**Managerial Skills for Interpersonal Dynamics**
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Lecture 18
Managerial Effectiveness- II

In last session of managerial effectiveness. We have talked about the functions, roles and skills, their importance and understanding. How these managerial functions, managerial roles and managerial skills they are making the difference in the interpersonal relationship while making this strong interpersonal relationships at workplace. You can transfer the your effectiveness to the next level and therefore in that case we will continue. We will further more concepts on this particular aspects of the managerial effectiveness.

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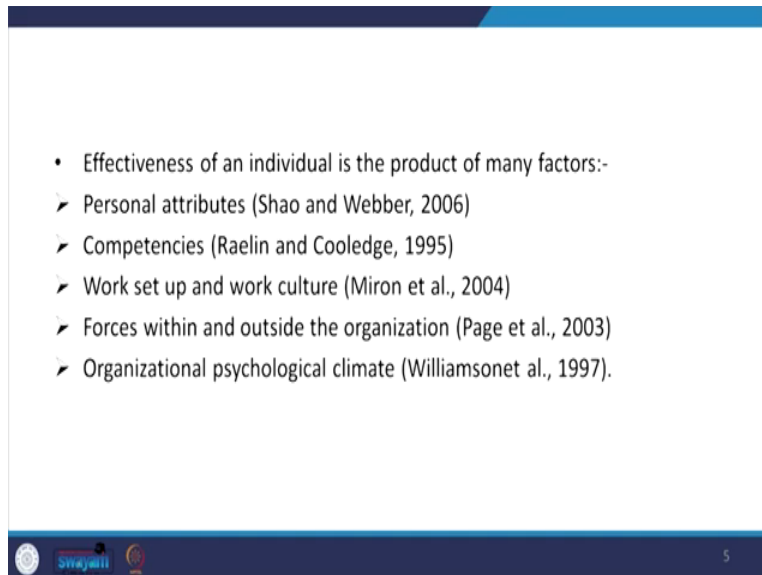
So, effectiveness in the that depends on the many factors. According to the Shao and Webber that is the personal attributes. Now, what are the personal attributes? Personal attributes are heredity, environment, situations. And then we will find also that is the locus of control how the personality and therefore in that case we see that is the in the managerial effectiveness. For example, the locus of control and the locus of control, we will find that is the internal locus of control an external locus of control. Internal locus of control means. That is the I believe in myself. External locus of control. I believe in others or outside.

Now, in this case if we are having that personal attributes. So, who will be the more effective manager? In managerial effectiveness? Those who believe in themselves they will be more effective and therefore internal locus of control that attribute of personality that will making you

the better manager. So, (())(02:23) it will be the Machiavellianism. It may be the risk taking. It may be the self-regulations. And therefore this type of the personality attributes that will cause you. That is the how effective you, you are the manager.

Second is competencies, what is a competency? Normally we talk about the competency by the knowledge and skills. But further research has been done. And then it talks about that is the knowledge, skill, attitude, behaviour and habit. So, therefore in that case in the case model knowledge, attitude, skill and habits we will find that is the, this is becoming very very important. That is the how the in the competencies. What level of knowledge? What skills? Not those skills I have already discussed.

When we are talking about the knowledge in the knowledge management. If you follow the Wendy Ruth's model, they will find that is. How do you get the knowledge in your main managerial effectiveness? It becomes a very very important. That is the we are able to go for the (())(03:39) level 1, level 2, level 3, level 4 and level 5.

So, when we talk about that is the how to get that knowledge. It becomes a very very important that is the, we are able to find out the top level knowledge is there. And if this this top level knowledge is there then definitely in that case our competency will be the high level competency.

Whenever we are talking about the skill, then in that case of the skill development it becomes very very important. That is a what type of the skills do we have. And then they all those skills, knowledge skills, attitude skills, functional skills, HR skills, analytical skills. So, therefore in and I will further discuss there are different types of the skills in this particular session.

And then you will find that is the, it is becoming the very important how we are going to develop that type of the skill development is there and that will affect (())(4:40). Then attitude the positive attitude. What is a positive attitude? Positive attitude means that is the solving the problem.

