

Management - EXPLORING MANAGERS ROLES

- As a manager, you'll play a few different roles. Below are the five primary roles, think about how you play them over the course of your work week.

- **Producer:** You must produce the desired results and achieve the organization's goals through projects and tasks.
- **Administrator:** You must administer systems, policies, and procedures so that the organization runs efficiently.
- **Innovator:** In order to enact change that serves the organization's future, you'll need to be creative and innovate new ideas or solutions.
- **Mediator:** Not only will you need to help our employees work through conflict, but you'll also mediate any tensions between the employees' needs and the organization's.
- **Culture builder:** You must build a work environment and culture that values its members and supports the organization's goals.

Each role requires different skill sets and you may be better at some than others. You want to play to your strengths and develop the areas in which you still need to grow. Also, think about how you can utilize the strengths of your people to balance you. It also happens that these roles can actually be in conflict with each other. For example, administering a policy might actually limit innovation, or enacting change might threaten the current culture. Part of being a manager is knowing how to balance these roles, and also when to prioritize one over another. This can be confusing because there are actually **two primary perspectives to consider**. Every manager must find a way to live at the intersection of these two different and sometimes competing perspectives.

- **Organization's perspective**
- **Employees' perspective**

The **organization's perspective**, which focuses on the effective completion of work that drives the organization's success. Everyone is employed to help

the organization accomplish its goals. It's also true that the organization's perspective is what has driven management style since the 1800s. The organization's perspective includes several key questions:

Are the assigned projects and tasks completed? Does the work get completed on time and within the allotted budget? Is the level of work quality sufficient to accomplish the goals? Is the organization protected from lawsuits by compliance with state and federal laws and regulations? Does any innovation occur that enhances the organization's success? Does the manager hire and develop employees who make positive contributions to the organization over time?

Here are the **key management skills from an Organization's Perspective:**

- Project Management
- Time Management
- Resource Management
- Communication
- Decision-Making
- People Skills
- Performance Management

The **employees' perspective**, which focuses on the experience of the people under the manager. The people who report to a manager have several key questions:

Are my tasks and responsibilities made clear? Am I given the training, guidance, and resources to complete the tasks? Are my skill sets effectively used, and am I given opportunities to grow? Am I treated fairly and with respect? Can I see that my contributions make a difference, and are they measured accurately? Is my worth accurately assessed and valued? Is there a clear career path for me to advance and grow?

Here are the **key management skills from the Employees' Perspective:**

- Communication
- People Skills

- Performance Management
- Training and Coaching
- Fairness or Ethics

It is important to remember the employee interaction is in service of the organization's goals, and the organization provides meaningful work and fair compensation to the employee. To be a successful manager, you'll need to find a way to artfully navigate the inherent tensions and opportunities that live between the needs of your employees and the goals of your organization.