODUCTION

**M**anagerial skills are the knowledge and ability of the individuals in a managerial position to fulfil some specific managerial tasks. This knowledge and ability can be learned and practiced. A manager is an important position for an organization. Every manager should have their own strategy of leadership style and motivation theory to effectively support and influence other employees to work hard and achieve the goal in order to gain an organization's competitive advantages in the complex market. Being a successful manager should have the leadership styles of developing a harmony and trustful relationships with employees at the position of giving appropriate direction and support others to accomplish an organizational goal. And, a manager should also have the motivation style of expectancy of equal reward to employee performance. Managerial skills have long been a subject of speculation, but scientific research on leadership did not begin until the twentieth century. The focus of much of the research has been on the determinants of leadership effectiveness. Social scientists have attempted to discover what traits, abilities, behaviours, sources of power, or aspects of the situation determine how well a leader is able to influence subordinates and accomplish task objectives. The reason why some people emerge as managers and the determinants of the way a leader acts are other important aspects that has to be investigated, but predominant concern has been leadership effectiveness. They differ in many ways, including who exerts influence, the intended purpose of the influence, the manner in which influence is exerted, and the outcome of the influence attempt.

From managerial point of view, it is an important element of the directing function of management. The manager induces confidence and passion through nurturing leadership in their subordinates to perform the work excellently. They have a sense of responsibility to direct the actions of others in carrying out the organizational purposes by being accountable for success or failure. Many large organizations have management systems intended to improve staffing and human resource planning, training and development, compensation and benefits, safety recognition and rewards, process and quality improvement, quality of work life, learning and innovation, knowledge management and employee empowerment. A variety of formal arrangement is used to facilitate control, coordination, innovation, efficiency, growth and diversification.

Managers typically engage in a variety of activities each day and many of them are brief in duration. The activities of managers tend to be fragmented as well as varied. Interruptions occur frequently, conversations are disjointed, and important activities are interspersed with trivial ones, requiring rapid shifts of mood. A manager may go from a budget meeting to decide millions of dollars in spending to a discussion about how to solve problems.

The nature of managerial activity reflects the fact that many interactions are initiated by others and much of manager's behaviour is reactive rather than proactive in nature. A common stereotype of managers is that they spend a considerable part of their time in careful analysis of business problems and development of elaborate plans to deal with them. The descriptive studies find that most managers devote little time to reflective planning. The fragmented activities and continual heavy demands characteristic of managerial work make it difficult for managers to find the long periods of uninterrupted time necessary for this type of activity. **Managers will need skills that will help them to manage people and technology to ensure an effective and efficient realization of their working tasks.**

### TYPES OF MANAGERIAL SKILLS

Robert Katz identifies three types of skills that are essential for a successful management process:

- Technical,
- Conceptual and
- Interpersonal management skills.

**Technical Skills:** It involves specialized knowledge, analytical ability within that specialty, and facility in the use of the tools and techniques of the specific discipline. Vocational and on-the-job training programmes largely do a good job in developing this skill.

**Conceptual Skills:** Ability to use information to solve business problems, identification of opportunities for innovation, recognizing problem areas and implementing solutions, selecting critical information from masses of data, understanding the business use of technology, understanding the organization's business model. It involves the formulation of ideas, conceptualization about abstract and complex situations. A manager is to provide constant motivation to his team to maintain an excellence and quality in results. A good manager is always looking for ways to improve production and standards.

**Interpersonal Management Skills:** Coaching and mentoring, diversity; working with diverse people and culture, networking within the organization, networking outside the organization, working in teams; cooperation and commitment. These skills will enable managers to become leaders and motivate employees for better

accomplishments. They will help them to make more effective use of human potential in the company. Simply, they are the most important skills for managers. There is no doubt that skills will continue to be an important way of describing what a manager does.

### EFFECTIVE MANAGERIAL SKILLS

For effective management, the managers need to have quite a few qualities and skills.

**Vision:** A manager is a visionary and this quality, more than any other, sets a manager apart from the followers. Followers blindly align themselves to the vision and goals of the manager and help the manager accomplish them. But without an envisioned manager, the team will be a directionless group.