So, finding out the solutions. So, whenever there is an approach in that approach, it becomes very important how you are able to solve that particular problem. And if you are enough competent to solve that particular problem, then definitely in that case your competency for these particular skill is becoming an positive attitude that will make you more competent is there.

However here I would also like to mention about the H, that is the habit. And in case of the habit, you will find that is the whenever we are talking about this case model knowledge, attitude, skill and habit and your habits are to keep yourself healthy physically and keep yourself with the positive attitude that is a mental healthiness is there then definitely in that case your competencies at the workplace that will be multiplied.

And next the individuals effectiveness that depends on the work setup and work culture. Now, when we talk about the work culture then definitely I would like to mention about the octopus model and therefore in that case we talk about how these particular work culture, openness, concentration, trust, authenticity then the experimentation, pro activeness then transparency all of these factors that will be definitely he will be making a work culture is a more effective is there.

And then if the work culture is supportive, then in that case of course, you will find that is the employees they having the high managerial effectiveness because there is a match, match between the personality and there is a match between the culture. Whenever there is a match between the personality and culture, you will find that is the output managerial effectiveness is at the next level.

Then of course organization is working into the different areas and these different areas are how it will be becoming the social, political, economical, legal and technological. And whenever there this spelt approach is there where the social, political, economical, legal and technological is there, then definitely in that case it becomes a very very important that is the spelt approach that will make the process within the organization and outside the organization. What is the social system is there? It is the, my versus our.

So, when an employee he think this is my organization. Fine, that is a good workplace. But when he says our organization, the culture is our. Whatever the profit is there it is our. Whatever the losses are there that is to ours. And therefore in that case that work culture, that work environment then definitely that will solve this particular problem. And the more cohesive more informative, more knowledgeable the practices are there. And that will build the culture of an organization.

Then organizational psychological climate. As I mentioned that is the, this type of the climate where the people are having the more ownership. Then in that case, the managerial effectiveness will be much better. Now, we will like to take the certain the formal definitions in case of these managerial effectiveness and Reddin. First I would like to take reddins definition.

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DEFINITION

Author	Definition
Reddin (1974)	Managerial effectiveness is the degree to which managers achieve the output requirements corresponding to their respective positions.
Kirchoff (1977)	It is the act of fulfilling multiple expectations rather than optimising one objective
Broide and Bennett (1979)	...results and consequences, bringing about effects, in relation to purpose, and giving validity to particular activities.
Boyatzis (1982)	Effectiveness refers to qualities, intrinsic abilities or personality strengths of an individual,

Managerial effectiveness is the degree to which managers achieve the output requirements corresponding to their respective positions. So, therefore it becomes very very important. That is the whatever the managers, the achievement is their right or whatever there is the output requirement is there and then it is proportionate to their respective positions are there.

So, higher the level of the executive, higher will be the achievement level and higher will be the output. Middle management level people, they will having the moderator. This particular output and then particular achievement level. And when we are talking about the lower level management and therefore naturally they are the targets will be as comparatively the responsibilities will be lower as compared to the middle management and top management

Kirchhoff in 1977. He talks about the, it is the act of fulfilling multiple expectations rather than optimizing one objective. It is really now a days in the current time. This definition is becoming a very very important. Because it is not that is the one manager, one goal, one objectives there are the multiple goals and multiple objectives. And therefore in that case if you are going for the deciding the objectives in a different manner, it becomes very very important. That is the how many goals and objectives you are responsible for.

Nowadays a manager is responsible for multiple tasks. And therefore his objectives are also becoming multiple in a systematic, structured organization. These different goals or different objectives. They are interconnected. They are not contradictory. They are not the conflicting interests. Rather that they are supporting each other and creating the one pyramid of success.

So, therefore it becomes, but multiple tasking is required. Nowadays, each manager, he has to do a number of tasks, a number of goals, and therefore when he is making a decision. He cannot keep in mind only one goal. He has to keep in mind the different goals and all these goals. They are to be interconnected.

