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MANAGERS ARE SO IMPORTANT TO BUSINESS SUCCESS

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Abstract: The manager remain the key factor in the organization the effective functioning of the organization owe itself to quality a quality management and right positioning of the of the management work force. Success in business happens because of successful employees. That being said, strong managers are one of the most critical components of Employee Success — after all, employees leave managers, not companies.It's important to focus directly on managers as a lever of engagement to recruit, retain, and inspire the greatest asset to your company: employees. To do this, provide the tools to be successful instead of expecting managers to be successful.In this paper when looking at specific areas like recognition in the workplace, internal and external context, responsibilities in the performance management process we see just how important managers are to success.

Keywords: Organization Performance, Managerial roles, Essential Skills, responsibilities

Introduction:

1) *Management potential*

For example, strong manager performance in recognizing employee performance increases engagement by almost 60 percent according to Towers Watson. Increased engagement leads to improved customer service. Better customer service means more loyal customers. You get the idea. Even Peter Drucker — the man who invented management — said, *"The productivity of work is not the responsibility of the worker but of the manager."*

But the front-line manager faces incredible stress. Between managing a team, driving results, and answering to leadership's expectations, managers juggle competing goals and often work more or less in the dark. So how do we give managers the training and the best practices we need to make managers successful? To start, we need to promote the right people. From the beginning, we often set up our managers for failure. We take our top performers and make them managers, but management is a completely different job.

Bringing in the highest sales numbers does not automatically equate to building and leading teams. Often you look back and realize you took a top performer and made them poor manager.

When looking at a potential manager, performance is an important part of the puzzle, but it's not the whole picture. Great future-managers connect with teammates and influence coworkers. They engage teams and motivate them toward success, which can be done in part — but not entirely — by example.

At Achievers we create tools that empower and enable managers to engage their team, and also to measure an employee's engagement with coworkers. Looking closely at recognition leaders and influencers provides a new perspective — and a new data-set — to pick the highest potential internal candidates for management.

2) *Shedding light through analytics*

Managers in 2013 face fewer resources, a mandate for employee engagement, and new talent battlefields, in addition to the usual responsibilities of inspiring a team and hitting company targets. With the metrics available today, there is no excuse to send management in blind.

It is easy enough to observe an employee's usual hours and deadlines made or missed, but a thorough understanding of team attitudes, willingness and ability to help out, and performance under pressure requires more effort. But still, it's important. Actionable insight can make or break teams and ensure your company is performing at its best.

We know that knowledge is power. That insight is the key to holding managers accountable and instilling personal responsibility in a manager's team. Setting clear goals and expectations is crucial, but needs to be paired with consistent support and measurements of success to be effective. By giving our managers access to metrics on engagement, recognition and influence, we paint a more vivid picture than just looking at sales numbers and hours worked.

By helping our managers do their jobs better, we build companies that work better overall. Managers need actionable insight to make better human capital decisions and move business forward.

II. The Importance of Marketing for the Success of a Business

The heart of your business success lies in its marketing. Most aspects of your business depend on successful marketing. The overall marketing umbrella covers advertising, public relations, promotions and sales. Marketing is a process by which a product or service is introduced and promoted to potential customers. Without marketing, your business may offer the best products or services in your industry, but none of your potential customers would know about it. Without marketing, sales may crash and companies may have to close.

A. Getting Word Out

B. For a business to succeed, the product or service it provides must be known to potential buyers. Unless your business is known in the community and have communication with your customers readily available, you have to use marketing strategies to create product or service awareness. Without marketing, your potential customers may never be aware of your business offerings and your business may not be given the opportunity to progress and succeed. Using marketing to promote your product, service and company provides your business with a chance of being discovered by prospective customers.

C. Higher Sales

Once your product, service or company gets on the radar screen of your prospects, it increases your chances that consumers will make a purchase. As awareness becomes a reality, it is also the point where new customers start to spread the word, telling friends and family about this amazing new product they discovered. Your sales will steadily increase as the word spreads. Without employing marketing strategies, these sales may not have ever happened; without sales, a company cannot succeed.

D. Company Reputation

The success of a company often rests on a solid reputation. Marketing builds brand name recognition or product recall with a company. When a company reaches the high expectations of the public, its reputation stands on firmer ground. As your reputation grows, the business expands and sales increase. The reputation of your company is built through active participation in community programs, effective communication--externally and externally--and quality products or services, which are created or supported by marketing efforts.

Healthy Competition

Marketing also fosters an environment in the marketplace for healthy completion. Marketing efforts get the word out on pricing of products and services, which not only reaches the intended consumers, but also reaches other companies competing for the consumers' business. As opposed to companies that have a monopoly on products and services that can charge almost any price, marketing helps keep pricing competitive for a business to try to win over consumers before its competition does. Without competition, well-known companies would continue to sell while lesser known companies or new companies would stand little chance of ever becoming successful. Marketing facilitates the healthy competition that allows small businesses and new businesses to be successful enter and grow in the marketplace.

