

MANAGEMENT TIPS

Guidelines for People Entering Management

1. **Get things done through the efforts of others under direction.** If you do all the work yourself, you are not a manager.
2. **Be willing to accept responsibility for the actions of others.** If you are not willing to do this, perhaps you should not be a manager.
3. **Learn to be a good decision maker.** Decision making is an important part of a manager's job.
4. **Master the skills of planning.** Knowing where you are going and how to get there is essential.
5. **Get organized.** You must be able to organize yourself before you can organize people and resources.
6. **Learn what turns people on.** Motivation need not be mysterious. You can discover what motivates workers. As a start, think about what motivates you.
7. **Be prepared to take corrective action.** The manager is expected to be in control. Many new managers are surprised at how quickly things will go wavy without attention.
8. **Develop good communication skills.** Both oral and written communications are major tools of the manager.
9. **Be a good leader.** Make people want to follow you in accomplishing goals. Integrity, intensity, and consideration are keys.
10. **Master the appropriate conceptual or technical skills.** Top managers require the most conceptual ability. The supervisor is the manager who requires the most technical knowledge. Middle managers need a balanced measure of both.

Guidelines for Dealing with the Manager's Environment

11. **Be aware of the nature of the top-, middle-, and lower-level managers' environment.** The environment for each level of management differs.
12. **Do not try to deal with factors beyond your control.** Upper management is responsible for companywide matters.
13. **Familiarize yourself with the written guidelines related to your job.** You represent the company to your people and your people to the company.

14. **Know the rules that govern your workplace and enforce them.** Remember that you are in charge.
15. **Be aware of how work in your department affects work in others and how their work affects yours.** The company's total productivity is what counts.
16. **Be familiar with the labor-management agreement if one exists.** Top managers approve the contract, middle managers may negotiate it, and supervisors are the main contact with the union.
17. **Understand how your boss's style of management affects your own.** Try to be compatible.
18. **Learn how to deal with the formal and informal organization.** They both can help or hinder you.
19. **Adapt the new work force; do not resist it.** Be constructive in managing the ever-changing work force.

Guidelines for Dealing with Ethical Dilemmas

A list of guidelines that managers can use to resolve difficult ethical dilemmas has been developed. The guidelines are intended not to provide hard and fast answers to ethical questions but to assist managers in evaluating ethical dilemmas by examining their own values and those of the organization. In answering the following questions, managers are forced to consider carefully the ethical consequences of alternate decisions.

20. Is the problem/dilemma really what it appears to be? If you are not sure, find out.
21. Is the action you are considering legal? Ethical? If you are not sure, find out.
22. Do you understand the position of those who oppose the action you are considering? Is it reasonable?
23. Whom does the action benefit? Harm? How much? How long?
24. Would you be willing to allow everyone to do what you are considering doing?
25. Have you sought the opinions of others who are knowledgeable on the subject and who would be objective?
26. Would your action be embarrassing to you if it were made known to your family, friends, co-workers, or superiors? Would you be comfortable defending your action to an investigative reporter on the evening news?

There are no absolutely correct answers to these questions. But the questions can help clarify ethical aspects of tough managerial decisions. Moreover, answering

them is likely to improve the quality of managerial decisions from a purely practical standpoint.

Guidelines for Decision Making

27. **Be decisive when making decisions.** Everyone respects a person who makes good decisions, communicates them effectively, and stands by them.
28. **Do no waste time regretting the failure of past decisions.** Remember that no one will ever be 100 percent accurate.
29. **Learn from the results of past decisions.** It has been said that good managers make a particular mistake only once. Others make the same mistake over and over and wonder what keeps going wrong.
30. **Keep a little levity in your attitude.** Sometimes you have to just laugh it off. It may be the best thing to do when you make a dumb mistake.
31. **Do not reinvent the wheel.** Your problems may be new to you, but others have probably encountered similar problems throughout the company. Ask them for advice. Most will consider this a compliment.
32. **Let the decision roll around in your mind.** Time permitting, sleep on it overnight. Then, if you still believe it is the proper decision, make it.
33. **Do not let the desire to have the decision made fast cause you to make a poor decision.** Too often, we rush a decision just to get it over with. If you need and have more time, consider this an opportunity.
34. **Do not treat all decisions the same way.** Decisions differ in their importance, urgency, and riskiness to the decision maker.
35. **Do not procrastinate.** If a decision needs to be made, make it. Having an acceptable decision in time is better than having a perfect decision too late.
36. **If time permits, get input from others.** They may suggest some alternatives that have not been considered.

Guidelines for Dealing with Planning

37. **Make sure objectives are challenging but attainable.** Managers must not paint themselves into a corner by setting objectives that are unattainable.
38. **Become involved in objective setting with the boss.** Do not take the attitude, "O.K., tell me what to do." Remember that once you have agreed to an objective, you are expected to accomplish it.

39. **Consider planning as an ongoing process.** Refer to your plan frequently to ensure that you are going in the right direction.
40. **Plan before it is time to do the activity.** Proper time management techniques are essential, regardless of the right direction.
41. **Write down the important plans.** Writing forces you to think through the actions included in the plan and to be more realistic.
42. **Plan with numbers.** Attempt to quantify everything in the plan.
43. **Do not forget that plans affect people.** As you develop the plan, consider your employees.
44. **Plan for results, not activities.** Say, "What needs to be accomplished in each specific time frame?"
45. **Be innovative.** Do not assume that the way it has always been done is necessarily the best way. The opposite is just as likely to be true.
46. **Plan to prevent problems rather than solve them.** It is often much easier to prevent a problem than to solve one that you helped create.

Guidelines for Dealing with Strategic Planning

47. **Strategic planning is important at all organizational levels.** It is not just for top-level managers.
48. **Managers at all organizational levels should base their plans on the organizational mission.** Managers must first determine what the firm desires to accomplish.
49. **The environment in which the decision is to be made should be understood.** All plans should be assessed for their strengths and weaknesses and threats and opportunities.
50. **Objectives in the strategic planning process should be specific in nature.** If an objective is not specific, it is impossible to know if the objective has been attained.
51. **At times it is not possible to maximize results.** Often, a good decision is the best one possible given the time constraints placed on managers.
52. **No matter how good a strategic plan is, it is worthless unless it is properly implemented.** The organization will not benefit unless the plan is properly implemented.
53. **Numerous grand strategies are available in the strategic planning process.** Use the ones that best achieve your overall mission.

54. **Diversify to achieve corporate objectives.** This keeps you from having all your eggs in one basket.
55. **A portfolio strategy may need to be developed to determine how to compete in a particular line of business.** Use all the tools at your disposal to create such a strategy.

Guidelines for Dealing with the Organizing Process and the Informal Organization:

56. **All managers, from supervisors to top-level managers, are involved in the organizing process.** Understand it and use to your benefit.
57. **Reorganize only when it helps you achieve your objectives better.** Don't just reorganize because you want to seem busy. Your time can be better spent.
58. **Get the maximum benefit from worker specialization.** Attempt to assign related work to each job.
59. **Organize so that each worker has a full-time job.** Unequal workloads are unfair to workers and result in reduced output.
60. **Do not be afraid to reorganize.** Situations change, and the best organization of yesterday may not be the best for today.
61. **Do not try to eliminate the informal organization.** You cannot do it. Besides, the informal organization can be useful to you.
62. **Remember that the grapevine often transmits information told in absolute confidence.** Most people find secrets hard to keep. When you have told one person, you have no control over where the message goes.
63. **Know when directives violate informal group norms.** There is no need to make an order harder to obey than it needs to be.
64. **Do not try to be a buddy and a boss.** Make your informal position agree with your formal position as much as possible.
65. **Make a conscious attempt to understand the informal organization.** Notice who talks to whom and about what.

Guidelines for Dealing with Organizing Concepts and Organizational Structure:

66. **Be sure that authority equals responsibility.** It is difficult for workers to do a job right if they have responsibility without authority.
67. **Put people where they fit best.** If you have given a worker responsibility for a task and it is not done well, you may have assigned to task to the wrong person. This individual may fit better in another assignment.

68. **Be willing to delegate.** Many managers believe they must do everything themselves. There are not enough hours in a day. The task of the manager is to get things done through the efforts of others.
69. **Consider the human element when organizing.** Some people work much better together than others.
70. **Be flexible.** What worked well yesterday may not be best for today. Be open to new approaches.
71. **Hold workers accountable for what they do.** Accountability is your basic means of maintaining control.
72. **Know what needs to be done.** Organizing should be directed toward accomplishing objectives.
73. **Most individuals work best when they have one immediate superior.** At times this is not possible, but it is difficult for workers to operate effectively when they receive contradictory orders.
74. **There is a maximum number of workers any manager can effectively supervise.** Understand your limitations.
75. **Work with the staff people in your organization.** They are there to assist you.

