

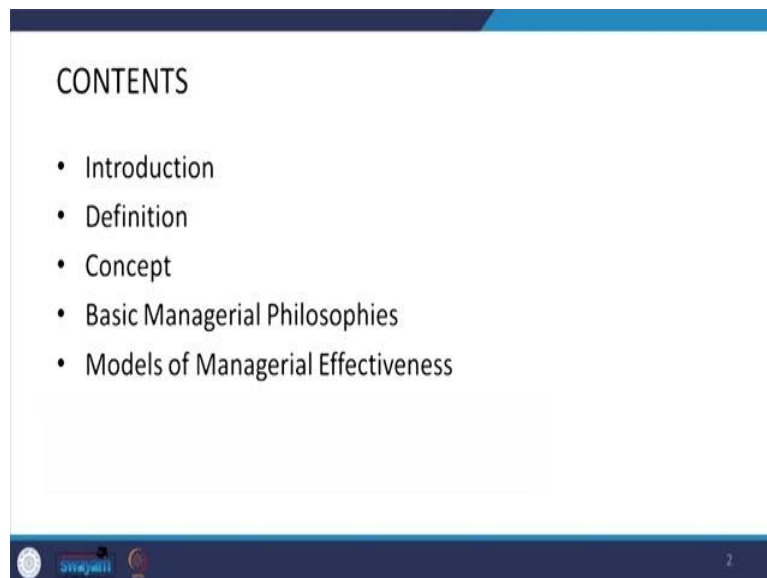
Managerial Skills for Interpersonal Dynamics
Prof. Santosh Rangnekar
Department of Management Studies, IIT
Indian Institute of Technology, Roorkee
Lecture 17
Managerial Effectiveness - I

In this session, I will talk about the managerial skills. As you see that is the whenever we talk about the managerial effectiveness and in managerial effectiveness we are having the formula and the formula is that is how we are going to increase our managerial effectiveness and there this particular course which helps you to develop and enhance your managerial effectiveness through managerial skills.

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CONTENTS

- Introduction
- Definition
- Concept
- Basic Managerial Philosophies
- Models of Managerial Effectiveness

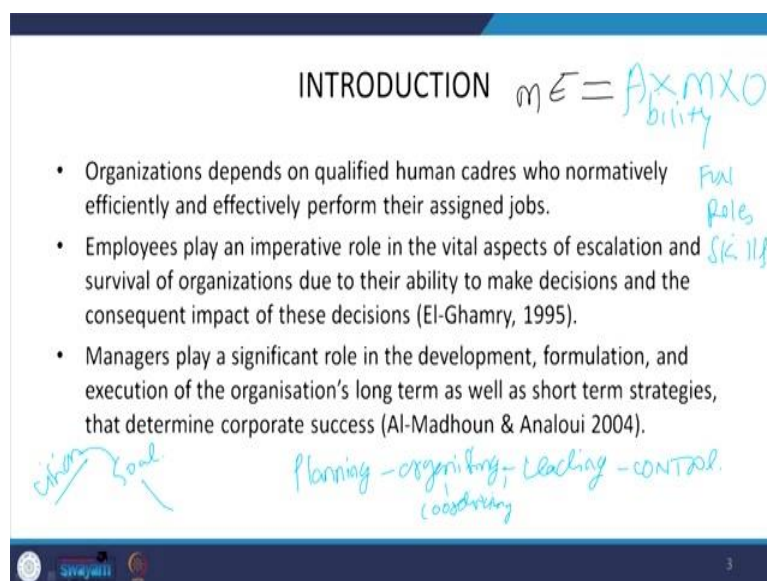
A presentation slide with a blue header and footer. The main content is a bulleted list of topics. The footer contains logos for IIT Roorkee and Swajati, and a small number '2' in the bottom right corner.