E. Considerations

Although marketing is hugely important for a business to succeed, it can also be very expensive. In its first year, a company might spend as much as half of its sales on marketing programs. After the first year, a marketing budget can reach as much as 30 percent--sometimes more--of the annual sales. A marketing program that gives your company the best chance is a healthy mix of different forms of marketing, such as website development, public relations, print and broadcast advertising, design and printing for all print materials, trade shows and other special events.

Main functions of managers in business?

Managers have five basics functions. Those functions are; planning, organizing, staffing, directing, and controlling. Managers must plan, or narrow goals from their broadest to most intricate form. They must organize and create a structure for daily tasks and communication. They must hire and fire people in various positions. They must serve as a directing influence on staff behavior and morale. They must also have control over all of the aspects of the company.

"To manage is to forecast and plan, to organize, to command, to coordinate and to control." - Henry Fayol.

There are five basic functions of a manager, planning, organizing, staffing, leading and controlling

Planning is the primary and pervasive function of management that is preliminary to all other functions. it regards to deciding the course of action. It merely means "what is to be done, when it is to be done and how it is to be done."

Planning includes choosing objectives, communicating them, identifying the planning premises and surveys the resources. It also includes choosing alternatives and employing them, setting budgets, course of action, rules, policies, procedures, time table, and the standards.

Organizing is the second function of a manager whereby it is the responsibility of the manager to accumulate resources and dividing the activities required. It includes the following:

Identifying actions, dividing the activities, assigning the responsibilities, delegating authority, and keeping a thorough eye on the way things are done.

"Staffing is the process by which a manager builds an organization by recruitment, selection and development of individuals as employees." - M.C. Farland.

Staffing is a very descriptive and elongated activity, it not only includes the recruitment of employees after determining the needs of organization, but also orientation, training, performance appraisal, promotion, compensation, and termination are a part of this function.

Leading is another major function of a manager whereby he sets rules, gives orders, supervises the staff, counsels the employees, and directs them in the way of achievement of objectives of organization.

Controlling is the last function of the manager but not the least. Controlling is required at all stages and after each and every function to ensure that all the activities are being done in the prescribed manner and paying off in the best way possible. it includes testing employee performance according to the standards set by the management, discovering reasons for low efficiency, employing people to discover the causes and factors, and finally finding out ways to better the situation and performance of the employees.

Managerial roles in the internal and external context

Each manager's role usually influences the bigger mark for the internal or external context of functioning of the company. It appears that the proposal of Mintzberg is the most interesting here. His ten manager's basic roles could be split into those which to a bigger or smaller extent influence the internal and external environment of the companies. So, influence for internal context has: the leader role, monitor role, disseminator role, entrepreneur role, disturbance handler role and resource allocator role. However, remaining manager's roles influence the external context, i.e.: figurehead role, liaison role, spokesperson role and negotiator role. Two last parts having influence external context, but they also influence the internal context however, they were enumerated in the outside context, because can afford fulfilling of these parts relatively bigger weight in the face of the external than internal environment. One of the most important manager's roles is the leader's role, which influences a lot the internal and indirectly also external context of functioning of the company. The lead is variously defined in literature of the subject. According to the definition of R.M. Stogdilla, the lead is both the process and the property. The process of the lead consists in unconstrained guiding and co-coordinating of work members of the organized group to reach group purposes.

However, the lead as the property is the set of personality features possessed by the ones who are perceived as persons successfully applying such an interaction.

S.P. Robbins defines the lead as the ability to influence the group so that the group can gain determined goals. This definition appears to defy whole essence of the lead. Leader will be evaluated before everything for one's effectiveness in reaching intended purposes. This understanding of lead is based on four pillars which are providing of the leader's efficiency – creating the vision of what an organization should become in future and this vision should take into consideration the business of all parties concerned, – creating the strategy which takes into consideration significant chances and threats in the environment and strong and weak sights of the organization, – creating the supporting coalition, whom participants are followers and people committed to the realization of the vision and the strategy of the company, – communicating, convincing and inspiring participants to the realization of the mission and the strategy of the organization.

1) *Essential Skills of the Manager:*

Managers need to develop and hone the following skills:

- **Leadership**—you've got to be able to set priorities and motivate your team members. This involves self-awareness, self-management, social awareness and relationship management. Be a source of energy, empathy, and trust. And remember that effective leaders work daily to develop team members through positive feedback, constructive feedback, and coaching.
- **Communication**—Become a student of effective communication in all its applications, including one-on-one, small group, large group, email and social media. Realize that the most important aspect of communicating is listening.
- **Collaboration**—Serve as a role model for working together. Support cross-functional efforts and model collaborative behaviors to set the example for your team members.
- **Critical Thinking**—Strive to understand where and how your projects fit into the bigger picture to enhance your effectiveness. Review priorities in light of larger goals. Translate this understanding into meaningful goals and objectives for your team members.
- **Finance**—learn the language of numbers. Managers must strive to understand how company funds are invested and to ensure that these investments earn a good return for the firm. While you do not need to be an accountant to be a manager, it is imperative that you learn and apply the basics.
- **Project Management**—everything that we do that is new in an organization is created in the form of projects. Today's managers understand and leverage formal project management practices to ensure timely completion and proper control of initiatives.