The Brodie and Bennett in 1979 has talked about results and consequences bringing about the effects in relation to purpose and giving validity to particular activities. Now, here it becomes very very important. That is there are the different validity and the particular activities are there and how these activities they are interconnected.

If these activities are interconnected, then definitely in that case the effect will be the more positive. The Boyatzis is in 1982, has talked about effectiveness refers to qualities, intrinsic abilities or personality strengths of an individual. So, a lot of work has been done on this where when we talked about that is the managerial effectiveness depends on an individual.

However we have talked in the earlier definition that it is not only the responsibility of that one person rather than it is also a responsibility of the organization. So, that work culture so that work culture and individual when both are matching each other so then in that case that will be the successful.

Boyatzis talked about that is the there should be the certain managerial qualities and on basis of those qualities. Then definitely the employees will be having the intrinsic abilities to do. They do not need guidance. They are not talking about it, that is the who is supposed to do what? And then it is not blame game. It is not this is not my job this is job of others. No, Rather than it is our job. So, therefore in that case that concept, that understanding that positive attitude. That ability to understand. Then then it becomes a very very important aspects.

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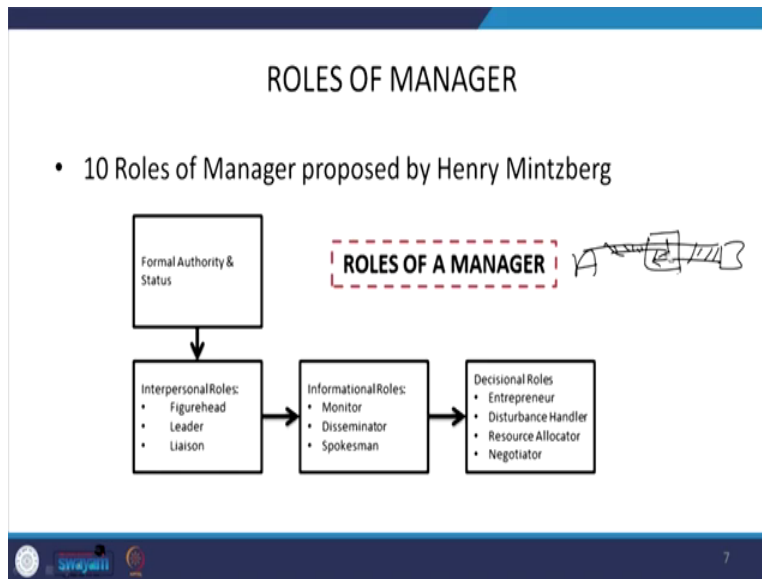
In the, my previous session I have given the introduction of the roles of the manager that they are the, they have to do the, their roles very effectively. Now, I will talk into the detail about what are the different ten roles of the manager there these roles are proposed by the Henry Mintzberg. Now, it becomes for the when a manager means what a formal authority and status of an employee.

Whenever there is a formal authority and status of the employee, then it is becoming the interpersonal roles. Interpersonal roles are the, those roles in which the figurehead role. And when we talk about the managerial effectiveness for interpersonal dynamics, the most sensitive role is the figurehead role.

It is just like a karta of a family in the Hindu active we understand the karta who is the head of the family and that head of the family how he takes the family, how he leads the family and what is his reason? What is his ability to provide the competency? To his family manager. Family members. Then that is that is the figurehead role is becoming very very important is there.

So, he is a leader like a leader in the family that leads the family. Maybe the mother, maybe the father and therefore, similarly that leadership, that leadership. Whether it is the need satisfying theory or it is the situational theory for leadership or it is the path goal theory or this is a threat theory is or the behaviour theories.

So, their mix of all because like in a family you cannot have the one style of leadership it will verify as per the situation similarly in the organization also these manager will have the

leadership role and that leadership role will be the figurehead role. And therefore, in that case it becomes very very important.

Third role is that is the liaison role simple example is in the family. How do you have the relationship with the neighbours? How do you have the relationship with your other relatives? Those who are not the first member of the first family.

So, therefore in that case it is the interpersonal role of the manager. That plays a very very important. If you want to develop the managerial effectiveness, then you have to develop the ability to play the interpersonal roles very efficiently. It means you should be competent figurehead.