INTRODUCTION $ME = AXMXO$
ability

- Organizations depends on qualified human cadres who normatively efficiently and effectively perform their assigned jobs. *Full Role*
- Employees play an imperative role in the vital aspects of escalation and survival of organizations due to their ability to make decisions and the consequent impact of these decisions (El-Ghamry, 1995). *SK II*
- Managers play a significant role in the development, formulation, and execution of the organisation's long term as well as short term strategies, that determine corporate success (Al-Madhoun & Analoui 2004).

vision → goal

Planning - organizing - leading - control
coordinating

A presentation slide with a blue header and footer. The title is 'INTRODUCTION' followed by a handwritten formula 'ME = AXMXO' and the word 'ability'. There are three bullet points with handwritten notes. At the bottom, there are two handwritten phrases: 'vision → goal' and 'Planning - organizing - leading - control' with 'coordinating' written below it. The footer contains logos for IIT Roorkee and Swajati, and a small number '3' in the bottom right corner.

So, we will have the introduction, we will have the definition of managerial effectiveness and how this concept has been developed, what are the basic managerial philosophies are there, models of managerial effectiveness I will be discussing is there. So, therefore, in that case we will find that is the how we talk about managerial effectiveness. In managerial effectiveness we talk about the 1st formula, formula of a successful to be manager and there to successful manager. So, managerial effectiveness is equal to the a into m a into m into o. So, what is a, what do you think by a? And a is ability and what type of the ability is there? The ability which is required is the 1st is the functions, roles and skills. Please try to understand that is if you want to increase the managerial effectiveness then therefore in that case you should know the functions.

The functions for the manager is 1st is the planning, right and then the 2nd function which you go for the organising then you are going for the leading. Coordinating is the part of this organising then control, right. So, therefore these planning, organising which is your staffing and coordinating and leading and control is there. So, therefore here we will see that is the in every function the role of interpersonal relationship is becoming very, very important. I would 1st like to take the planning function. So, when we are talking about the planning function and in the planning function you talk about the goal,

Then you talk about the strategies and then you talk about the all the members those who are working for the common vision. What it means? It means that whenever we want to do any particular function we have to involve everybody. In my previous session I have talked about the our organization and when we talk about the our organization, whatever planning we are doing then in that particular planning what is required requirement it is that is we are having the ownership and that ownership about this particular planning is that is the common vision.

It cannot be the vision cannot be in isolation. 1 person comes and says this is our vision and you follow it. That is not the right way rather than whatever our vision or mission statements are there we have to involve our all stake holders and that particular function then increase the networking, networking of people, networking of stakeholders internal and external both. So, therefore employees also, customers also and suppliers also and others also. So, therefore in that case whenever we are talking about the managerial effectiveness and while planning function is there we have to be very careful in designing our vision, mission statement.

If we develop the vision and mission statement jointly the focus was jointly our vision, our mission, organization's vision and mission. Organization means what? Organization means all stakeholders who are directly or indirectly associated with the organization.

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INTRODUCTION $mE = AXMXO$
bility

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organizing - leading - control
coordinating mentoring
Roles
Responsibilities

Next function that comes about that is the organizing. So, when we talk about the organizing function in organizing function we are talking about the staffing how to organize and therefore in staffing we are talking about the roles and responsibilities.

So, when you talk about the roles and responsibilities then in that case it becomes very important that is the how you are creating those roles and responsibilities. So, roles are given to the employees, different roles. So, therefore, role may be as I mentioned , the role of in the hierarchy is the superior's role or it can be a role of the subordinate's role. If there is a superior role or the subordinate role and the nin that case we have to find out that is the how and to whom we have to give these roles and therefore in that case this is becoming a very, very important.

