

Training for Managers

Managers and Chief Executive Officers are charged with the responsibility of managing the workplace. It would seem that some of them experience difficulty in understanding what are the requirements and expectations of their role. Those who have been trained for the job, would come to appreciate that they required to play the roles of a leader and a manager. As the head of the enterprise or organization, that individual is at the head of the list of employees. In many an instance, it would appear that most managers and chief executive officers, tend to forget that they are also employees who have a responsibility to account to some higher authority. In some instances, it is a Board of Directors or Board of Management.

The obsession some take with the authority invested in them, some managers or chief executive officers resort to treating their subordinates in a non-dignified manner, inhumanely and without paying due respect. Apart from their display of their insensitivity and arrogance, many can be accused of not being good communicators. It is fair to say that this is not true of all managers and chief executive officers. Those who demonstrate good leadership and management qualities, are to be commended on their interpersonal, human relations and communication skills.

Credit is to be given to those managers and chief executive officers who understand their roles, and do not use their positions to terrorize and humiliate fellow employees. It is expected that those of the helm of enterprises and organizations, know and understand that as a manager, their role is to coordinate the actions of fellow employees within the workplace, to set and achieve individual, team and business goals. Beyond that, the role they are called upon to play, includes developing and implementing short term and long-term strategies, making major business decisions, managing the overall operations and resources of the organization, and being the communication link between the board of directors and the employees.

The perceptions and attitudes of management can sometimes contribute to the sour relations which characterize the workplace. It would appear that managers and chief executive officer seem to hold the view that there are not employees. This is a misconception on their part which they would do good to erase from their minds. They ought to realize that their employment can be terminated in much the same way as any other employee. It is unfortunate that those in the management of an enterprise or organization, seem to have a false sense that they are all powerful, without recognizing that the power really resides in the group of employees.

On the face of this, is it important to get a sense as to what is the source of the problem. Managers and chief executive officers are individuals who bring their own personal traits and

qualities, perspectives and experiences. Some have no experience or have limited or no exposure in managing people. They lack the knowledge of what is expected when it comes to the practice of human resources management, human relations and industrial relations. The complete absence of people skills, presents as an issue in the relationship between management and employees.

For the most part, this could be avoided by moving away from the practice of promoting or appointing persons to the positions of manager, primary on the basis they work hard, have the required technical and professional skills and understand the work.

It is questionable how many enterprises or organizations have a policy, plan or programme in place for the training of staff, in order to prepare them for advancement into a managerial role. Such leadership and management training should be directed at individuals so as to help them to understand their roles. This would include the motivation of employees, building morale, improving communications skills and managing conflict in the workplace.

In stressing the importance of management training, it is to be understood that it helps managers to develop strategies that are aimed at getting the best performance from their employees. The training helps those at the top to improve on their decision making, acquire the ability to respond to issues quickly, improved communications with internal and external stakeholders, and to appreciate the responsibility they have in grooming the next generation of leaders and managers.

In the final analysis, it is imperative that managers understand that it is in their best interest to build relationships, be relatable, accessible to employees, build trust, secure the confidence of employees, and most importantly, create an environment that is underpinned by mutual respect.