

# What does a “good manager” do?

## Managing work now and in the future

- Gains, develops and communicates clear objectives
- Develops action plans with short, medium and long term measurable milestones
- Develops and works within a transparent workload model and monitors team members' work and workload regularly
- Sees projects/workstreams through to delivery
- Looks collaboratively for ways of improving work processes
- Ensures work cover, manages workloads and discusses these with staff; deals with absence fairly and in line with procedures
- Maintains effective working relations with senior managers

## Managing the team

- Keeps team members informed on what is happening in the University
- Holds regular team meetings with time for questions, discussion and views to be expressed
- Encourages every member of the team to participate
- Allocates and delegates work evenly among the team in line with their level of responsibility and experience
- Allows the team to take some responsibility for work, work allocation and problem solving
- Solves team problems quickly and effectively if need be by taking the issue up with senior management while keeping people informed
- Takes part in the work of the team and joins in
- Engages with team members
- Protects the team from excessive work demands; knows when and how to say “no”
- Understands and is aware of own responsibilities for health and safety issues and the importance of well-being at work
- Helps new team members to integrate; prepares for team members to move on inside or outside the organisation

## Managing the individual

- Takes part and takes care in selection and induction to welcome and support the individual
- Sets challenging yet achievable job and performance expectations/targets
- Gives autonomy to let the person get on with the work
- Often reviews performance against targets and objectives set at annual performance review and gives regular constructive feedback

- Rewards good performance quickly, from “thank you”, “well done” to other means of recognition through University processes
- Takes appropriate action where there is evidence of poor/unsatisfactory performance, giving opportunities for improvement
- Takes the formal Performance Review process seriously, showing preparation and time allocation, giving priority to development and the future
- Provides coaching and guidance on a regular basis, and is patient
- Shows concern, and takes action, where there are signs of stress, listening in confidence where help is requested or needed
- Shows interest in colleagues and their lives in terms of culture, religion and other aspects

## **Managing conflict and difficult situations**

- Deals with possible conflicts early on, informally where possible
- Acts as a mediator if appropriate, showing impartiality and listening to each side
- Works constructively with employee representatives
- Talks through grievances and problems as soon as they are raised, before formal procedures are used
- Knows when to ask for advice and help, using HR as a resource, and when to pass the matter on to another manager
- Ensures the formal disciplinary and grievance procedure is used when necessary
- Seeks evidence from all sides before making a decision
- Looks for causes behind the symptoms
- Focuses on the future

## **Managing yourself**

- Understands own stress and ways of dealing with it
- Develops, as far as possible, an open relationship with own manager and deals with possible conflicts early on
- Learns from experience, especially “near misses”
- Looks for support and advice from other line managers and provides support to them
- Keeps on top of workload and communications
- Knows what is going on in the University, keeps in touch and takes part in discussions
- Is aware of own strengths and weakness and develops self confidence by dealing with issues
- Has strong interest in personal development and learning
- Believes in the values of integrity and professionalism and expects it from others
- Seeks to be a role model and a leader
- Has a sense of humour, is aware of social and cultural contexts and is able to engage fully with team members and others

## **CIPD and ACAS**

The competencies outlined above have been developed by CIPD and ACAS from extensive research and practical experience of providing line manager development to identify the key areas of people management competency needed for high performing workplaces.

### ***CIPD – Chartered Institute of Personnel and Development***

<http://www.cipd.co.uk/>

### ***ACAS - Advisory, Conciliation and Arbitration Service***

<http://www.acas.org.uk/>