

## Management Factor

-by Naseer Ahmed

Business organizations are mainly composed of men, material and machinery. But these are not adequate for efficient operation of any organization. The fourth and the prime factor are management. It is through effective management that an organization can achieve its objectives and become excellent in the competitive environment. We know that excellent organization is the dream of managers and business leaders. But to turn an organization into an excellent one is not an easy affair. Moving from adequacy to excellence – is a challenging journey which requires courage, determination and proper leadership.

In today's column we want to highlight this old as well the ever new topic of journey towards excellence through managerial competence with the willing and enthusiastic participation of all concerned people.

Management scholars do believe that for turnaround towards management excellence there is no short cut – through an organized process each strong step should be taken. In this regard what is important is to develop a high performing system. In this development process it must be remembered that everything depends on the specific characteristic of the organization, the nature of the business, leadership style of the management and successful coping up with the changing environment. So, there cannot be one or two way for developing a high performing system – there may be many ways varying with the leader and the situation.

Some business scholars have identified several important components of building an excellent organization through first developing a high performing system where managers role model is as a developer. The identified components are:

- Assessing appropriateness for change
- Conditioning the situation
- Sending initial signals to subordinates
- Building mutual influence relationships with difficult subordinates
- Developing a shared responsibility team
- Developing individual subordinates
- Identifying and fostering commitment to objectives / goals.

From study it has been revealed that the major factor determining the appropriateness for introducing a developer approach rests not only with the subordinates or the organization / division but with the leader. In order to make high performing system manager must assess the nature, quantum and timing of the change properly.

Appropriate steps then must be taken for conditioning the existing situation for the desired result. Restructuring the office, changing or expanding assignment, designating a team, building procedures and guidelines – all these can be for conditioning the situation.

Proper signals must be communicated to the subordinates or followers. A change in the leadership style, with concurrent demands that subordinates change their behavior, will be more successful if it is clearly communicated rather than carried out covertly. Change management must be accompanied by frequent use for signs and symbols, often just small actions that are repeated time and again signifying that the change, has a top priority.

In the organization there must be an easy but effective boss-subordinate relationship. From experience it has been found that working one-to-one to improve working relationships is likelier to produce beneficial results quickly. If the manager can create sufficient understanding with each of the key subordinates so that each is willing to work in a cooperative way, the stage is set for development.

So, through participative and shared responsibility – high performing teams must be developed. The teams must be cohesive ones and more in unison.

But for making such teams excellent, individual sub-ordinates must be developed and nurtured. This can be done through various training programs and on the job know-how transfer. Through increasing the competence of subordinates managers will become stronger and make the organization effective.

Finally organizational leaders must gain commitment of subordinates to objectives and goals of the organization – both short term and long term. Through bottom up and participative style better commitment can be achieved.

So, we find that turning an organization into an excellent one cannot be done overnight – it must be through a gradual process where deep involvement of both leaders and followers is a must.