If you know your employees and knowing your employees is not through the only performance appraisals but by the interactions by communication. Now, this communication may not be face to face communication. I can understand any large enterprise that cannot have a face to face communication with all but definitely a leader can communicate with the help of different channels of communication might be the written communication or maybe with the policies. Whenever you are making a policy you are communication. You are communicating how much you are concerned,

For example, health policy, safety policy, welfare policy. So, whenever you are making these policies the employees will understand how caring are you about their employees and therefore, and to whom you are giving these responsibilities please understand. In the case of the organizing the positions of the managerial, managerial positions so those managerial positions are required to be very, very, very specifically included and therefore in that case you have to find out who will who and therefore organizations creating the particular structure in the organization with the roles and responsibilities and it is the organizational structure.

And in this organization structure who will be who and where will he be placed. So, in that case that will be a part of your organizational structure, an indication how much you are concerned with your employees and that will also develop an association with the organization. 3rd 1 is about leading; how do you lead? The most important point is that is the path goal theory and therefore in that case you show the direction and in leading the most important in case of the interpersonal dynamics I am talking about and that will be the mentoring.

Leader has many roles but in interpersonal dynamics role I will talk about the mentoring, how you are doing that particular mentoring and therefore in that case how do you lead and this will be very, very important that is the mentoring has been done. And then finally the control; what is the control mechanism? And control mechanism is to improve, is to correct not to punish. The objective is not to punish, objective is for what to improve, improve the level of organization, making the organization a great organization, right. An organization where most of the employees are happy, creating the happiness index that I have talked in my last session also.

So, therefore in that case you will find that is what is your approach for these particular functions and in these functions while you are doing the planning or you are organizing or you are coordinating or controlling or staffing; so, in every aspect you have shown a concern for your employees and therefore when you show while performing these functions the concern for your employees you will find you are able to do that particular functions and roles very effectively in the classification of roles.

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INTRODUCTION $m E = AX MX O$ ability

- Organizations depends on qualified human cadres who normatively efficiently and effectively perform their assigned jobs.
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- Managers play a significant role in the development, formulation, and execution of the organisation's long term as well as short term strategies, that determine corporate success (Al-Madhoun & Analoui 2004). Technical Skills

Conceptual Skills JOB K TOP

The 3rd part with the ability that is becoming a very, very important and that is the how this ability to skills are important.

There is if you are able to develop the particular scale, then in that case whether the skills are there and how do you perform those skills that becomes very, very important is there. So, what type of skills are there? So, therefore, the skills are the technical skills and in the technical skills it is I want to share as a job knowledge. So, you develop that particular job knowledge skills in the organization and when you develop that particular job knowledge skills in the organization in your employees; so, if you recall my the last lecture and therefore, I say that is in the job creation, job ownership, the job skills should play a very important role.

So, what is to be done? You are giving the training to the employees. Now, when you give the training to the employees the challenge with the training to the employees will be that is the how you can stop the employees for turnover. Many organizations they find if they empower their employees then those employees they switch to the another job after empowerment. So, there is a threat. So, what do you think? Do you agree the training is to be provided or do you agree training is not to be provided? Because if you do not provide the training then they will continue in your organization; if you provide the training they will switch over.

So, what to do? To provide or not to provide the training and dear friends here is the very, very important aspect is there and that aspect is there we have to provide the training because

they maybe not all maybe not those switchover but there will be many those continuing with the organization and they are empowered with the training so, they will not be a liability after a certain period of time to the organization, they will be assets to the organization. So, your organizational intellectual capital, your organization's human capital and that will be developed by developing their technical skills, by developing their job knowledge and when you develop their technical skills and job knowledge they will become very, very efficient and effective employees and as soon as your efficient and effective employees level is increased from level 1 to level 2, level 2 to 3, 3 to 4, 4 to 5, the 5 maturity level and then in that case definitely you will find your organization is doing good.

However, in this process I do agree there will be some employees, right they may not be continue with your journey but most of the employees continue with your journey and they will be the competent employees. They will not be the liability to the organization and therefore in that case this technical skills that is becoming a very, very important aspect in case of the developing the ability to the employees in the job knowledge with the help of developing interpersonal relationship. Now, the other very, very important skill which develops the ability and that ability is about the HR skills.

