

How to be a **star** Manager...

The Do's and the Don'ts

Developing a good management team is a critical component of running a successful organization. Managers not only supervise employees but must make important decisions that directly affect the company.

The Do's: Is this You?

An effective manager respects and appreciates their employees, provides necessary resources, shares knowledge, listens and delegates tasks effectively.

- **Appreciation of Employees**

Companies with effective management teams understand the importance of **respecting and appreciating their employees**. Appreciation can come in many forms, such as saying thank you, monetary bonuses, paid-time off and other valuable rewards. When managers appreciate their employees, it results in a boost in employee morale. Satisfied employees value their jobs, are rarely absent from work and perform their duties with enthusiasm. Completing employee evaluations and rewarding employees based on their performances is another way management can show their appreciation.

- **Provide Necessary Resources**

An effective manager provides employees with the **resources necessary to accomplish their tasks**. Employees can suffer from a lack of motivation when they are asked to complete duties and meet goals without receiving the proper resources. Companies with good management properly train their employees in the latest technology, ethical issues and teamwork. Effective manager organizational management believes in equipping their employees with the necessary skills and knowledge needed to grow and maintain success for the business.

- **Being Generous with Knowledge**

Management must possess the **necessary knowledge** to effectively compete in their industry. The knowledge a manager possess comes from the ability to learn relevant information. Therefore, they must stay current on issues regarding their industry and

organization. Managers must also be generous in sharing their knowledge with employees and other managers.

- **Listens and Makes Good Decisions**

Managers should take time to listen to their employees. At times, management is **willing to listen to the suggestions of valuable employees** but can brush off employee complaints. Effective managers understand the importance of listening to its employees. One reason is that it causes employees to feel as if their opinion is valued. Another reason is that management can consider employee suggestions, concerns and complaints when making decisions. The decisions made within an organization should benefit the company and its employees.

- **Lead Employees and Delegate Tasks**

Effective management knows how to develop employees by **focusing on their strengths**. In most cases, employees need to hear what they are doing right instead of constantly hearing what they are doing wrong or their weak areas.

Also, an organization with good managers employs professionals who know how to **delegate tasks to subordinates**. Successful organizations utilize teams and individual contributions. A manager that delegates duties to employees shows that employees are perceived as responsible and capable of fulfilling duties. Delegation also allows managers to focus on more pressing issues that require a greater expertise than what employees possess.

The Don'ts: Hope your sitting down for this!

Ineffective managers take all the credit when things are going well, brag about their personal wealth and superhuman skills, make excuses for bumps in the road by blaming associates and sometimes other departments, bring family issues to the workplace, manage by crisis, and so on and so on.

- **Don't take credit for all success stories**

One of the big things that employees really hate it when the manager takes credit for their work. Seasoned employees get even more irritated. Employees want to be recognized, and then challenged to complete other higher goals. When they realize they won't get any credit or someone will steal it, they lose all motivation.

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NOTE: This training program is a work in process and can be changed, updated, and improved at any time.

- **Demonstrates distrust and lack of confidence**

Trust and empowerment can change employee perceptions. When you show trust, you're essentially enabling the employee to succeed. Ineffective managers don't understand that. They command and control, assuming an employee is going to fail or create conflict. To change, you must demonstrate to an employee you are OK with small failures.

- **Doesn't appear to advocate for you when it comes to monetary compensation (wages/salary/bonuses)**

A quiet demotivator that ranks high on the list above setting expectations or not getting a promotion. Not advocating for an employee is demoralizing to them. Why? Like the other high-ranking reasons, the employee knows they won't get any credit, in this case financially, for their hard work. He or she will produce the work but won't ever get the recognition.

- **Hires and/or promotes the wrong people**

Favoritism is another de-motivator. An ineffective manager picks the people he or she likes, regardless of skill level. It might be because that person has a personal connection with the manager. Ineffective managers don't fairly critique all employees and ignores what it takes to do a specific job or role.

- **Doesn't back you up when there's a dispute between you and one of your company's clients**

We all want advocates, a manager who will stand up for us. We also crave truth in the workplace, an understanding that it was your skill or your attitude that landed the big customer or pushed a sale forward. Ineffective managers are weak-willed individuals. They don't do the hard work of advocating because that involves conflict resolution, time and effort, and maybe even some emotion.

- **Doesn't provide proper direction on roles**

When an employee doesn't know what to do it creates conflict. They need to use the skills and training they have received if they ever are to excel. We all want to be needed, to show we have amazing abilities. Effective managers know how to funnel all that skill and creativity in the right direction; ineffective managers zap it dead.

- **Doesn't know when to institute a performance improvement plan (PIP)**

No manager likes to micromanage, it's the last resort when all other area's have failed. This is where managing takes a different turn. Some employees require more managing and direction than others. A good manager recognizes and understands the outcome of dedicating the time to raise the employee to the required level. An effective manager performs daily coaching of tasks and goals if necessary.

- **Focuses more on your weaknesses than your strengths**

An ineffective manager is a wrist slapper. He or she likes to point out anything that's wrong, mostly because the goal is for the manager to look good. When he or she constantly points out problems, it's because the manager wants to make sure the higher-ups don't see any flaws. Effective managers overlook minor issues and focus on the outcome.

- **Doesn't set clear expectations**

It means the manager is not a good communicator, and the employee gets lost in the maze. What is the role here? What is success? What are the steps to complete a task? When an employee doesn't know the expected outcome he or she will slip into a mode of low productivity and apathy. Don't be afraid to define your expectations to an employee on a regular basis. This will keep good communication flowing and will avoid misunderstanding about the goals.

We all wish to be a success in all areas of life. *Ralph Waldo Emerson* said it this way:

“What is success?

To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate the beauty; to find the best in others; to leave the world a bit better, whether by a healthy child, a garden patch Or a redeemed social condition; to know even one life has breathed easier because you have lived. This is to have succeeded!”

This document has been created as a collaborative effort by the management team of Star. Read each point in the Do’s and Don’ts above and evaluate yourself and your management skills. Be honest. If you find your weak areas, then be strong and make a positive change.

At Star we expect that our management team will be both professional and skilled in all daily actions. We also demand that all departments work together and respect the chain of command within each department. When a situation arises go to the appropriate department head rather than directly to a subordinate. If we do these things this year and years to come will be a success.

I am here to give advice for any situation and clarification of our company policies and procedures. Take advantage of this resource.

Thank you for taking this valuable training.

Respectfully,



Robert P. Grow, Jr. PHR

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The content has been edited and approved by Mr. Keith Muir, the General Manager of Star Buick GMC, 260 Country Club Road in Easton, Pennsylvania.