You should be the competent leader and you should have a competency in maintaining the liaison with others. When we are talking about the informational roles, informational roles are the monitored roles. Then the disseminator roles and the spokesman's role is there. In this case, we will find out.

That is the whenever we are talking about. That is the informational roles. That is the how do you monitor? Are you able to monitor? Your role very efficiently, your regulator in that case that is the how you are communicating the information, what message you are communicating, whether to your family, or whether to a new organization to your organizational members.

And therefore, in that case it will become the, that it is the how you are you are communicating in your organization. And whatever information you receive, whether it is positive or negative then question rises the disseminator. That is the weather the information has been positively communicated or it has not been communicated.

And therefore, that will be the role of a disseminator and third will be the spokesman. And in the spokesman this will be the responsibility of the individual that is the, you come. Let them understand what is your policy? What do you think and where you want to lead your family? So similarly in the organization, also you are these spoke person for the organization and you talk about the vision and mission statement and where you want to lead your organization and that will be the informational roles.

And the third role will be the decisional roles will be there. So, in case decisional roles that is you are entrepreneur, entrepreneur means creative. That is the whenever there are different

situations arising in daily at their workplace, in the organization or in the family in both the places you will find. That is a new situation arise.

And then you have to be enterprising, enterprising means creative immediately you have to think. And then you have to come out that particular problem and to provide the solutions. And second is that is a risk checking. So, many times you do not know. There is no fixed consequence of your decision.

So, your decision may be successful, maybe failure. And therefore, in that case what to do to take the decision or not. No, you have to take the decision, and to take the decision means you have to be enterprising or the entrepreneur and whenever you are into the interpreter or enterprising, you will be able to do to perform that particular task.

Second will in decision role will be the disturbance handler, so always in every organization or even in the family, you will find some members and they are not satisfied. And therefore they out for the negative path and then the negative path they create the disturbance either at the workplace or in the at the home. And what manager is required? Manager is required to have the efficiently handle the disturbance role. And the disturbance role. There are many ways.

So, therefore how do we handle in the disturbance in our family and we do the counselling. We try to understand, we communicate. And communication becoming the major tool, similarly in at the in the organization also. Whenever this type of situations are there, then it has to be the communication and the communication will be that is about the how to handle that particular disturbance and whoever is doing the disturbance we have to talk to the person.

We have to understand his psychology we have to understand that is. If there are certain issues. Those issues are to be resolved. So, therefore in that case the manager's role will be disturbance handler. In this particular case.

Now, next is the resource allocator the next level will be the resource allocator in which the manager like in a family. And especially in case of the funds and in the case of the funds, the pocket money is to be given to the children. Then how much pocket money is to be given? How much the money has to be used for the glossary?

How many has to be kept for the enforcing incidences. Similarly, in the organisation also, there are the different resources and therefore whether it is for the man, machine, material, money

method and minutes are the enforcing situations. And the legal obligations then definitely in that case you have to manage the money and then the resource allocation will be there.

Then there is a negotiator and the negotiator is that is the whenever there this step of the decision has to be taken. And then likewise investment of money, or negotiating with the unions and union leaders and deciding that is the how there should be the negotiation to take a decision. And that can be on the basis of that is the give and take. So, one should be a good negotiator also.

So, if the person is the good negotiator then definitely it will be a very very important aspect where the negotiation zone like when we talk about the negotiation. We talk about that is the there will be this particular era and in this particular era you will find that is the there is the A and B, and in the case of the A and B, this is A and this is B.

In case of the A and B the A is ready to go up to here this unit and B is ready to go up to this unit. So, where is the bargaining zone? So, bargaining zone is here. What we have to learn is that is the whenever we talk about the managerial effectiveness and the skill which is required. And then if we want to retain the relationship.

A very simple example is between the management and union. So, naturally both have to work together for the growth of the organization and there will be certain demands from the union. They will be certain agreement from the side of the management and therefore. But naturally there will be certain demands which the management cannot approach. There will be the certain offers from the management which the union may not lake to go. And then in that case not this zone and not this zone. So, then in the in this zone there is a requirement.

