

**Research Paper**

**What Knowledge, Skills and Abilities do Managers need to perform their work effectively?**

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# Introduction

This report is a research paper on what knowledge, skills and abilities managers need to perform their work effectively. The intention of this study is to delve into the different skills that effective managers need to have in order to perform their work to the highest possible standard in their company. This report will discuss, in detail, six of the different skills that are required for an effective manager.

An effective manager takes responsibility for making sure that each of the individuals in his department succeed and that the team, business, or organization achieve their desired results. Managers that are successful require talent and skill. These skills can be developed and improved through training, having a good mentor and overall experience [1].

There are several characteristics of management skills that distinguish them from other types of managerial characteristics and practices. As previously stated, this report will look at four of the skills required to be an effective manager. This report will also look at knowledge and abilities required by managers to be effective as possible.

# Effective Managers

Effective managers are often defined in terms of the quantity and quality of standards of performance and the satisfaction and commitment of employees. A manager’s purpose is to gain results through the employees work. When the manager succeeds at this, the entire organisation benefits from it.

An effective manager must be a leader of people. Managers have the opportunity and responsibility to give direction for the organisation. Managers show people where to go and help them find the best path suitable for reaching the end goal of a project and/or next path in their career [2]. In order to be the best manager possible, a manager must have a large set of skills, which this research paper will cover most of the important skill sets that an effective manager should have, these skills include organisational skills, planning skills, delegation skills, team building, and communication skills. Effective management requires a lot more skills than the ones listed, in fact, recent studies show that there are ten important skills that a manager must have, and each of these skills complements the other, these are, Verbal communication, managing time and stress, managing individual decisions, recognizing, defining and solving problems, motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building and managing conflict [3]. For managers to achieve long-term success in their organization, it is best to build on all skills required to be the best manager one could possibly be.

## Organisational Skills

Organising is the ability to develop an organisational structure and allocate various human resources to ensure that the mission statement and objective is achieved. This could generally involve the creation of a new system hierarchy of who needs to report to who, designing a new office layout, and a new project strategy that will help move towards the company’s deadlines [4]. It’s important for managers to be able to plan and have an eye towards the future of the company. Organising for managers is extremely beneficial and an important part in the creation of projects. Good managers will hold meetings frequently or do weekly check-in’s on employees and see how much they’ve progressed on their work [5].

## Planning Skills

While individual managers may or may not be involved in creating company policy and strategy personally, in order for them to be effective, they must be able to plan [6]. Managers need to understand the purpose and then be able to create the mission and objectives for the organisation they are involved in. This process could involve the need to change someone else’s plan in order to adapt to new circumstances in the business. Effective managers will need to have an understanding of what the resources available to them are, create a reasonable time table for completion and manage the budget, and be able to assign tasks to employees.

## Delegation Skills

Delegation is one of the most essential management skills to have in a business. It is a must have in order to be an effective manager. The main task of a manager in a growing organization is to eventually develop a successor, this cannot be done without the manager having effective delegation. Delegation can also be used to develop employees and the manager themselves, to ensure delegation is done properly, a task must be specific, measurable, agreed, realistic, time-bound, ethical and recorded [7].

## Team Building

Developing team skills is an important part of being an effective manager. The ability to lead a team and manage teamwork has become almost a requirement in most organizations today. One reason for teamwork being so popular is that it can show improvements in productivity, quality and morale when teams are used. A lot of companies have credited improvements in performance in their workplace because of the introduction to teams. Team development can be broken down into four stages. The Forming Stage, which is when the team members first come together and need to become acquainted with one another. The Norming Stage is when the team must become a cohesive unit and eliminate any form of solo act that could hinder the team’s progress. The Storming Stage is when the team is faced with disagreements, this is when the team must focus on making improvements, and recognizing their achievements. The Performing Stage is when the team begins to get work done with innovation, speed and taking advantage of their core strengths [8]. For a manager, being able to work well with a team can affect the overall morale. For example, if a manager lacks communication skills and is a solo performer rather than a team player, the team will ultimately have no direction, no leader and no work will be done.