F. The managers' responsibilities in the performance management process

As a manager, you have a responsibility to recognize and reinforce strong performance in your employees, and identify and encourage improvement where needed. But to begin with, you need to view performance management as a two-way discussion that goes on throughout the year. Your employees should never be surprised by the ratings and feedback they receive in their formal performance reviews.

As a manager, you are expected to:

- Use the performance management process as a valuable tool for supporting employee development and improvement.
- If your employees sense a lack of interest on your part, they'll lose interest too.
- When talking with your team about the process, be sure to emphasize its benefits, and encourage employees to take ownership of their own performance and development.
- Determine an appropriate schedule for regular performance conversations with those you manage directly.
- Conduct short, regular meetings to discuss and record milestones, accomplishments, successes and challenges as they occur, when details are

fresh in both your minds. This will allow you to better monitor progress on goals, and provide coaching as required. Plus, these short meetings reduce the effort it takes to prepare for and conduct your annual performance reviews because you've tracked progress and performance and provided the needed feedback when it was most valuable.

- Use the annual performance review meeting to review the achievements, setbacks, development and training that have already been discussed throughout the year — and then use this information to establish goals and a development plan for the coming year.
- Deliver regular positive and constructive feedback.
- Give employees feedback during one-on-one meetings and informally as regularly as possible.
- Commend your employee in front of their peers.
- Make performance notes about each employee in the period between conversations, so that come conversation time, you have concrete examples to share.
- Remember that the goal of feedback is to describe desired behaviors and expectations, not to dwell on undesirable behaviors.
- Check-in on goal progress
- Regularly check in with employees on their progress on goals; offer coaching or assistance, or revise goals as necessary.
- Communicate and revisit performance expectations.
- Communicate your organizations' performance standards and expectations to your employees. This will help your employees differentiate between acceptable and unacceptable behaviors and results and reduce any misunderstandings.
- Gather feedback on employee performance from multiple sources. Use a 360-degree feedback or survey tool to complete and validate your own observations and perceptions.
- Improve your management and leadership skills.
- Take the time to learn how to be a better manager and coach. Invest in your own development!
- Acquaint yourself with the different management needs of the different generations.
- Employees from the millennial generation may have different needs and different expectations of managers. Research tells us they require constant feedback and recognition, and expect quick career advancement. Workers from other generations have different needs. Learn what motivates each employee, and adjust your management approach accordingly.
- Coach your employees in a way that strengthens two-way communication and reinforces desired behaviors.
- Coach when you want to focus attention on a specific aspect of the employee's performance.
- Advise the employee ahead of time of issues you want to discuss.
- Focus on describing your expectations and the desired behaviors rather than describing the gaps.
- Take the time to understand why their performance is what it is, and get them to take ownership for performance improvements.
- Support your employees' professional and career development while making them accountable for it.
- Regularly ask employees about their career aspirations and help them identify areas they may wish to improve or develop, as well as resources available.
- Ensure each employee has a well-defined job description and understands the skills and competencies they must develop in order to progress up the career ladder.
- Give your employees the time and flexibility they need to complete learning and development activities.
- Ensure development is having an impact on performance.
- Submit your completed employee reviews by the designated deadline.

- Failing to complete your formal performance review documentation on time sends your employees the message that recognition of their success and support for their development is not your top priority. It may also delay any pay for performance/ merit increases or bonuses your organization allocates to employees based on their performance ratings.
- Understand and correctly use your organization's rating scale.
- Be objective and have quantitative/qualitative facts ready to substantiate the ratings you give.
- Provide details on how the employee demonstrated the core and job specific competencies you are rating them on.
- Provide details on how they accomplished their goals, the milestones they met and work products they delivered.
- Assign each employee a development plan to help them improve their performance and support the organization's success.

Conclusion:

The managers, especially the top managers hold the strategic position in the firm. They foster strategic policy of the organization they state the rules, the policy, and the strategy and set the ball rolling for the middle and lower level managers to implement. Nowadays the managerial roles have widened, became more complicated, active and creative. Managers, who want to administrate enterprises in an appropriate way must be up to the mark, fulfill more and more functions and play on many "stages". They should be flexible, be able to adapt themselves to different situations and play many roles, change roles, adapt them and even create the roles , because the internal and external contexts of company's functioning are constantly changing. Who is not able to keep up with it, will lose the game called "management art". The manger at every level must work towards the success of the organization. A well train and well motivated work management force will is needed for the firm to attain the set goals and objectives of the firm.

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