Types of Managerial Skills

Networking and Communication Techniques
- Must be competent to turn out whatever correspondence that the business requires on a regular basis. Be clear and concise in communication. Focus on the client.
- Must be able to respond to phone calls, written correspondence, emails, and other electronic correspondence.
- Must be able to communicate with past, present, and prospective clients in professional and social settings.
- Must be able to communicate with employees to direct them in positive outcomes in the business.

Human Relations Skills: most important skill needed in management
- Must be able to interact with employees, suppliers, and customers.
- Must lead and motivate employees.

Time Management Skills
- Must be able to allocate time effectively
- Set and prioritize goals
- Schedule activities on a planning calendar for overall picture of activities to be accomplished in a specific time period
- Group activities together for most efficient use of time

Technical Skills
- The skills are acquired through education or experience in a particular industry
- These skills involve the use of tools, equipment, procedures, and techniques of the industry
- As business grows, the technical skills may be turned over to supervisors for everyday operating business

Conceptual Skills: efficient use of thinking, reasoning, and logic
- These skills help in understanding the business as a whole and how parts are related
- Can help in day-to-day decision making related to business
- Can help in making long-range plans and decisions for expanding the business (forecasting)

Math Skills
- Helps in managing daily operation of business, such as accounting of sale and payroll
- Evaluating the business performance on a regular basis (daily, weekly, monthly, yearly) on a balance sheet or other accounting program
- Helps in making long-range projections as to where the business is headed in terms of financing

APPROACHES TO DECISION MAKING

1. Rational Approach: a series of steps to insure that every aspect of the problem is considered
   - Identify the problem
   - List the solutions or options
   - Evaluate the alternatives
   - Choose a solution
   - Act and get feedback
2. **Seat-of-the-pants approach**: decision making that does not always consider all of the possibilities.
   - Owner may rely on personal experience, established procedures, or even intuition
   - This approach often seeks a solution that satisfies the moment

**GROUP DECISION MAKING**

3. **Brainstorming:**
   - Goal is to generate a large number of ideas in a short period of time.
   - No idea will be dismissed until all ideas are listed on paper
   - After all goals are listed, start going through and discarding any that are not feasible or were “wishful” thinking

4. **Nominal Grouping**: each member of the groups acts individually
   - State the problem
   - Individuals make a list of solutions and rank them
   - Each person presents ideas to the leader, who records them on paper
   - After all ideas are presented, questions are asked and alternatives are clarified
   - New list is completed with all ideas and questions clarified
   - Last step is to rank all new ideas to arrive at the top or most appropriate choice

5. **Delphi Technique**: This is a more formal approach to decision making. The goal is to reach a *consensus* or agreement.
   - Group does meet
   - There is a questionnaire sent to the group that presents the problem
   - Group members suggest potential solutions and return the suggestions to the leader
   - Results of the questionnaire are tallied and sent back to the group along with a more detailed questionnaire
   - Members complete the new questionnaire adding any new suggestions and return to the leader
   - This process continues until a consensus is reached

**Appendix E 3.02 Management Functions**

**Management Functions**

**Planning**: Most important function of management
   - Analyze the information
   - Make decisions as to what needs to done to reach a desired outcome
   - Set goals
     - Goals should be put into writing
     - Goals should be measurable
     - Goals should be attainable
     - Goals should set deadlines for achievement
   - Develop strategies for achieving goals by following a plan
1. Strategic plans: plans for long term goals, where do you want the business to be in 3-5 years
2. Tactical plans: plans for goals of one year or less. Specific objectives with specific target dates. These plans make the strategic plan a reality
3. Operational plan: addresses short-range objectives for implementing the tactical plans

Organizing
- Determine what jobs will be done
- Who will carry out the company’s plan
- Determine what materials, equipment, and other resources are needed
- Determine hiring and training policies as follows:
  - **Employee Recruitment**
    1. Define the job
    2. Recruit through classified ads, employment agencies (head hunters), word of mouth, and Internet sites
  - **Screening Prospective employees**
    Start with application or resume
    1. Interview by asking general questions about background.
    2. Test his/her technical skills if needed
    3. Continue interview and request references to be checked
  - **Training and Development of employees**
    1. Can be on the job
    2. Contract with outside consultant
  - **Standards & policies** must be provided to all employees, usually in booklet form containing the following information:
    1. Working hours: define the standard workday with breaks and lunch/dinner, observed holidays, vacation and sick leave policies
    2. Payment policies including dates/times of payment, overtime calculations, salaried vs. hourly rates and pay
    3. Benefits including health, dental, disability insurance
    4. Termination policies: grounds for firing, layoffs, resignations, and reemployment


Appendix E 3.02: Management Functions Continued

Promoting the Business
**Referrals** occur when one client tells another person looking for a service about a particular business
- Cost is $0
- Be aware that referrals can work against your firm if there are problems or work is not completed satisfactorily
- Deliver more than you promise and never promise what you cannot deliver
• Ask for referrals
• Develop a mailing list of existing and past clients. Send some type of information each month to keep your firm in clients minds

Basic Promotional Tools
• Portfolios: selection of project photos taken by professional photographer to show what the firm sells. Can also be digital, slides, transparencies
• Graphic images: Business cards, letterhead & other stationary, business forms.
  1. This is usually the first impression a potential client may have with your firm.
  2. The colors used, size and typeface, and size of finished format are all important when creating graphics.
  3. Employ a graphic designer for a more professional look
• Logo: a mark that is a symbolic image of the company. Can be used on all materials related to the firm

• Business cards: sometimes thought of as tiny billboards in which a company can leave an impression
  1. Generally 3.5 inches x 2 inches, black and white, colored, single or double-spaced.
  2. List logo, name of company, employee name and position, address, phone and fax number, e-mail address, cell or pager number,
  3. There are companies that produce a multimedia business card in the form of a CD-ROM, can store video, text, graphics, audio, and links to web pages.

• Brochures:
  1. Gives the firm an opportunity to show selections of best work and to tell clients something about the firm
  2. Image on the brochure should mirror the firm’s image
  3. Cover should be attention getting and interesting
  4. Copy should be well written and brief
  5. Copy should tell potential clients about the firm, services offered, list former clients
  6. Copy and photos are meant to provide a “taste” of what the firm is about, but should not “date” the brochure

Directing:
“Directing means conveying your plans, assignments, and instructions to your employees. Employees require guidance and supervision
An employer must be able to communicate goals and motivate employees to perform at their best.

Effective direction also requires handling equipment, materials, and other resources.”

Controlling: Usually the last step in the management process
“Controlling is the process of comparing your EXPECTED results with ACTUAL performance.”