

Skills

of

Successful Managers

# **THE CHANGING ROLE OF MANAGEMENT**

# **TODAY'S BUSINESS ENVIRONMENT**

- **Global competition – More pressure to perform**
- **Increase in customer's expectations (internal & external)**
- **Pace - Doing more with less resources and faster  
Increased workload – Increased work hours**
- **Frequency and speed of changes – Business scope, organisational structure, technology,...**
- **Pressure to learn and improve, upgrade, develop**
- **Always rushing – Never catching up - High stress levels**
- **Lack of work-life balance**

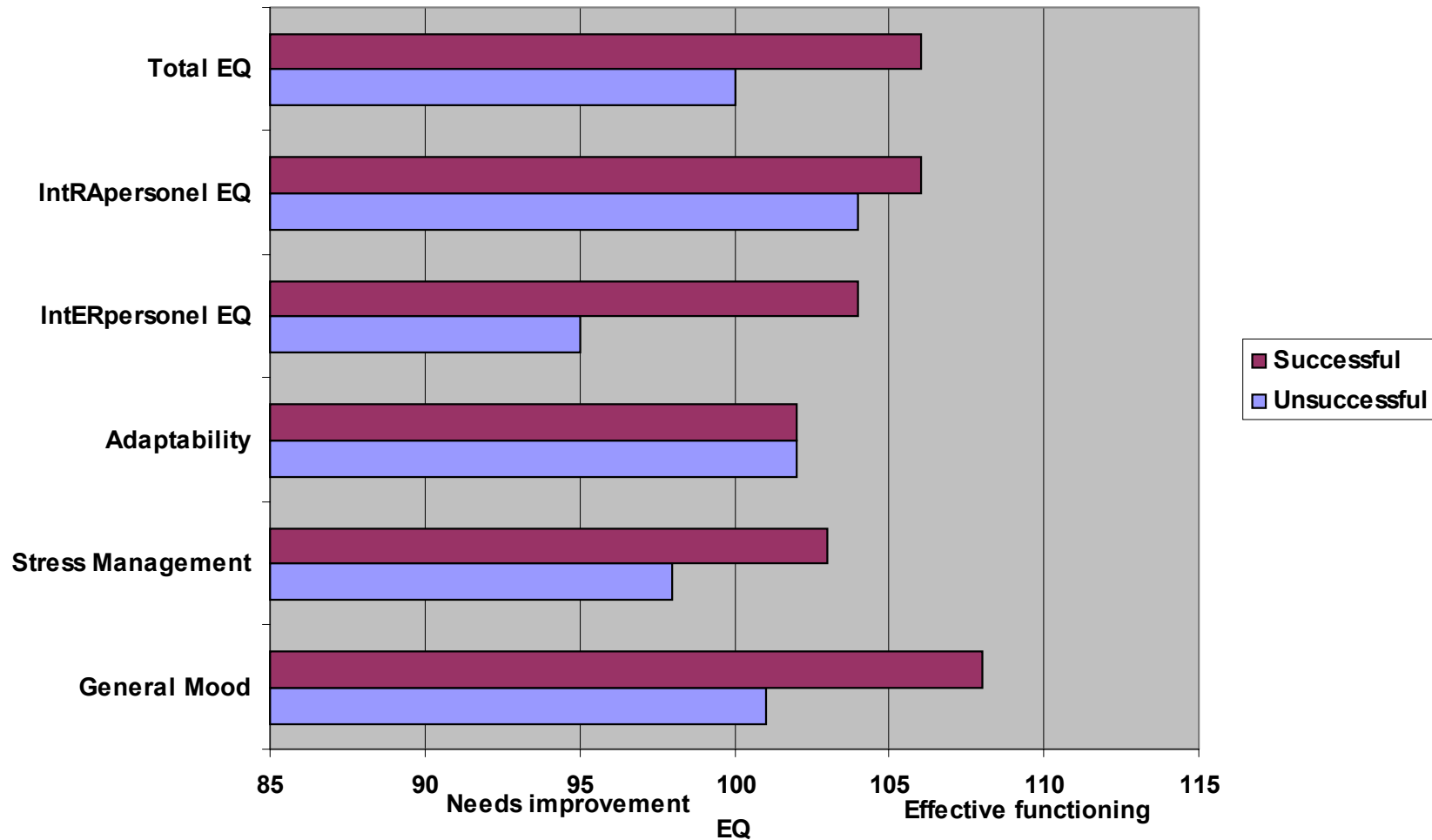
# THE CHANGING ROLE OF MANAGEMENT

The interpersonal skills and emotional competencies that facilitate a productive workplace are of utmost importance.

Managers have to understand their own emotional make-up as well as that of others in the workplace, and they have to be able to manage relationships and build networks.

