

STRATEGIES TO IMPROVE MANAGERIAL SKILLS

Vijay Digambar Songire

Assistant Professor,
SIES, Graduate School of Technology, Nerul,
Navi Mumbai, Maharashtra

Kamalakar. B. Gaikwad

Assistant Professor
SIES, Graduate School of Technology,
Nerul, Navi Mumbai
Maharashtra

Abstract

Today in the world of globalization, the competition is at its peak and everyone wants to achieve success at any cost. No doubt, the schools and institutions bring the talent of the youth in the forefront but the rising question is whether the contemporarily youth is able to fulfill the demands of the global market. The present situation highlights the dilemma of unemployment in each sector i.e. engineering, law, marketing and education etc. These attempt of this paper is to study the dynamics of career and the ways to make a career successful one irrespective of any hurdle or obstacle. The paper shows how with the effective learning of soft skills along with the hard skills has become a necessary ingredient for career building today. The paper particularly focuses upon the strategies to improve managerial skills. It highlights various ways to improve managerial skills in order to perform best in the organization.

Keywords: managerial skills, globalization, hard skills, soft skills, education etc.

Studying the scenario of today's college education one thing is clear and that is today's education is not able to impart the required skills necessary for the organization. Students face problem in getting jobs and if they get it they find it difficult to fulfill the target. Therefore, this is necessary to find out the deficiencies in the education system and correct it with the collective efforts in educational research. The need for managerial studies should be highlighted in the curriculum from the primary education. While performing various roles as a worker, leader, supervisor, etc one has to be perfect in managerial skills. Collins English dictionary defines managerial skill as "skills regarding the technique, practice, or science of managing a company, business, etc."

Today in the world of competition one has to perform various tasks at a time .For fulfilling this one has to acquire the required skills set and this skills set is called managerial

skills. Managerial skill is nothing but the ability to perform managerial tasks effectively with positive and punctual way. One cannot acquire this skill in a moment .It need continuous efforts as well as honest practice. David Whettan writes: “Management skills form the vehicle by which management strategy, management practice, tools and techniques, personality attributes, and style work to produce effective outcomes in organizations. Management skills, in other words, are the building blocks upon which effective management rests...Management skills are the means by which managers translate their own style, strategy, and favorite tools or techniques into practice.” (08)

Any organization works towards a goal. The goal is achieved with the team efforts. When each member of the team uses his potential to its fullest, it becomes easier for the team to achieve its goal. With the collective efforts of the team members, only one can think about the survival of the organization. In this respects the role of the manager becomes very critical to nurture the behavior of the employees, which helps to sustain team building. According to David Whettan “Management skills are behavioral. They are not personality attributes or stylistic tendencies. Management skills consist of identifiable sets of actions that individuals perform and that lead to certain outcomes.”(09) The management must know how to improve the behavior of the employees. The training session helps the employees to develop interpersonal skills which is very significant for developing performance. Therefore, the manager shall make the employees aware about the importance of soft skills along with the hard skills which directly affects their performance in the organization. The following element can help the manager to improve the performance of the employees.

1. Assertiveness: The manager shall follow the practice of being assertive. He has to promote assertiveness at the work place. Assertiveness is the quality of being self-assured and confident without being aggressive. In the field of Psychology and psychotherapy, it is a learnable skill and mode of communication. *Dorland’s Medical dictionary* defines assertiveness as: "a form of behavior characterized by a confident declaration or affirmation of a statement without need of proof; this affirms the person's rights or point of view without either aggressively threatening the rights of another (assuming a position of dominance) or submissively permitting another to ignore or deny one's rights or point of view.”The practice of assertiveness definitely boost the confidence of the employees .It makes them aware about their priorities at the same time it develops their attitude towards people. Developing assertiveness is one of the celebrated activities today in the world of globalization. One has to express his/her own issues without violating the others’ rights. It is one of the most important interpersonal skills. It makes a manager successful in his/her managerial tasks.

2. Team Building: If the manager wants to manage all the activities successfully without fail then he has to promote team building. The organization runs with the collective efforts of the employees. The active participation of the employees is necessary here to achieve the common goal. Team building definitely helps the manager to execute the tasks successfully, which leads to effective managerial skills. As Fapohunda and Tinuke M write in their article ‘Towards Effective Team Building in the Workplace’ : “ Team building is an important topic in the current business climate as organizations are looking to team-based structures to stimulate further improvements to their productivity ,profitability and service quality.” (01)

As Yasin Munir and Prof. Dr. Muhammad Ehsan assert about the significance of team building in managerial process in their article “Cross Sectional Examination of Team Performance and Impact of Organizational Change on Team Building”：“In an organization, organizational change and team building are structured approaches that help the individuals, teams, and organizations to achieve their goals. In organizations proper process is made that helps the employees to bring an effective change for best team performance. Team building and change management are important factors in organizational environment. Both of these factors focus to have an outcome that affects self development, positive communication, leadership skills, and ability to work together as a team for solving problems.” (49) An organization needs both leaders and managers. Leaders motivate the team members for achieving a goal on the other hand managers provides order and stability to leaders’ plan. So most of the time it is observed that there is interchanging in the roles of the leaders and the managers. B.N .Ghosh compares the role of managers and leaders in the organization and writes: “The most dramatic differences between leaders and managers are found at the extremes: poor leaders are despots, whereas poor managers are bureaucrats in the worst sense of the world. Whereas leadership is a human process and management is a process of resource allocation, both have their place and managers must perform as leaders. All first-class managers turn out to have quite a lot of leadership ability.” (251)

3. Conflict Resolution: Conflict occurs in the organization at work. Conflict is observed as an unavoidable part of everyday life. The success lies in the resolution of the conflict in a constructive manner. If conflict is resolved by the manager using the techniques like persuasion, negotiation and mediation it helps him to execute the things in a systematic manner. The manager must know the techniques of conflict resolution at the same time he has to provide training to his subordinates for the same. It will definitely change the attitude of the employees towards the situation. Actually the problem occurred is not a problem until it is resolved with proper conflict resolution technique. George Kohlrieser asserts in his article ‘Six Essential skills for managing Conflict’ : “...conflict can be extremely productive for companies and individuals and conflicting management skills can be learned. High performing leaders are effective at dealing with conflict because they use the six essential skills.”

1. Create and maintain a bond, even with your ‘adversary’ – The manager has to create a strong bond with not only the subordinates but also with the seniors. Therefore, he has to even maintain good relationship with his/her adversary to manage the tasks.

2. Establish a dialogue and negotiate –The manager is a good communicator who assigns different tasks to the employees of the department. He has to assign the tasks properly. Sometimes he has to negotiate in certain cases if any employee is genuinely not able to accomplish the given task.

3. “Put the fish on the table”- It means he has to work with all kind of people and with their different perspectives. This expression means, simply, raising a difficult issue without being aggressive or hostile.

4. Understand what causes conflict-The most important thing for the manager when he is facing a conflicting situation is to identify the root cause behind the conflict

5. Use the law of reciprocity -The law of reciprocity is the foundation of cooperation and collaboration

6. Build a positive relationship-The manager has to believe in building positive relationship with all the employees of the company in order to manage the tasks effectively. People are the greatest resources at work. So he shall not forget the value of relationship and its effect upon the organizational goal.

4. **Motivation:** Being a manager one has to encourage the employees for achieving the given target .He has to understand the mental traits of the employees and has to guide them accordingly. As Lydia banks rightly comments about the role of a manager as motivator at the workplace, “Managers can create an environment that inspires and supports employee motivation...Motivated employees have a will to succeed, a drive to do their best no matter what the project. Unmotivated employees are less concerned about their performance and willing to get by with a minimum amount of effort.” (06)” The manager is the source for motivation for the employees. The manager can develop the atmosphere at the workplace through creating competition among the different departments. The reward shall be given for the appropriate tasks. It will not only boost the confidence of the employees but also build up the culture of the organization. Apart from fulfilling basic needs the job should provide the mental satisfaction to all the workers .here the role of the manager is significant who has to talk to the workers time to time .He shall understand the different attitudes of the people and has to give them solution by motivation them. The training sessions on motivation can also help to the employees to bring better results. As Jana Urdzikova and Jozef Kiss write “Motivation at work is immediately reflected in the performance of the employee. Using appropriate incentives, employees doing the same tasks work harder and are higher performing compared to those who are not motivated properly.” (88)

5. **Leadership:** Lydia Banks writes in the book ‘ Motivation in the Workplace : Inspiring Your Employees :“Managers need a clear vision of what they want their department to achieve and a commitment to conveying that vision.” (31) Managers have to play a role of a leader .They must know the characteristics of effective leadership As Warren Benis has stated “lack of a clear vision is a major reason for the declining effectiveness of a leader.”... No matter what the situation, leaders need to be able to communicate their ideas clearly and commit themselves to the outcome. A leader must be able to transform his vision to a more inclusive position by gaining the trust and commitment of those needed to fulfill his objective.” (qtd.Marylyn Vojta) The manager has to perform as a leader. Being a leader, he must know the strengths and weaknesses of the employees. He has to assign the work responsibilities to the candidates who are capable of it.

6. **Time Management:** As Penny Foster writes about the importance of time management in the book ‘Priority and Time Management Guide for Leaders and Managers’ : “With the increasing pressures of a difficult financial climate and the need to achieve more with fewer resources, time management is becoming even more important. Time is precious, and how we maximize our use of that time is crucial to our effectiveness as a leader.”(03) Time management is one of the most important requirements for the managers .They have to use the time effectively. Being managers one has to train the employees in the essential four skills in time management i.e. goal setting. planning, prioritizing and delegating.

Thus acquiring the managerial skills is very significant in order to improve the performance at the work place. It has become a key to succeed in the competitive world. If today's youth wants to survive in the global market they have to acquire the above-mentioned strategies to improve managerial skills which develop their overall performance.

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