So, what is important? Important is this. That is the manager to maintain the relationship should be able to create that bargaining zone. However practical it is very difficult because I was also the labour officer for so many years. And then we find that is a practical. It is becoming difficult. That is the how to develop this type of bargaining zone.

But yes if you are skilful, you are interpersonal relationship is good the people will try to understand. Your image building it plays a very important role because if you are having the positive image building, people will understand you will not cheat. Whatever you are saying, that is a real condition of the organization and therefore in that case they will accept you.

So, that acceptance of the leader it comes through. That is the how the person is having the image, that social image, and therefore, while playing these roles the manager with this formal

authority and status as an interpersonal role and interpersonal role there as I mentioned figurehead, leader, liaison roll or the informational roles.

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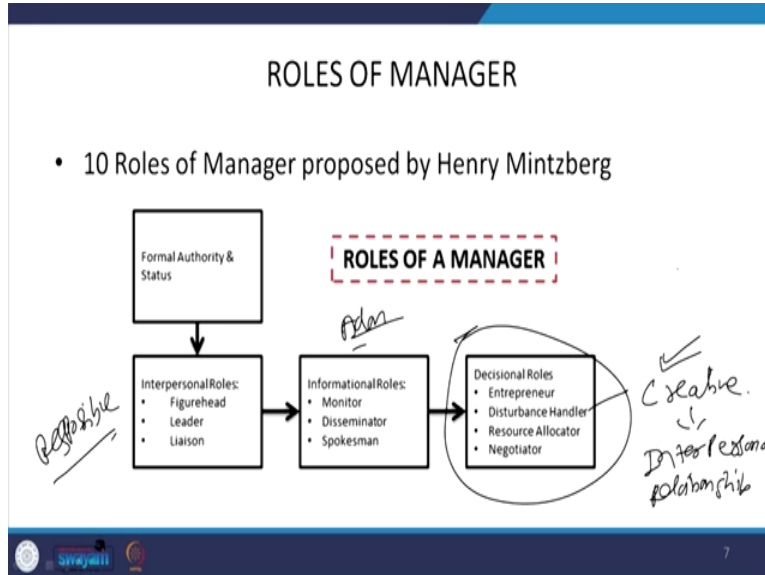
There is a monitor, disseminator and a spoke spokesman's. Then finally the decision roles, that is the how the person is taking the decision as an enterprising as a disturbance handlers as a resource allocator and negotiator and therefore in this decision roles you will find it is becoming very very interesting. That is the this.

This particular role where he has to take the decisions and more creative here he is the more creative here he is more responsible here in this particular role he is more responsible role is there. While in this case you will find among these three functions. That is the he is more creative. And in this creative role he has to take the support of the interpersonal relationship. If he is strong in develop interpersonal relationship, then he is creative role that will be more successful. So, to become more successful, this will be their

Informational role it is the more sort of the administrative role. So, therefore whatever has been decided by the organisation that you have to communicate. And according to that communication you will have to spread that information either you have to receive that information. Or you have to spread that information in the organization.

So, this is a more sort of administrative is there. But this particular role I feel is really is a more responsible position, manager has to be very effectively responsible for this particular position. Similarly, in this case in the decision roles that the manager. He is required to be more creative

and have the interpersonal dynamics. So, on the basis of this we can talk about that is the how. These roles are to be played by the organization. And then in that case, these rules effective role playing that will make the strong interpersonal dynamics.