Adpated from Perry Zeus & Susanne Skiffington "Coaching at Work"

# Senior Managers



Source: MHS

# General Mood

This scale refers to our overall feeling of contentment and satisfaction with life, and our overall outlook.

People with good skills in this area are generally happy and positive people and are able to overcome adversity and deal with setbacks effectively!



*“Success is how high you bounce when you hit bottom.”*

**- General George Patton**

*"Fall seven times, stand up eight."*

**- Japanese Proverb**

**What do Managers do?**

**What should Managers do?**

***Get results***

**What most affects a Company's  
bottom-line performance?**

***The Manager's mood***

*“Executive’s emotional intelligence – their self-awareness, empathy, rapport with others – has clear links to their own performance.*

*But new research shows that a leader’s emotional style also drives everyone else’s moods and behaviours – through a neurological process called ‘mood contagious’. It’s akin to “Smile and the whole world smiles with you”.*



*Emotions travels through an organisation like electricity over telephone wires. Depressed, ruthless bosses create toxic organizations filled with negative underachievers. But if you're an upbeat, inspirational leader, you cultivate positive employees who embrace and surmount even the toughest challenges.*

*This isn't just about putting on a game face every day. It means understanding your impact on others – then adjusting your style accordingly”.*

From “Primal Leadership: The Hidden Driver of Great Performance”, HBR-Article by Daniel Goleman, Richard Boyatzis, and Annie McKee, 2001

# Optimism



**The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity**

# Happiness

**The ability to  
feel satisfied  
with one's life,  
to enjoy oneself  
and others, and  
to have fun**



“Your foremost job as a leader is to take charge of your own energy and then to help orchestrate the energy of those around you.”

Peter Drucker

Move from Tired to Inspired

# Inspire

Latin “*spirare*” = *to breathe, to give life*

Cambridge Dictionary “*to fill someone with confidence and eagerness, esp. so that they feel they can achieve something difficult or special*”

day to share the secret of their success with Singapore workers, who were ranked among the least committed in the world in a Gallup survey in June and an International Survey Research (ISR) study in September. Bosses who lacked the heart and brains to inspire workers were squarely blamed in both surveys.

## SOUVENIRS GO UP IN SMOKE

*'My husband and I lost three pieces of luggage. All the shopping we'd done over the previous eight days were in them.'*

—Mrs Emily Low, 41, who returned last night from an ill-fated trip to New Zealand

## LESSONS FROM PIKE PLACE

# Flinging fish makes for fun and profit

**Famous Seattle fishmongers show bosses and workers here how fun at work keeps employees and customers happy**

By SUE-ANN CHIA

THE fishmongers at the famous Pike Place Fish Market in Seattle have a whole of a lot to work — tossing dead fish around, joking and laughing to the utter delight of their customers.

But their joking and antics are more than entertainment. It has created a work environment that inspires intense employee loyalty and customer satisfaction.

Just ask high school teacher Douglas Strauss, who started his working life as a fishmonger 10 years ago and still works part-time at Pike Place.

"I love the work, I am proud to be a fishmonger," said Mr Strauss, 28, who studied for his masters in mathematics while working there full-time.

Considering the gruelling 12-hour days that the fishmongers put in, starting the grind at 6.30 am, instilling such passion in them is no mean feat.

The man behind this successful management experiment that has been now copied by many large corporations is the boss, Mr John Yokoyama, 62.

Over the years, the self-described "former tyrant" realised a simple truth: A company comes to life when it treats its staff as peers rather than as workers.

And when employees feel engaged, business flourishes. While not a very novel idea, he has actually made it work. His advice to bosses everywhere: Empower employees instead of ruling them.

It was, perhaps, fitting that the boss and four of his employees were chosen yesterday to share the secret of their success with Singapore workers, who were ranked among the least committed in the world in a Gallup survey in June and an International Survey Research (ISR) study in September. Bosses who lacked the heart and brains to inspire workers were squarely blamed in both surveys.

Then presentation last night to 500 people, comprising chief executive officers, managers, and workers from both public and private sec-

tor, was part of the 1½ day Singapore Learning Symposium held at Suntec City.

Speaking to The Straits Times before the presentation, which included some salmon throwing, Mr Yokoyama said the turning point for the company had been a meeting conducted about 15 years ago.

It was going through a rough patch and they were discussing ways to revive business.

They made the decision to commit themselves to becoming "world famous" and to give every customer the experience of having been served and appreciated, whether they bought fish or not, he said.

"We didn't know how to do it," he confessed, saying they had no manual or guidebook to follow.

"All we knew was what we wanted to be and for each individual to be committed to make it happen."

And they pulled it off. A key ingredient of the

success formula is the flair with which the fishmongers toss their wares around.

Even 20 years ago, they used to throw fish to each other on and off to save a walk or time, said Mr Yokoyama. But once they were determined to become "world famous", it became a more conscious act, done with a great deal of finesse.

CNN picked Pike Place Fish Market as the most fun place to work in the United States last year.

They have been featured in a Levis commercial by Spike Lee, on *Pravda*, MTV's *Real World*, and *Good Morning America*.

The "flying fish" have also been captured on film and praised in print by tourists and journalists worldwide. Their work philosophy has also inspired books and spawned training videos.

And to deliver seminars and presentations to companies wanting to learn from him, Mr Yokoyama has formed his *Pike Place Consulting* with long-time business consultant Jim Bergquist.

Imparting "fish philosophy" to the audience yesterday, showing how to have fun at work, making a customer's day and being there for customers, Mr Yokoyama won praise from participants.

Ms Eng Mui Hong, a human resources and staff development trainer at Temasek Polytechnic, said: "What I take away from this seminar is how to play seriously. I'm a big believer in playing and learning having to be fun. So their philosophy was very close to my heart."

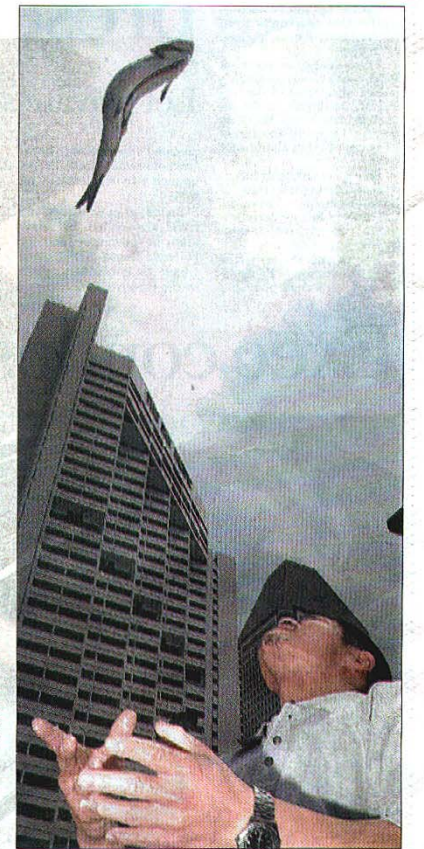


A quick pass of the slippery one by Ms Genevieve Gay (right) to Ms Jinny Poon says it all — but the message of the flying fish emerged loud and clear.

The Straits Times

# home

Thursday, November 7, 2002



WONG KWAI CHOW

He's not fooling around, instead fishmonger Sam Samson is showing the deft touch that has been the secret of Pike Place's success.



# The Three Types of Employees

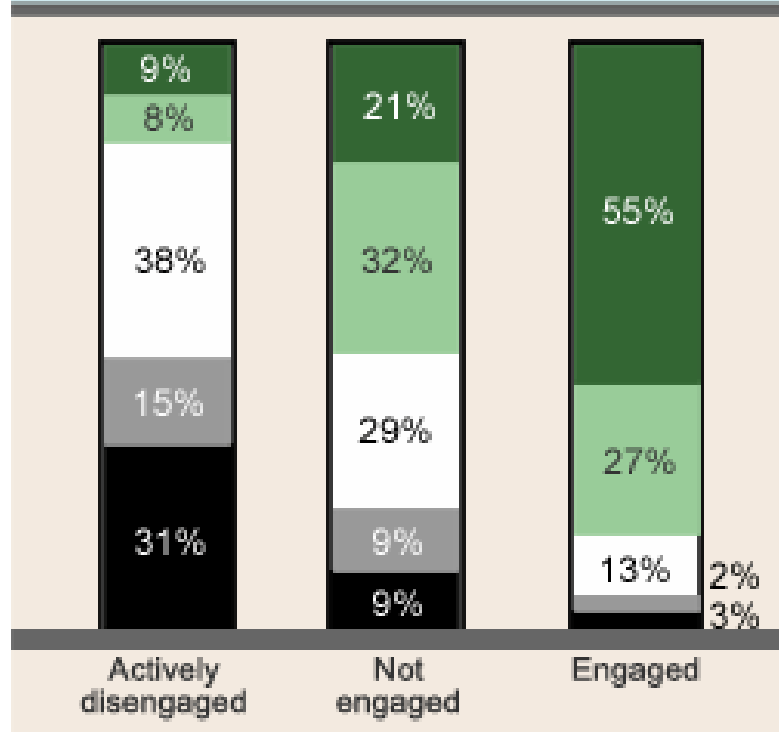
- 1 Engaged** employees work with passion, feel connected to their company, drive innovation and move the company forward
- 2 Not Engaged** employees are essentially “checked out”, sleepwalking through their workday, putting time, not energy or passion into their work
- 3 Actively Disengaged** employees are busy acting out their unhappiness and undermine what their engaged co-workers accomplish



## Encouraging Close Friendships

Engaged employees are much more likely than others to say their organization "encourages close friendships at work."