So, whenever there are the HR skills are there how do you develop the HR skills that you have to see. So, after your this ability the 1st was the technical skill and 2nd is the HR skills. What are those HR skills are interpersonal dynamic skills is there. So, in HR skills you have to 1st develop there managing the interpersonal relationship, human relations and human relations at work place and that can be developed with the help of dynamic leadership qualities, dynamic team building effectiveness, dynamic emotional intelligence creating the happiness index at the work place.

So, these are the certain examples which leads towards the HR skills so whether it is the conflict management it is the stress management, it is the change management all these functions in the what we study in the organizational behaviour they all these functions of your personality your leadership, motivation, change management, stress management, conflict management, emotional intelligence, team building, organizational ownership, organizational citizenship behaviour; all these are examples of the HR skills are there. So, some of the functions I will take in different sessions in detail.

So, what is important that whenever we are talking about the managerial effectiveness and ability, in ability you have to develop that particular HR skills. If you develop those HR skills

you are the master of managerial effectiveness. 3rd is coming a very, very important and that is conceptual skills. What is a conceptual skill? Like data, data into information, information into knowledge, knowledge into wisdom, wisdom into truth. So, data into information, information into knowledge that particular transformation and the transaction of the knowledge level that is only possible when your employees are having strong conceptual skills are there.

I was giving the examples of the policies, policies of the organization; policies of the organization and creation of OCB organization citizenship behaviour. Here, you will find it is the policies of the organization are such helpful to the employees which is creating a citizenship behaviour in the organization and therefore it becomes very, very that is the how you develop the conceptual skills of your employees and while developing those conceptual skills of the employees they will create the citizenship and ownership behaviour is there.

And the 4th one is that is about the analytical skills. In analytical skills is very, very important that is when you are making the growing organization and achieving your vision then how do you whatever the report comes to you how do you analyze that. What is your analytical ability? And nowadays, when we are talking about the artificial intelligence and big data then naturally your analytical skill that will make you more effective. More effective your workplace, more effective will be the organization, more effective and healthy the work environment in the organization and therefore, whenever we are talking about the ability, so in ability we have to talk about these under the skills we have to talk about the technical skills, human skills, conceptual skills and analytical skills.

So, all these aspects that you will find that has been associated into this particular skills development, then if you are available the another important managerial skill which is here for your effectiveness and that is the motivation, willingness of the motivation. In motivation, we have gone through the different theories Nick's theory is there from basically the Maslow's theory of hierarchy of needs where we talk about the physiological needs, safety needs, social needs, self esteem needs and self actualization need is there. So, every individual is having the different need.

However, the criticism is there is not necessarily there will be hierarchy of needs is there that is not necessarily that there will be 1st physiological need and then only safety and then then only the social then only the self-esteem and then only the self-actualization. So, not necessarily these needs will be into the hierarchy but yes for motivation, satisfaction of needs

is very, very important. So, whenever we are talking about the managerial effectiveness then in that case the skill which is required to satisfy the needs of other employees.

If you are an effective leader then an effective leader if you are not able to motivate your people then definitely it will be very difficult to get work done and then I mentioned earlier intrinsic motivation and that intrinsic motivation means motivation from inside and intrinsic motivation willingness that will be permanent rather than that is the situational contingency based motivation is there. So, because as soon as the need will be fulfilled the situation will be matched, goal will be achieved then there will be no motivation.

So, there should be a constant and continuous motivation level and that constant and continuous motivation can be possible only when you are keeping a long term goal. So, to for the managerial effectiveness you should learn how to develop those man power or human capital organization which will be highly motivated and therefore in that case we will find that motivation be the important factor.

