

## IMPACT

Manager Supplement

July-September 2006

*Did you know?*

- Free “Simple Will” Kits are available from Claremont EAP
- A free credit report is available once per year
- Claremont EAP provides legal referrals for family law, consumer issues, traffic violations, and personal injury
- Referrals are available for child care, adult/eldercare, adoption assistance, school/college selection, and pet care

**Claremont EAP**

**800.834.3773**

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We're on the web  
[www.ClaremontEAP.com](http://www.ClaremontEAP.com)

## The Four Basic Management Skills

The skills you must practice as a manager fall into four areas:

### Planning (*Setting goals*)

- Choose company goals and departmental objectives
- Develop plans and budgets to reach goals and objectives
- Establish policies and procedures

### Organizing (*A blueprint for achieving goals*)

- Identify and combine work to be done
- Choose the right type of organization for the work
- Delegate responsibilities
- Determine working relationships among people



### Leading/Motivating (*Working directly with people*)

- Select the right people to fill positions
- Train and develop employees for their tasks
- Motivate workers to achieve
- Communicate with staff
- Make necessary decisions

### Controlling (*Making sure goals are achieved*)

- Set standards of performance
- Evaluate performance against established standards
- Take corrective action as required

## The Roots of Influence

**There are three bases that you can operate from to gain cooperation from those you supervise. A good supervisor develops and uses all three.**

### Position

Your position allows you to meet requests and give direction. To use your position effectively:

- Be fair and consistent in using your authority
- Avoid making inappropriate or unreasonable demands
- Avoid promising rewards or threatening punishments you do not intend to deliver

### Knowledge

Your people rely on you for information and guidance. To use your knowledge effectively:

- Stay up-to-date in the knowledge that is important to your workers' tasks
- Show that you're available when others need your help and guidance
- Use your knowledge to make your group work better, easier or safer

### Relationship

Your relationship with your group members determines how well they perform. To use your relationship effectively:

- Get acquainted with each member of your group
- Without being nosy, show an interest in each member's life
- Help by doing favors when appropriate
- Foster a sense of mutual cooperation
- Avoid playing favorites with your employees
- Beware of employees who ask for personal favors or for your help doing anything illegal, unethical or in violation of personal values under the guise of friendship



Remember, the purpose of influence is to get people to carry out the responsibilities of their jobs willingly and with enthusiasm.

## Characteristics of a Successful Project Manager

Careful planning, good teamwork and thorough follow-up are the keys to successful project management. Use this list to successfully plan and carry out your next project.

- Organize a project from beginning to end.
- Set project objectives that can be measured.
- Plan projects that will stand up under pressure.
- Use available resources to the fullest.
- Eliminate waste both of time and money.
- Know the importance of getting people to accept and support your plans.
- Motivate team members working on the project.
- Help team members solve problems whenever possible.
- Use information systems that reflect project needs.
- Measure project performance to determine its effectiveness.

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*Managers can call Claremont for consultation regarding employees who appear to be experiencing personal problems, whether or not work performance has become an issue. The purpose of this consultation is to help formulate an approach that effectively facilitates the person receiving appropriate help. The Claremont consultant will review the do's and don'ts for handling these often delicate situations and suggest things you can say and do which are most likely to be helpful.*

**Responding to the Human Factor in the World of Work**