

MANAGING HUMAN RESOURCES

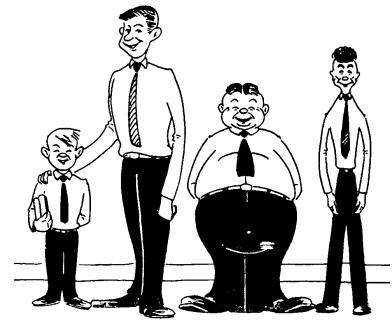
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Strategy in Working with People

The ability to get along well with people is the prime quality of a good executive. It is a necessity for all if we are to enjoy peace of mind. In manufacturing, transportation, trading, finance, and all the other areas of production and commerce, as well as in social life, we deal with people who are filled as we ourselves are with feelings of pride, the ambition to achieve, and the desire for esteem and affection.

We Are All Different

To understand people, it is important to first recognize two truths: we are all different, and we are all acting and reacting in different environments. Only when a supervisor realizes this can he/she begin to understand people by studying them and going out of his/her way to encourage them to talk about themselves and their interests.



Leadership

Leadership is a combination of persuasion, compulsion, and example that encourages other people to work towards an end enthusiastically, and to the limit of their ability. The manager belongs to one of the world's scarcest species: the leader. Everyone on his/her staff has a practical stake of the most concrete kind in the quality of the leadership. Guiding a group to an understanding of a complex problem and getting its cooperation in working it out, is one of the highest and most rewarding forms of management.

The important person in relation to the employee is that employee's supervisor. It is the supervisor's responsibility to train, motivate and provide the proper leadership to employees in his/her department.

The Art of Management

The manager's constructive imagination is governed by an orderly mind, viewing the possibilities, analyzing the difficulties, and controlling the execution. He/she is both a dreamer to plot a new path and a drummer to get the staff marching on it.

The manager must be an organizer; good organization is the heart of a successful business operation. It means distributing duties or functions among individual employees in such

a way as to operate at high efficiency. It is the manager's duty to see any difference between a worker's potential productivity and his/her performance, and to see that the gap is made smaller.

Common Management Errors

1. **Using your position for personal gain** is certain to create mistrust in those under you.
2. **Not keeping your word, no one will trust you;** never make promises you do not or cannot keep. Be dependable and develop a sense of integrity.
3. **Not setting a good example for others to follow;** most workers will try to come up to or close to your standard.
4. **Failing to cooperate with workers when they need support;** make them feel as an important part of the team.
5. **Trying to be liked instead of respected;** respect must be earned and not expected as the result of the title.
6. **Never take credit for worker's suggestions;** make each worker feel as an important part of the team and encourage them.
7. **Never dismiss employee gripes as petty and do nothing about them;** try to know and understand each person better.
8. **Criticize in a constructive manner and in private;** when something goes wrong, never assume that someone must be to blame.
9. **Keep those under your supervision informed;** if their performance needs improving tell them exactly where they need further training and how it will be provided.
10. **Treat everyone as an individual** by making an honest effort to know each one; know each person by their first name and praise them for their good qualities.
11. **Failure to keep up with new technological developments in your field;** one of the main reasons for a company going under by not keeping up with new technology.
12. **Expanding your knowledge prepares a person for promotion;** know more than your own specialty and the importance of it to the overall operation of the company.
13. **Refusing to accept more responsibility;** if someone offers a more responsible position, accept it gracefully and assess your strengths and weaknesses.
14. **Makes no decision on a problem or makes a bad one;** either choice is a bad one. A more sensible approach is have the team come up with a number of solutions.

15. **Unclear instructions or improper training to staff;** use clear, concise, and simple language that everyone understands.
16. **Not training an assistant to replace them;** by training someone familiar with your duties to be able to supply for you in case of absence, other managerial duties, or in case of promotion.
17. **Challenges workers for maximum and not just minimum performance;** challenging the staff to find better, easier, and more productive ways of doing things.

What Went Wrong Here

In the early 1970s, most US manufacturers could not understand the worsening crisis they were facing regarding them following behind Japan in the productivity race. Japan was focusing on improving their productivity through Lean processes and waste reduction while most of the rest of the world continued to do business in the same way as they had for many years. Even when a study showed that US employees performed better under Japanese supervision had little effect on US manufacturers. It seems that what was happening in the rest of the world had little or no effect on many manufacturers.