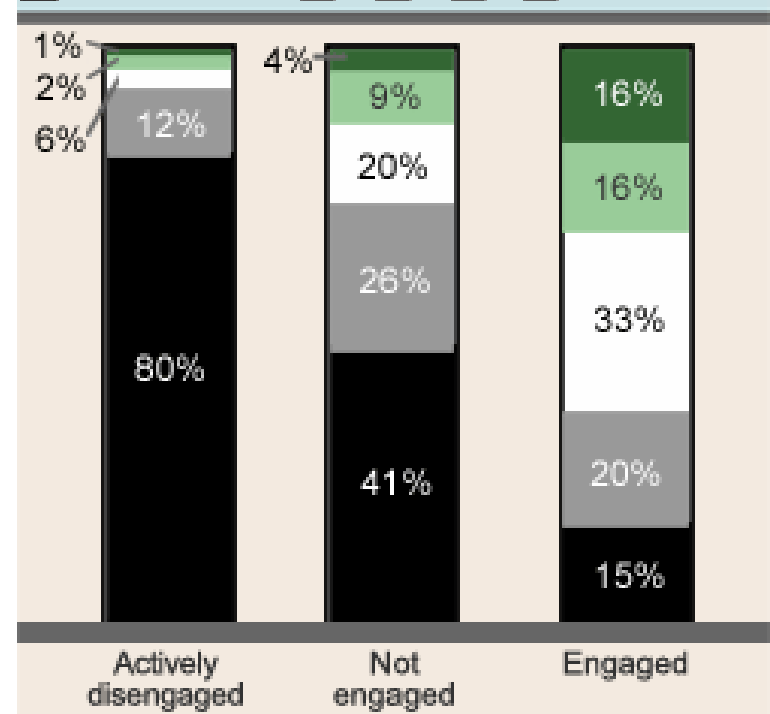
1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



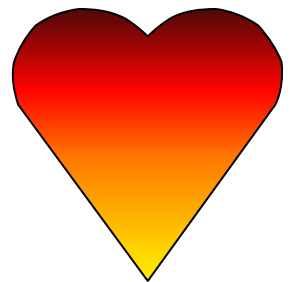
## "My Manager and I Have One of the Strongest Personal Relationships in My Life"

Actively disengaged employees seem especially disenchanted with their manager or supervisor.

1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



LISTEN  
with  
EMPATHY



When someone comes to you with negative feedback, what is the first thing you think to yourself?

1. Here we go again. Another annoying complainer. This is a waste of my time.
2. I'm going to sit here and pretend to listen to this and then give them the facts on their latest performance measures.
3. Why can't he/she pay attention to the really important issues, like getting this project completed on time?
4. Why is this an issue? I need to get more information.
5. What is this person really saying here? Or, rather, what is not being said and maybe needs to be addressed?

You cannot have empathy without asking questions. Some typical ones are:

"Can you say more about that?"

"Really? That's interesting. Can you be more specific?"

"I wasn't aware of that. Tell me more."

"I'm curious about that...let's discuss this in more depth."

"Let me see if I understand you correctly...here is what I hear you say..."

# POWERFUL QUESTIONS



# POWERFUL QUESTIONS

## Normal questions:

- Problem or detail focus
- 'Why'
- Person questioning analyses
- Outcomes produce *reasons*

## Powerful questions:

- Solutions focus
- 'How to'
- Person being questioned uncovers answers
- Outcomes produce *actions*

**COMMUNICATING  
LIKE  
A SUCCESSFUL  
MANAGER**



# POSITIVE COMMUNICATION

No

Criticising

Condemning

Complaining

Am I Contaminating or Contributing?

**And...**

**Select good people**

**Define clear expectations**

**Praise and recognition**

**65% of Americans reported not having received any recognition in the workplace the previous year**

**46% of people leave their jobs because they don't feel appreciated**

US Department of Labour

I can live for  
two months on  
a good compliment.

(Mark Twain)

No leader can ever make a mistake by giving compliments on what his co-workers have achieved.

**Select good people**

**Define clear expectations**

**Praise and recognition**

**Show care** – *research confirms a link  
between caring and productivity*

# Know your employees

For Example:

- Strengths + Weaknesses

- How they prefer to communicate

- How they like to receive praise

- Their triggers

- Personal details

**Person**

OR

**Project ?**



Emotional

Bank Accounts

**Minimum**

**3:1**

**Ideal**

**5:1**

**Ineffective**

**13:1**



# The Science of Happiness

Times Magazine – January 2005

- Count Your Blessings
- Acts of Kindness
- Engage with your Work

## Positive interactions with others

Mihaly Csikszentmihaly

People will forget what you said.

People will forget what you did.

But people will never forget  
how you made them feel.