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- Organizations depend on qualified human cadres who normatively efficiently and effectively perform their assigned jobs.
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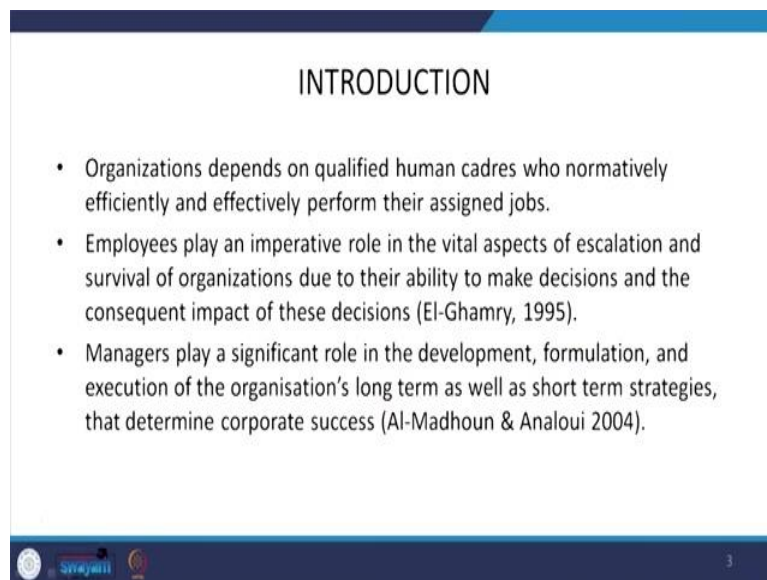
Now, whenever we are talking about this 3rd factor and that is about the opportunity. So, therefore in that case you will find that is this o is for opportunity.

So, ability into motivation and into opportunity and when you create the opportunity however opportunity can be created by self and opportunity can be created by others. So, therefore in that case you will find when others are creating opportunity then it will be difficult that is the how challenging it will be a highly challenging task and that for challenging task again you will require the people with you and therefore your HR skills, your interpersonal skills that

will help you but dear friends do not forget that in this particular model which I am talking about a into m into o for the managerial effectiveness and developing those skills and motivation and then the self-opportunity by others you will find that is the sign is multiplication that is not addition and here you must have noticed this.

And if the sign is multiplication means if any factor I keep 0, right so overall me will be 0. What is important is this, that is by developing these managerial effectiveness skills we can make the maximization of the ability motivation and opportunity and not by this particular concept that is making 0 into a into m into o rather than maximising that ability into motivation into opportunity is there. So, this was the understanding that is how can we make the managerial effectiveness is there.

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Organization's are now for this purpose what is require that is qualified human cadres are required, MBAs' are required; MBAs' are not by the qualification but MBAs' by the knowledge, attitude and skills.

And therefore, in that case it will be that is the those who will understand what is the job of a manager and how to do the effective job and therefore in that case it becomes very, very important that is the when you are having the qualified people. Now, many people say that is there are many leaders who have not done MBA but they are successful and successful like anything. They are becoming the legendary personalities. True, because they may not be MBA qualified but their style of functioning these functions these roles and skills which I have explained they have practically actually executing those.

Some people they learn in the classroom and then they demonstrate those functions, roles and skills. Some people they demonstrate the same functions, roles and skills without going to the classroom. So, therefore, what it means it means that importance is not that is the person is qualified by the document or not; importance is whether he is qualified or not but whether he is able to demonstrate either in the natural approach or by the learned approach which is learned in the MBA class and therefore, in that case it is the when we talk about the organization depends on the qualified human beings and those qualified human beings are when we talk about human capital when we are talking about the human resource.

Therefore, in that case it is becoming very, very important that is the how we are going with this particular process of the dynamism. We have another concept. Employees play an imperative role in the vital aspects of escalation and survival of organizations due to their ability to make decisions and the consequent impact of these decisions. So, this is a talent management basically. We are talking about the talentmanagement. So, employees play a very, very important role, right and therefore if you want to escalate your organization from the good organization to the great organization then definitely it is because of their decision making power.