Guidelines for Dealing with Human Resource Management and the Staffing Function:

76. **Be selective.** Employing people who are qualified to do the work will make your job easier.
77. **Do not be too gullible.** Realize that not everyone tells the truth in an interview.
78. **Devote time and effort to the selection process.** Good workers make a good unit.
79. **Follow company policies and procedures in hiring.** They are established for your benefit.
80. **Learn the government regulations affecting selection.** Remember, ignorance of the law is no excuse.
81. **Stay on the lookout for good potential employees.** Look both inside and outside of the company.
82. **Assume personal responsibility for orienting new workers on the job.** Be systemic so no important aspects are left out.
83. **Use the personal department.** It is there to advise and assist you.

84. **Know what to look for in workers.** Hire people who are capable of doing the job.

Guidelines for Dealing with Motivation:

85. **Do not assume that everyone is motivated by the same thing.** Just because you are turned on by the prospect of getting extra money does not mean that all workers will be.

86. **Know that workers are individuals.** A worker's background, experience, objectives, and aspirations provide some indication of the person's needs.

87. **Do not mistake high morale for motivation.** People can be happy and cheerful and still not be motivated to increase work productivity.

88. **Develop predictability in the workplace.** Make sure workers know the connection between performance and reward.

89. **Let the rewards and penalties be applied as soon as possible after they are earned.** The further away the rewards or penalties are from behavior, the more difficult it is to use them as motivators.

90. **Reinforce desired behavior.** Reward workers for doing what you want them to do.

91. **Do not issue idle threats.** Your actions speak louder than words.

92. **Make the work interesting.** Dull jobs are not likely to motivate workers.

93. **Listen to the workers.** Very often they will tell you what motivates them.

Guidelines for Dealing with Leadership:

94. **Gather influence.** Harsh as this statement may sound, the amount of influence managers have over subordinates is determined largely by the manager's influence outside the unit.

95. **Lead through example.** Employees often use the manager as a role model in deciding what is right and wrong.

96. **Be specific.** Make sure that your people know what you want done.

97. **Be competent, then confident.** Once you know the job well, you will have confidence. Acting confident without knowing the job is cockiness.

98. **Look like a Leader.** Dress appropriately for a manager in your organization. This standard is different from company to company.

99. **Sound like a leader.** When you issue an order, say what you mean and mean what you say.

100. **Be objective oriented.** Lead your workers in the right direction.

101. **Do not pass on a directive from upper management with an apology.** Some managers accept a directive from upper management without question and then criticize the directive while transmitting it to subordinates. Remember that to your workers, you are management. The spirit in which the manager passes on a directive will have a major impact on how the job is done.

102. **Do not blindly follow directives that you know to be incorrect.** Question them. If you believe someone will be hurt because of the directive, refuse to take action. In either case, remember that you have an obligation to take it up with the next higher level of management.

Guidelines for Dealing with Communication:

103. **Have a plan.** Think of why you want to communicate this particular idea. Then consider the best way to get the message across.

104. **Get organized.** Merely having a general idea of what you want to communicate is not sufficient. A logical thought process should be followed.

105. **Develop the message from the receiver's point of view.** Do not try to impress the receiver with big words and long phrases. Remember, if the message is not understood, effective communication has not taken place.

106. **Select the best way to communicate the message.** At times, an oral exchange is best. At other times, a written memorandum will prove superior. Sometimes, you can communicate best by saying nothing.

107. **Look for feedback.** Communication is not complete until you know that your message is clearly understood. A mere nod may be satisfactory. However, it is best to ask, "What do you think I mean?" rather than merely, "Do not understand?"

108. **Follow up.** Even if the message is accurately received, the desired action may not occur. Your priority may not correspond to that of the receiver. You may need to check to see if what you wanted done has actually taken place.

109. **Do not assume too much.** Sometimes, matters that seem obvious to you are not so obvious to your workers.

110. **Be a good listener.** Listening is more than just hearing.

111. **Use language that others can understand.** It is not what you say that counts; it is what the receiver hears.

112. **Observe nonverbal cues.** This form of communication may be a more accurate indication of what is meant than are words.

Guidelines for Dealing with Group Performance, Intergroup Behavior, and Conflict:

113. **Recognize that the objectives of the informal group may not always be in line with management's objectives.** Some work groups insist that their members maintain a suboptimal production level.

114. **Do not expect absolute conformity.** It can stifle innovation and initiative, reduce performance, and even encourage undesirable actions.

115. **Do not fight upper-level managers.** Such conflicts are seldom good for your career or the organization.

116. **It conflict exists, try to use it to accomplish objectives.** In some circumstances, conflict can be beneficial.

117. **Do not let conflict get out of hand.** Know how to resolve it, and take action at the proper time.

118. **Try to determine the real causes of conflict.** They may be different from the "obvious" cause.

119. **Give in if you are wrong.** Do not let pride stand in your way.

120. **Accept a certain amount of conflict as natural.** Do not feel that you have to solve every problem that arises.

121. **When you impose change, even change for the better, expect a certain amount of conflict.** Make sure your subordinates understand the reasons for the change.

Guidelines for Dealing with Power, Organizational Politics, and Stress:

122. **Do not be ashamed to use alliances, obligations, and debts.** They can help you protect yourself or do a better job.

123. **Use your influence.** Let workers know of the influence you have, both inside and outside the organization.

124. **Know your job.** Frequently, the most effective basis of power is expert power.

125. **Save up chips (power) and use them when they count the most.** Use your power for things that mean something.

126. **Tolerate individual differences.** Your stress level may be reduced if you accept people for what they are.

127. **Put stressful activities in perspective.** Ask yourself, “What is the worst that can happen?”
128. **Stay physically active.** If your job does not keep you in shape, develop an exercise program.
129. **Have at least one person you can confide in.** Do not keep everything bottled up inside.

Guidelines for Dealing Corporate Culture, Change and Development:

130. **Realize that organizations continually evolve.** If the organization is to maintain its competitive edge and be a force in the globalization of business, it should have an appropriate corporate culture.
131. **Understand that change may be resisted.** Despite the certain resistance to change, managers should realize that without change, an appropriate corporate culture cannot be developed.
132. **Maintain open and effective lines of communication.** Clearly communicate the need for new strategies.
133. **Be honest and straightforward regarding the need for change.** Explain the need for change in terms that everyone can understand.
134. **Let your people know how the change will influence them.** The organization is, in large part, only as good as the people who work for it.
135. **Establish trust.** If the organization is ever to be as productive as it can be, trust needs to be established between management and employees.
136. **Recognize the status symbols at work in your organization.** Much can be learned through this recognition.
137. **When possible, encourage subordinates’ participation in establishing the change.** Employees who are involved in the change are more likely to support it.
138. **Do not make changes for the sake of change.** Changes should be made only when they better facilitate the accomplishment of your objectives.

Guidelines for Dealing with the Controlling Process:

139. **Make the controls objective oriented.** Base the control system on the objectives of the department, not on the personal preferences of the manager.
140. **Keep the controls simple.** Controls that are stated in simple language are more likely to be understood.

141. **Be practical.** Do not set standards beyond the ability of the average worker.
142. **Use controls to improve performance, not to punish.** Controls imposed after improper action has occurred are usually seen as punishment. Controlling while the action is still occurring may be accepted as guidance and assistance.
143. **Be accurate.** If the manager is known to measure performance inaccurately, workers may automatically reject corrective action.
144. **Do not procrastinate.** The longer a person waits to take corrective action, the better the chances are that the situation will get out of control. This can cause a small problem to grow into a catastrophe.
145. **Quantify standards.** It is easier to measure performance against numerical standards. It is difficult to control quality when, for example, the standard is only "to keep defects down."
146. **Set a good example.** Through the example you set for yours workers, you are telling them what us acceptable. Consistently breaking a rule yourself tells workers that the rule is unimportant.
147. **Consider the human element.** Remember that there is a natural resistance to controls. Minimize them. If the control is not useful in accomplishing objectives, why have it?
148. **Do not overcontrol.** Establishing excessive controls is not helpful and often does more harm than good.

