



## The Exemplary Manager

By Brendon Buthello

*Managers create and maintain an internal environment, commonly called the organization, so that others can work efficiently in it. A manager's job consists of planning, organizing, directing, and controlling the resources of the organization. But does self-management play a role in making him an ideal manager? Let's find out.*



Before we delve into the discussion of the ideal managerial traits, let's find out some of the effects which a manager has on his employees. The following are some of the key findings from Cubiks, a specialist HR consultancy conducting a new research study, on the subject:

- More than half of all workers resign because of a poor manager.
- Pay is the chief cause of demotivation.
- Support and compliments are the biggest motivators.
- Honesty and loyalty separate the good from the bad.
- The Collaborative type, which is chiefly characterized as being empathetic, team-oriented, harmonizing, and cooperative, was considered the most effective manager. The Administrative managerial type was considered as being the least effective.
- Nelson Mandela was identified as the most popular managerial role model for his ability to inspire people to work towards a common goal.

(Source: "Findings from the Cubiks Research Study," September 2003.)

### List of Traits of an Ideal Manager

The answer to who is an ideal manager is complex and depends on many facility-specific factors including job duties, demographics of the customer base, personalities of the rest of the team, etc. It is a highly debatable topic and every

person will have his or her own take on it. But the following are a few distinguishing qualities which separate the ideal manager from the crowd.

- Uses common sense and makes good business decisions. Is a problem-solver, not a problem-maker.
- Admits when not sure how to do something and seeks answers. Will take personal responsibility for failure and will give credit wherever possible to his or her employees.
- Is a team-builder. Positive attitude makes him a pleasure to be around.
- Is respectful of others and understands their shortcomings, dividing work accordingly.
- Accepts directives positively and follows through in a timely manner.
- Is financially prudent and takes care of all aspects of the business.
- Is energetic and takes initiative; decides various measures for the greater good and with everybody's cooperation.

### Inculcation of These Ideals

Experts have been coming back to the same observation: The most important qualities of an individual regardless of the job, business, customer base, etc., are not the trainable skills and knowledge they possess but their character. This applies not only to storage management but to any position, even to personal relationships. A study was conducted in a large telephone company to validate the self-management leadership theory as operationalized by the Self-Management Leadership Questionnaire conducted by Manz & Sims in



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1987. The study stated that, “respondents evaluate self-managing work teams as more effective than traditional work teams. Self-managing leadership behaviors are positively associated with QWL [employee satisfaction] and self-rated effectiveness for both self-managing and traditional teams.”

### The Values of a Valuable Manager

According to the Brahmakumaris, self management is the key to becoming an effective manager, as the soldiers look up to the king’s courage and valour. A beaten king leads a beaten army. Here are a few intrinsic qualities possessed by an ideal manager:

- Identifies his or her innate and acquired values and understands the power and influence of those values on his or her emotions, thoughts, and behaviors.
- Knows how to empower and motivate himself or herself through the application of his or her innate powers.
- Sets his or her own personal vision and mission of the greater good of humanity.

- Is sound enough to identify the blocks and barriers of his or her intrinsic and personal progress.
- Is replete with inner strength to remain calm and composed but alert in the face of criticism, negativity, conflict, and chaos.
- Able to inspire commitment and motivation through a powerful mental attitude.
- Able to bind the subtle thread of common purpose, mutual respect, honest communication, and an agreed code of behavior among his or her employees.

The underlying theory and the common fact which the article explores is that authentic, inspirational leadership requires a firm foundation of self knowledge and inner power that can only be acquired through a disciplined process of self-management i.e. management of one’s thoughts, emotions and behaviors. It’s a well-known fact that perfection is far more about a sound character than acquired skill.

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