## Communication

In businesses, the way a manager communicates with employees, clients, or other managers can affect business. Verbal communication is an important way of getting a message across. Reflection and clarification are commonly used techniques in verbal communication. Communication skills are not only verbal communication. A major part of the communication skill set is non-verbal communication. There are many different types of non-verbal communication, like body language. Body language can be used to give significance or emphasis what it is a manager, or person is saying – it can also offer some information about the emotions of a person. Interpersonal communication skills are also necessary for an effective manager to have. These are important in a variety of different circumstances, they are essential for building relationships, personally and professionally. In order for a manager to be effective, they must be able to listen and accept feedback, but also, be able to provide feedback effectively, especially during interviews with potential employees who could be hugely beneficial to the organisation in which they work for [9]. The ability for a manager to understand non-verbal communication in the workplace is an important aspect of being an effective manager. As discussed, non-verbal communication involves body language, being able to understand an employee’s body language can be the difference in understanding what it is the employee is saying and what feedback to give them, or completely misunderstanding them and starting conflict.

## The Ability to Motivate and Influence Others

It is an essential part of business for a manager to guide their team members and encourage them, as they need to feel important at work in order for them to develop some sense of loyalty towards the organisation. Managers should acknowledge hard working employees and appreciate them in front of others so that they become motivated and will then perform better next time. This generally ties into good communication skills, as giving employees correct and honest feedback it will help them work harder and correct mistakes [10].

## Knowing the Organisation

An effective manager knows what the organisation’s overall purpose and goals are, and they should know the organisations agreed-upon strategies in order to reach and achieve these goals. Effective managers also know how their team fits into the scene and the part they play with helping the organisation grow and thrive in the world. Having full knowledge of their organisation is extremely crucial in becoming an effective manager [11]. It is also important for managers to understand the organisations SWOT analysis. An effective manager can truly understand their organisation by reviewing their Strengths, Weaknesses, Opportunities and Threats. Analysing the company’s strengths will allow the manager to see exactly what makes their organisation stand out in their respective area, and fully take advantage of it, providing a unique selling point for the organisation and help its employees understand it. By looking at the organisations weaknesses, a company can understand what areas are lacking, and the manager of help work on and remove those weaknesses with their team. An effective manager can also take advantage of the opportunities that are there for the company to gain from by working on the product or service itself in order to improve it. Threats consider all possible competitors that can threaten the company and its products or services, an effective manager can consider all options on how a competitor can be dealt with effectively.

A manager should also have knowledge of the organisations PESTLE analysis. This analysis is a more detailed view of the environment that the business is in. An effective manager should understand the political influences that a government can have on the business, they should be able to understand the current economy situation, including inflation rates, interest, demand and supply. They should understand the current social and cultural trends, as well as the technological trends of the business environment and how it is impacting the business they are currently situated in. Understanding the laws and the environment that the business operates in plays a huge part in the knowledge that a manager should possess [12].

# Conclusion

To complete this study, I will summarise the contents of my various findings. In order to be an effective manager, it is clear that a certain set of skills is required, a recent study had showed that there are ten core skills that a manager must have to be effective – these skills are; Verbal communication, managing time and stress, managing individual decisions, recognizing, defining and solving problems, motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building and managing conflict. For this research paper, I had chosen the following skills to look at in further detail; organizational skills, planning skills, delegation skills, team building skills, communication skills and whatever skills. Organizational skills ensure that project deadlines are met, and having an eye towards the future, which ultimately helps the company in the long run. With planning skills, it is important for managers to understand the purpose and then be able to create the mission and objectives for the organisation. Managers need to be able to change other people’s plans if need be. Delegation skills require a manager to develop employees and themselves, eventually finding a successor to take over once the manager is finished with the organisation. Developing team skills is an important part of being an effective manager. Being able to lead a team and manage teamwork has become almost a requirement in most organizations today. One reason for teamwork being so popular is that it can show improvements in productivity, quality and morale when teams are used. A major part of the communication skill set is non-verbal communication. There are many different types of non-verbal communication, like body language. Interpersonal communication skills are also necessary for an effective manager to have.

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