**Ability to Change:** The external business environment is becoming more and more dynamic and a manager should be able to change with the times. He should be able to align his vision with what the market wants.

**Set a Benchmark:** A manager should be able to set a performance benchmark and be what he expects the employees to be. He himself should display the set of qualities which he expects from his team.

**People-Skills:** Whatever the monetary and non-monetary rewards, employees will only be really motivated to work if they know what it is that is motivating the manager. So a manager should be able to communicate the effective leadership strategies and his vision to the rest of the team in a way that the employees too feel comfortable with the manager.

**Listening and Not Just Talking:** If the manager chooses to listen to what his team has to say, they may be able make valuable suggestions to make a process more effective. Hence, listening too is one of the most important practices for effective leadership.

**Problem Solving:** The path to a goal is often strewn with traps and obstacles. Hence, a manager should have good problem solving and analytical skills which will help him and the team overcome any problem in the path to their goal.

**Ability to Motivate Others:** A manager should know how to get the work done from his team. He should be able to motivate his workers with monetary and non-monetary rewards. He should be able to make his team a part of his vision. A manager should be able to coach his team so that they can give their best performance.

**Discipline:** A manager should be well disciplined himself and should be able to imbibe qualities like professionalism and hard work in his team as well.

**Time management:** Good time management skills will increase overall productivity of a teamwork. A manager who manages his time well usually achieves his goals on time and with better success rate.

**Self Confidence:** With knowledge comes confidence. Self Confidence is very important in today's world of business. To believe in oneself and have an iron will makes a manager or organization successful.

**Self Motivation:** Managers should be a self-motivator to take initiative and encounter failure. One should be brave enough to take on challenges with a positive and optimistic outlook. Self-Motivation is very important when one is leading others and while one is failed alone.

**Proactive:** This is most desirable managerial skills in today's world of rapid change. Being proactive means preparing for the challenges which are not yet arrived. Being proactive means to be able to envision the future and prepare for it or rather create the future on your own terms. This quality ensures better results, higher customer satisfaction, and more customer loyalty.

**Result Oriented:** Everybody wants an employee or a manager who produces great results. Being result oriented means that one should always be focused and oriented to his results. One should not be distracted by external/internal factors.

**Negotiation Skills:** An excellent manager will need to know how to negotiate and facilitate the process if he wants to succeed an organization.

**Communication Skills:** The manager is responsible to enable effective communication environment in their teams, because without this, they can't manage effectively the members of the team. Today, everything is based on good communication process. Excellent communication skills will improve overall skills of a team leader.

**Creativity Skills:** To solve problems the manager requires high level of creativity skills. They need to use their own creativity in solving problems, but also in encouraging other members to be more creative when they work in team environment. Creativity skills are important part of an excellent team leader.

**Developing Organizational Skills:** Developing good organizational skills and time management will definitely take some effort on the part of the person, and will not pay off unless he or she is wholly dedicated to a better and more efficient lifestyle. The amount of time in a given day can be rather limited, but with a little organizational skill, Organizational skills are not limited to time and work, as they also extend to our materials and workspace as well. Keep everything that may be needed later on within arm's reach. Especially if handling of large volumes of documents. This will help to save a great deal of time, and may actually increase the productivity. Organizing the work flow into manageable steps and procedures can indeed increase the productivity.

Apart from these skills, managers should also possess design and business skills. Although managers, irrespective of their hierarchical levels, should have all these skills, the degree of requirement of the various skills varies depending on their hierarchical levels.

### ROLE OF MANAGERS

There are various roles for managerial activities. The roles are largely predetermined by the nature of the managerial position, but each manager has some flexibility in how to interpret and enact each role. Some roles of managers deal with interpersonal behaviour, some deals with information processing behaviour and others deals with decision-making behaviour.

**Leader Role:** Managers are responsible for making their organizational subunit function as an integrated whole in the pursuit of its basic purpose. The manager must provide guidance to subordinates, ensures that they are motivated and create favourable conditions for doing the work. The various managerial activities are expressly concerned with the leader role, including hiring, training, directing, praising, criticizing, promoting and dismissing.

