

Managerial skills and Managerial level

Managerial skills and the level at which managers operate are closely intertwined, as different levels of management require varying skill sets to effectively fulfill their responsibilities. Here's a breakdown of managerial skills and how they correspond to different managerial levels:

Managerial Skills

1. Technical Skills:

- **Definition:** Skills related to specific knowledge and proficiency in a particular field or industry.
- **Application:** These skills are crucial for first-line managers who oversee the day-to-day operations and require hands-on knowledge of tasks and processes.

2. Human (Interpersonal) Skills:

- **Definition:** Skills that involve communication, motivation, empathy, and the ability to work well with others.
- **Application:** Human skills are important for all levels of management but become increasingly critical as managers move to middle and top levels, where they need to lead teams, resolve conflicts, and build relationships.

3. Conceptual Skills:

- **Definition:** Skills related to the ability to think strategically, analyze complex situations, and see the organization as a whole.
- **Application:** These skills are particularly important for top-level managers who set the overall direction and strategy of the organization. Middle managers also benefit from conceptual skills to align departmental goals with the broader organizational objectives.

4. Decision-making Skills:

- **Definition:** Skills that involve gathering relevant information, analyzing options, and making sound decisions.

- **Application:** Decision-making skills are crucial at all managerial levels. First-line managers often make operational decisions, while middle and top managers make strategic decisions that impact the organization's long-term success.

Managerial Levels

1. First-line Managers:

- **Role:** Supervise and coordinate the activities of non-managerial employees.
- **Skills Emphasis:** Strong technical skills to understand and oversee the specific tasks and operations within their department or team. They also need basic human skills to effectively lead and communicate with their team.

2. Middle Managers:

- **Role:** Implement the strategies and policies set by top management and coordinate the activities of multiple departments or teams.
- **Skills Emphasis:** Requires a balance of technical skills to understand departmental operations, strong human skills to manage and motivate teams, and developing conceptual skills to align departmental goals with organizational objectives.

3. Top Managers (Senior Executives):

- **Role:** Responsible for setting the overall direction and strategy of the organization.
- **Skills Emphasis:** Primarily rely on conceptual and decision-making skills to analyze complex situations, anticipate future trends, and make strategic decisions. Human skills are also essential for effectively communicating the vision and leading the organization.

Principles of Management

1. Division of Work

Henri believed that segregating work in the workforce amongst the workers will enhance the quality of the product. Similarly, he also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is appropriate for both the managerial as well as a technical work level.

2. Authority and Responsibility

These are the two key aspects of management. Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.

3. Discipline

Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employees' good behaviour also helps them smoothly build and progress in their professional careers.

4. Unity of Command

This means an employee should have only one boss and follow his command. If an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.

5. Unity of Direction

Whoever is engaged in the same activity should have a unified goal. This means all the people working in a company should have one goal and motive which will make the work easier and achieve the set goal easily.

6. Subordination of Individual Interest

This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organisation. This refers to the whole chain of command in a company.

7. Remuneration

This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. Ideally, it should be according to an individual's efforts they have put forth.

8. Centralization

In any company, the management or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organisation. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.

9. Scalar Chain

Fayol, on this principle, highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also they should be able to contact any, if needed.

10. Order

A company should maintain a well-defined work order to have a favourable work culture. The positive atmosphere in the workplace will boost more positive productivity.

11. Equity

All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination.

12. Stability

An employee delivers the best if they feel secure in their job. It is the duty of the management to offer job security to their employees.

13. Initiative

The management should support and encourage the employees to take initiatives in an organisation. It will help them to increase their motivation and morale.

14. Esprit de Corps

It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment.