

13 Principles of Successful Management

1) MISSION

Mission is represented by one's personal commitment to make an affirmative impact on the lives of others. This manager believes that subordinates can grow and develop.

QUESTION:

One manager said to me, "My staff are just like kids. You have to really keep after them to get them to work."

How do you feel about that?

2) HUMAN RESOURCES DEVELOPMENT

Human resources development is indicated by the manager's ability to receive satisfaction from the personal and professional growth of subordinates. This person helps their staff experience success and finds fulfillment in the achievement of each person's goals.

QUESTION:

What about being a manager brings you the greatest satisfaction?

3) RELATOR

The relator theme is evident when the manager desires positive personal relationships with others and has strategies to build relationships with the staff. This manager is committed to an extended and enduring relationship of mutual support.

QUESTION:

Can you as a manager know too much about the personal lives of your staff?

4) DELEGATOR

A delegator wants to know the strengths and interests of each staff member in order to extend responsibilities in a way which helps each one of them to grow and be successful.

QUESTION:

What is the key factor in good delegation? Upon what basis do you delegate?

5) ARRANGER

An arranger demonstrates insights and skills in working with groups of people in order to achieve common objectives. This person understands the uniqueness of individuals and helps people to work together effectively and openly.

QUESTION:

Please describe a good staff meeting. What is the objective of a good staff meeting?

6) CATALYZER

The catalyzer is a manager who can stimulate the performance of staff members through searching out and encouraging their creative and innovative ideas.

QUESTION:

An outstanding employee has worked with you for three years. He/she comes to you and indicates that although he/she likes their job very much, he/she has gotten into a routine which is bringing him/her less reward than in the past. What would you do?

7) AUDIENCE SENSITIVITY

An audience sensitive manager spontaneously assesses the thoughts, feelings, proposed actions, and actions from the viewpoint of customers and staff. This person remains sensitive to this awareness and uses such insight in the decision-making process.

QUESTION:

As a manager, in what ways do you find out what your staff members are thinking?

8) GROUP ENHANCER

Group enhancers believe their particular staff has great potential. This person looks for the strengths in individual staff members and has a positive perspective toward them. This manager builds pride through the accomplishments of staff and plans ways to maintain a supportive group climate.

QUESTION:

Can a manager give too much praise or recognition to staff members?

9) PERFORMANCE ORIENTATION

The performance orientation theme is observed in a manager who is goal directed. This person's goals are stated in terms of specific "practical" outcomes for self and others. This person uses criteria for measurements, has definite objectives, and is interested in measurable results.

QUESTION:

How do you know if your department has reached its objectives?

10) WORK ORIENTATION

A manager with work orientation is intensely involved in work and is almost continuously thinking about it. This person possesses a great deal of stamina and ordinarily is actively involved for long days and weeks.

QUESTION:

When you are alone, late at night, early in the morning or going somewhere, what do you think about?

11) AMBIGUITY TOLERANCE

This manager displays a tendency to suspend judgment until as much evidence as possible is available from involved parties. Much restraint is placed upon impulsive decision-making.

QUESTION:

How do you feel about work problems that you have not yet solved?

12) LEADER

A person in this theme enjoys being the leader. He/she likes being in a position of influence and can handle being "out front." This person is persuasive when necessary and demonstrates persistence and courage in the face of resistance. A

person strong in this theme tends to be competitive and is emotionally and verbally powerful in driving toward an objective.

QUESTION:

On a scale of 1-10, with ten being high, how competitive are you?

13) GESTALT

The person strong in this theme has a drive toward completeness, and tends toward perfectionism. Even though form and structure are important, the individual person is considered first.

QUESTION:

Are you a perfectionist?

Do you expect perfection of your staff members?