**Figurehead Role:** Apart from manager formal authority they are also obliged to perform certain symbolic duties of a legal and social nature, such as signing documents, presiding at certain meetings and ceremonial events and receiving official visitors. The manager must participate in these activities even though they are usually of marginal relevance to the job of managing.

**Examiner Role:** Managers continually seek information from various sources such as reading reports and memos, attending meetings and briefings and conducting observational tours. Most of the information is analyzed to discover problems and opportunities and to develop an understanding of outside events and internal process within the manager's organizational unit.

**Representative Role:** managers are obliged to transmit information and express value statements to people outside their organizational unit. Middle managers and lower level managers must report to their superiors; a chief executive must report to the board of directors.

**Tycoon Role:** The manager of an organization acts as an initiator and designer of controlled change to exploit opportunities for improving the existing situation. Planned change takes place in the form of improvement projects such as development of new services, purchase of new equipment, reorganization of formal structure and some are delegated to subordinates.

**Disturbance Handler Role:** A manager deals with sudden crises that cannot be ignored, as distinguished from problems that are solved by the manager to exploit opportunities. The crises are caused by unforeseen events, such as conflict among subordinates, the loss of a key subordinate, a fire, strike and so on. A manager typically gives this role priority over all of the others.

**Resource Allocator Role:** Managers exercise their authority to allocate resources such as money, personnel, equipment, facilities and services. Resource allocation is involved in managerial decisions about what is to be done, in the manager's authorization of subordinate's decisions, in the preparation of budgets and in scheduling of the manager's own time. By retaining the power to allocate resources, the manager maintains control over strategy formation and acts to coordinate and integrate subordinate actions in support of strategic objectives.

**Negotiator Role:** Manager having the authority to make the commitment. Managers may participate in many different types of negotiations, including negotiations with unions involving grievances, employment negotiations with key personnel and other non-routine negotiations. The managerial role emphasizes the type of activities commonly expected of managers, regardless of the type of position.

## THE NEXT MANAGERS

When asked to describe their principal leadership challenges, almost everyone said that the fast pace of change complicated their ability to retain and develop the best leadership talent, hire new talent with the right competencies, and understand which skills would be required of that talent. Despite the uncertainty, most managers agreed their companies needed new leaders capable of:

**Fostering Growth:** They need to grow managers, who can do it on a global basis – who can deal with the complexity.

**Being Global:** Developing and hiring managers who are credible globally has got to be core competency.

**Thinking like the Customer:** The customers in every industry get savvier every day. How to deal with them?

**Being Complete Leaders:** It requires the ability to adapt and respond to different circumstances and to connect with different kinds of employees, including employees of different ages and different cultural backgrounds. Managers will exist on the basis of their interpersonal relationships, behaviour and flexibility, as opposed to what they know. They should fit with different scenarios and organizational circumstances.

**Working within Processes:** Organizations need managers who define their value by working in the process, being successful in the process, rather than defining their value by being a hero. Now managers know on how we strategically, get focus on those processes and get everyone around a performance-based culture.

**Being boundary-less and managing virtually:** The person who think outside the building and manage the employees whom they cannot see.

**Attracting and retaining the new generations:** The Gen X and Y seem always ready to leave one company and move onto something better, as soon as there is an opportunity. While it is true that they usually would not stay with a job if they are unhappy – as boomers often did – this doesn't mean they aren't serious or loyal. It simply means that if we want to keep the best and brightest managers in the organization, they need to offer them an environment that is geared to their values.

## CONCLUSION

Managerial skills involve all the processes and possible efforts that lead to development and achievement of organizational goals. It includes employees' involvement, genuineness, effective listening and strategic communication. Managers understand abstract relationships, develop ideas and solve problems creatively. Using these skills, managers must be able to see the organization as a whole. They have to understand the relationships among various subunits, and visualize how organization fits into its border environment. These skills are most important at the top management levels. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. These skills are equally important at all levels of management.

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