

# Example: Small Engineering Firm

## What Makes a Good Manager?

- Collaboration**
  - Work effectively with people of all levels to achieve goals and identify and resolve problems.
- Communication**
  - Communicate clearly and concisely with all staff.
  - Talk through work problems with others on a one-to-one basis.
  - Give information over the phone in a clear, concise and informative way.
  - Explain or give details of changes or problems to colleagues.
  - Write letters and reports in a straightforward way which is readily understood by the receiver.
- Decisiveness**
  - Be ready to make decisions and judgements even though they may be difficult or unpopular.
  - Make decisions and recommendations where a quick response is necessary.
  - Defend your decisions and show them to be well thought through if they are challenged.
- Implementation Skills**
  - Set priorities, define targets, give responsibilities and plan work so that results are achieved on time and within budget.
  - Plan your time and the time of other staff to undertake tasks.
  - Set priorities for work of your section.
  - Plan when to monitor and review the work of your section.
  - Take steps to correct errors.
- Influencing Skills**
  - Get others to pay close attention to your comments.
  - Build support for your ideas with colleagues.
  - Use facts and information effectively to persuade staff and clients.
  - Persuade others by linking your ideas and action to their needs e.g. solving an office problem by considering your colleagues needs.
  - Create support for others ideas or initiatives e.g. support change initiatives.
- Initiative**
  - Take responsibility for and encourage action towards achieving goals and changes which benefit the company.
  - Take the lead to “make things happen”.
  - Come up with ideas and suggestions to improve processes.
  - Widen your responsibilities to make business opportunities.
- Leadership**
  - Take responsibility for a task and give direction, provide structure and give responsibilities to others to get a task done.
  - Coordinate the work of colleagues i.e. lead a team.
  - Give directions to others and delegate to get a task done.
  - Take responsibility for the work of your team and for the success or failure of you and your team.
  - Be a central point which colleagues refer to for help and guidance.
  - Widen your own responsibilities to get a task done.
- Maximise Business Performance**
  - Establish performance criteria for the business and try to maximise effectiveness by monitoring and reviewing overall performance.
  - Set up systems to monitor performance and results.
  - Monitor workflow patterns to make sure there is maximum efficiency and effective use of resources.
  - Identify ways of minimising costs whilst increasing income.
  - Set standards which the team's performance can be measured against.
  - Stress efficiency and productivity when planning work and establishing

<b>Maximising Performance</b>	<ul style="list-style-type: none"> <li>responsibilities for staff.</li> <li>• Set individual performance goals, coach, provide training and evaluate performance improvement.</li> <li>• Involve staff in setting performance criteria that can be measured.</li> <li>• Establish a systematic method for evaluating the performance of your team.</li> <li>• Support and encourage staff to do the things necessary for improved and effective performance of their job.</li> <li>• Identify and organise relevant training and coaching for staff.</li> <li>• Build staff's self confidence by enabling them to meet challenges or solve problems.</li> <li>• Evaluate staff performance accurately and fairly, giving regular and accurate feedback to staff on their performance.</li> </ul>
<b>Need for Excellence</b>	<ul style="list-style-type: none"> <li>• Encourage others to carry out tasks to the highest standard possible to improve upon previous performance.</li> <li>• Improve the way in which a task was done before.</li> <li>• Make the team aware of your high expectations for excellence in performance and productivity.</li> <li>• Show a concern for progress and quality.</li> <li>• See and deal with things which get in the way of reaching a standard.</li> <li>• Motivate others to achieve goals.</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Look at a problem or issue so that the important things are identified and practical high quality solutions are chosen.</li> <li>• Link information together so that a problem can be understood.</li> <li>• Establish how the cause of a problem will give rise to a certain outcome (that is "if x happens, then y should follow").</li> <li>• Take account of different side issues while dealing with the main area of concern.</li> <li>• See and consider fully the different interests and points of view held by colleagues.</li> <li>• Create a range of options or alternatives when faced with a problem.</li> <li>• Simplify information to explain what has happened.</li> <li>• Think through the effects of carrying out various options.</li> <li>• Consider any factors which might give rise to future problems before reaching a solution.</li> <li>• See the pros and cons of preferred solutions when weighing up which to choose.</li> </ul>
<b>Staff Development</b>	<ul style="list-style-type: none"> <li>• Create a positive climate in which staff receive feedback, support and coaching to improve their performance and skills.</li> <li>• Give on-the-job training and coaching to staff as part of improving their performance.</li> <li>• Praise and encourage good work by others.</li> <li>• Encourage and give recognition to staff for undertaking development activities.</li> <li>• Identify and discuss the strengths and development needs of staff.</li> <li>• Create an environment in which staff can develop themselves.</li> </ul>
<b>Team Skills</b>	<ul style="list-style-type: none"> <li>• Work openly, sensitively and in cooperation with others.</li> <li>• Stress the need for staff to work together and encourage a team approach to solve difficulties.</li> <li>• Ask team members for their ideas and suggestions.</li> <li>• Keep others informed by sharing your own ideas and feelings.</li> <li>• Use good humour to reduce tension at work.</li> <li>• Give attention to the needs and feelings of others.</li> </ul>
<b>Technical Knowledge</b>	<ul style="list-style-type: none"> <li>• Have wide and detailed technical knowledge, experience and market awareness.</li> <li>• Have detailed knowledge of products or systems.</li> <li>• Software program knowledge.</li> <li>• Keep up-to-date on changing business trends.</li> <li>• Use technical knowledge and experience to improve job performance.</li> </ul>