So, when we talk about the planning when we talk about the goal when you are talking about vision what will be the vision what will be the planning how will you organize how will you lead how will you control all these functions they are taken by those managers in the organization and if they are highly qualified by knowledge and their ability to take the right decisions. For example, leadership, when we are talking about the leadership what is most important most important is vision. Do they have a vision or not? If they have the vision then definitely in that case they will be able to perform in a better way and this will be the consequence or the relationship with their employees.

Managers play a significant role in the development, formulation and the execution of the organization's long term as well as short term strategies they determine corporate success. A wonderful output however commonly known that is the always the managers they are the backbone of the organizations because one side they have to get executed the strategies demonstrated by the time management or they have to execute it or demonstrate their activities for the future requirement.

So, currently when we are going into the organizations with the development organization so, we find that is the artificial intelligence, robotics, right; big data analysis and that is becoming

the more and more important skill and job because it is the whatever is the output of the analysis the results so but 1 should know how to bring the results otherwise if there is a software and in the software if we will give the information of the income of x and the expenditure of y then definitely the software will give you the savings, because software does not know whether you put the income of a and expenditure of y so therefore you will get the x minus y and therefore it will give you the savings.

So, therefore in that case what is important is people behind the machine, men behind the machine that is becoming more important rather than only the machine so therefore, we cannot ignore the importance of human resources and there whether now if you want to turn your organization many, many PSUs. Many PSUs are searching for their long term goals and if they are searching for their long term goals then in which direction they want to go. So, for example, it is the energy or environment or agriculture. Which area should the organization should lead?

So, therefore in that case it is the long terms goals that will depend on the development and formulation of executive and when we talk about the PSUs in India you will find the employees, the working life in the same organization is much higher as compared to the employees working in to a private organization. Then in that case it means that through the particular process of working in for 15 years, 20 years, 25 years up to 30 years and more than that maybe so in that case it is the what the development has been incorporated amongst the employees. If the employees are have gone through a continuous training program and development and they have developed, so may not be the 100 percent maybe the 70 percent.

If the 70 percent employees those who are been developed then they are having these better results in the development of the organizations in the long term. However, this can be for short term also the current business. I would like to take the example of the current business. When we talk about the current business then the current business is an example for the purpose of the short term goals and therefore again your man power and how they work together how they collectively work, how is their managerial effectiveness. Managerial effectiveness means again please do not forget that is about the ability into motivation into the opportunity.

So, developing the manpower competency, nurture the talent, retain the talent, develop the talent so then that is becoming a very, very critical role for the managerial effectiveness and in all these aspects your interpersonal relationship that is becoming very, very important. If

you are having the good relationship with your superior, with the subordinates, with the colleagues and not only the persons surrounding to you but inter departmental also and not only within the organization but outside of the organization also. So, where do you represent yourself, how do you represent yourself that is becoming very, very important and therefore in that case when a manager who is able to deliver his results with the knowing the functions,

He is knowledgeable; he knows how to do this. So, in a family also and therefore in that case you will find that is developing the relations with all family relatives, retaining the relationship with all these relatives and that is a wonderful example of the HR skills that is how through the HR skills an efficient housewife is able to work into the joint family also and she is able to satisfy the individual the unit also. So, individually now it is small but not only the individual unit also extended family also and therefore you will find that is the woman managers are many times better than the male managers.

So, the reason is that is the HR skill, understanding that is the role and importance of the interpersonal relationship, understanding the dynamics of the interpersonal relationship in their functions, roles and skills of the management and therefore it may not be the formal qualified management only but it can be the informal it can be the family it can be the department it can be whole organization it can be the global level organization and not only the national level organization. So, whatever the challenge you give the 1 effective manager is capable to apply his interpersonal dynamics interpersonal skills to make his effective management.

So, therefore this is all about in the short about the introduction of the managerial effectiveness. In my next session I will talk again about the detailing about managerial effectiveness and role of interpersonal dynamics. Thank you!