

How to be a better manager!

What do achievers do?

High achievers do some, if not all, of the following:

1. They define to themselves precisely what they want to do;
2. They set demanding, but not unattainable time scales in which to do it;
3. They convey clearly what they want to do and by when;
4. They are prepared to discuss how things should be done and will listen to and take advice. But once the course of action has been agreed, they stick to it unless events dictate a change of direction;
5. They are single-minded about getting where they want to go, showing perseverance and determination in the face of adversity;
6. They demand high performance from themselves and are somewhat callous in expecting equally high performance from everyone else;
7. They work hard and work well under pressure; in fact it brings out the best in them;
8. They tend to be dissatisfied with the status quo;
9. They are never completely satisfied with their own performance and continually question themselves;
10. They will take calculated risks;
11. They snap out of setbacks without being personally shattered and quickly regroup their forces and their ideas;
12. They are enthusiastic about the task and convey their enthusiasm to others;
13. They are decisive in the sense that they are able to



quickly sum up situations, define alternative courses of action, determine the preferred course and convey to their subordinates what needs to be done;

14. They continually monitor their own and their subordinates' performance so that any deviation could be corrected in good time.

How to analyse your own behaviour?

It's no good trying to analyse your own behaviour unless you have a criteria against which you can measure your performance. You

have to set standards for yourself, and if you don't meet them, ask yourself why. The answer should tell you what to do next time. The basic questions you should ask yourself are:

- * What did I set out to do?
- * Did I get it done?
- * If I did, why and how did I succeed?
- * If not, why not?

The aim is to make effective use of your experience

Use the list of what high achievers do to check your own behaviour and actions. If

your performance has not been up to scratch under any of these headings, ask yourself specifically what went wrong and decide how you are going to overcome this difficulty next time. This is not always easy. It is hard to admit to yourself, for example that you have not been sufficiently enthusiastic. It may be even harder to decide what to do about it. You don't want to enthuse all over the place, indiscriminately. But you can consider whether there are better ways of displaying and conveying your enthusiasm to others in order to carry them with you.

Learning

There are a number of management techniques that you need to know about. These techniques will be discussed subsequently. The ones you should be particularly interested are:

Planning, objective and target setting, decision making, delegating, communicating, motivating, leadership, coordinating and controlling. This process of observation, analysis and learning will help you to become an achiever. But remember, achieving results is ultimately about making promises – to others and to yourself – and keeping them. Robert Townsend (56) in his book *Up the Organization* has some excellent advice "Promises: Keep. If asked when you can deliver something, ask for time to think. Build in a margin of safety. Name a date. Then deliver earlier than you promised".

Extracts from *HOW TO BE AN EVEN BETTER MANAGER* by Michael Armstrong.