Guidelines for Dealing with Time Management:

149. **Do not let others waste your time.** Develop techniques to reduce interruptions.
150. **Save blocks of time for important jobs.** It often takes five to ten minutes to get started again after interruptions.
151. **Know the cost of your time.** Spend it wisely, as if it were money. It is! Remember, however, that before you can effectively manage your subordinates' time, you must first learn to manage your own time.
152. **Do the difficult jobs while you are at your best.** For many people, this is in the mornings.
153. **Set deadlines for yourself and your subordinates.** And make it a practice to meet the deadlines.
154. **Skim the documents that come to you and determine which ones you want to read thoroughly.** There is seldom enough time to read everything.

155. **Learn to delegate.** You cannot do everything yourself.

156. **Reward yourself.** Looking forward to a reward may make the day go faster.

157. **Learn to say no.** there is no limit to the amount of work that needs doing and sooner or later someone will ask you to do most of it.

Guidelines for Dealing with the Multinational Enterprise:

158. **Recognize that managing in a multinational environment provides different challenges.** Even so, it is often worth the effort.

159. **Understand that managing in a multinational corporation is usually more complex.**

160. **The laws of the host country may be quite different from those in the United States.** There is no comprehensive system of international law or courts.

161. **The significant societal considerations of one nation will differ to some extent from those of other countries.**

162. **The organizational structure of a multinational firm must be designed to meet the needs of the international environment.** It may be quite different from that of a firm operating in the United States.

163. **Successful management of an MNC requires that the manager understand the needs, values, and problems of employees in the countries where the company operates.** These needs, values, and problems may be quite dissimilar.

164. **In selecting individuals for overseas assignments, realize that no single style of leadership will be equally effective in all countries.** This is a mistake that many Americans make when operating in a multinational environment.

165. **Recognize the potential for communication breakdowns in a multinational environment.** The meaning of words may be understood as defined. However, their interpretation may elicit other meanings.

166. **Remember that certain aspects of controlling may not be the same as in the United States.** For example, as a control mechanism, disciplinary action may take different forms in some countries.

167. **Select the individuals who can be effective in a multinational environment.** Inappropriate selections can negatively affect the multinational operation.

Guidelines for Dealing with Production and Operations Management:

168. **It is important to balance capita and human investments to improve the production system.** Both are important.

169. **Operating in a service-producing industry as opposed to a goods-producing industry creates different problems.** However, they must be managed.
170. **Recognize and be able to use the production and operations management techniques.** This will allow you to improve the production process.
171. **Use the principles of motion economy to improve efficiency and reduce fatigue.** They can save your workers considerable time and effort.
172. **If you are to manage labor resources effectively, you must have some way of measuring their use.** This is often a difficult but necessary task.
173. **Recognize the importance of proper site selection.** For many reasons, a site that may be completely satisfactory for one company may be totally unacceptable for another.
174. **There is a most effective way to lay out the physical facilities for virtually any type of operation.** The overriding objective of physical facility layout is to maximize efficiency and effectiveness.
175. **Equipment and facilities must be properly maintained.** Failure to do so can be quite costly.
176. **Recognize that the more times a person does a particular job, the easier the task becomes.** When possible, you may want to permit workers to specialize in certain tasks.
177. **The factories of the future will likely be much different from what they are today.** You must learn to operate in this new environment.

Guidelines for Dealing with Information Systems:

178. **Recognize that sound decisions cannot be based on outdated information.** You must have the most current information available to be effective.
179. **Employees must be able to rely on the accuracy of the information provided to them.** Incorrect data probably will cause bad decisions to be made.
180. **Remember that workers can absorb only so much information during any one period.** Provide them with essential data only.
181. **Make sure that the information you provide employees is relevant.** This means providing them with information that they need to know.
182. **Attempt to provide workers with complete information.** Having no information is sometimes better than having partial information.

183. **The MIS is useful to managers at all levels.** It is not useful only for top-level managers.
184. **Remember that the MIS should be designed to assist in the accomplishment of the organization's objectives.** The system should have no other purpose.
185. **In designing the MIS, the most important information needs should be considered first.** Data lower on the priority list should be generated only if their benefits exceed the costs of producing them.
186. **Remember that the information needs of the firm are constantly changing.** Efforts should be made to ensure that the present system meets the information needs of the users.