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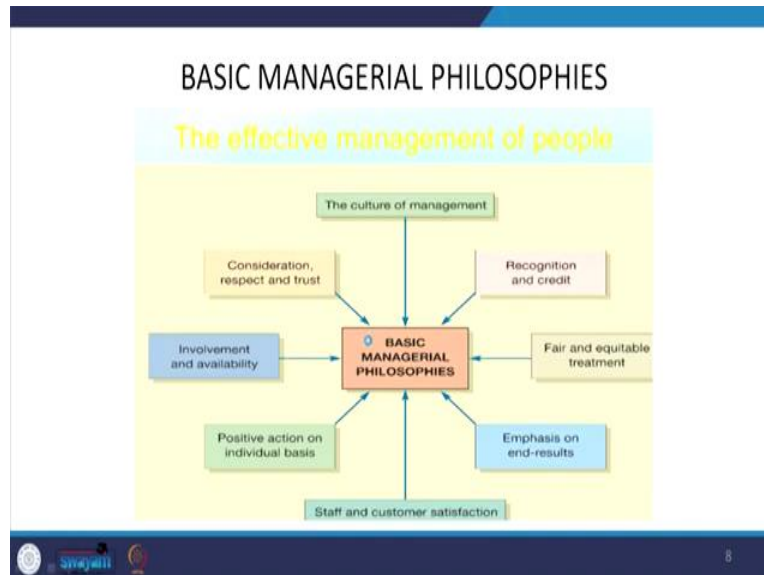
Now, the last slide which I would like to discuss with this basic managerial philosophies and the effective management of the people. And in this effective management of the people. You will talk about the culture of management and I have talked earlier also the culture of management in the culture of management. This becomes a very very important that is you have the open culture at the workplace.

If you have the open culture in the workplace, you will be able to develop that particular style of the leadership. In the case of the recognition and credit. So, what do you give the recognition and a credit to the employees or not. Whenever the employees they have perform. And one in my previous discussion I have mentioned about the extra role performance.

If somebody is taking care of environment in the organization, then environment in the organization, then that should be recognized. That is not only he is doing his job, but he is also taking. That is the recognition of that particular employee. And therefore in that case you are becoming more and more positive manager and effective manager.

Another important point is fair and equitable treatment. You see you can develop only the good relationship at the workplace. Only if you are able to make a fair and equitable treatment is there.

If you start the favouritism? And then in that case because you like somebody or maybe it is because of the, that person is contributing more towards the organization.

But whenever the question comes of the decision then in that case in decision making process, one has to be fair and equitable. A fair and equitable is there then definitely the interpersonal relationship at the workplace will be better. However it does not mean.

That is the non-supportive elements in the organization or the employees those who are doing the misconduct at the workplace. So, then go for them also we have to support. No, it is not like this but fair and equitable means you and that case justice should prevail. And therefore there will be the equitable treatment to those employees.

Normally, whenever we talk about the managerial philosophies, the manager is working for go what and he is working for a goal and goal and objectives and that philosophy and therefore emphasis on the end results will be there. That is the weather you have achieved the goal are not. Whether you are able to deliver or not.

If delivery is not made right, then that manager is fail. Because ultimately results. You might have done very hard work, but if you are end result is not the goal achievement. Then all efforts are in vain. So, therefore it becomes very important. That is we have to give the emphasis on the end results very important.

Another important is that, that is the staff and customer satisfaction. We were talking about this more... in the further sessions also, but it is very very important. That is the employee satisfaction at workplace. It is very we have to have a concern. And therefore in that case, the employee satisfaction cannot be generalized. It will be customized it will be specific satisfaction level for a specific employee. And then we have to try to do that.

Next is the positive action on individual basis. Always when you want to develop a good strong interpersonal dynamics in relationship, there should be the positive action on individual basis. If there is a positive action, you will be successful. And finally we will talk about last two parameters.

That is involvement and availability more and more involvement of the manager, manager is more involved and then he is available. And naturally when he is involved and available he will be effective manager. And what he will do? And then in consideration he will get the respect and trust.

So, therefore it is not always that is a manager will look for the monetary gain, monetary benefits, but rather than he will be able to perform in the nonmonetary way also, as I have talked about the employee recognition also, that is the when you are talking about the consideration, respect and trust that is actually in fact, that is a recognition of employee. So, therefore in that case that always please and we have managers philosophy should be. That is it is not only monetary, but it is the non-monetarily, there are certain rewards which has to be incorporated in his philosophies.

So, when we talk about the managerial philosophy out of the following, these the effective management of the people. If we do that, then definitely in that case we will be able to develop a work environment very positive and good relationship at the workplace. So, this is all about the basic managerial philosophies rest of the managerial effectiveness sessions. I will discuss in my further sessions. Thank you.