

**Jordan Local Governance Development Program**

# **Management & Supervisory Skills for Municipal Managers**

**Developed for Local Governance and  
Development Program (LGDP)**

## ***Module 1: Management Theory and Practices***

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Management Theory and Practices**

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## **Management Theory**

A good definition of management is “getting things done by working with people and other resources; it is the process of achieving organizational objectives by coordinating the activities of others.”

### **Understanding Management Functions**

The manager’s role often includes four classic functions:

<b><i>Planning:</i></b>	Setting objectives and deciding what’s to be done and when and how to do it.
<b><i>Organizing:</i></b>	Combining people, services, materials, equipment, money, and Relationships in the best way to get the job done as planned.
<b><i>Directing:</i></b>	Guiding, leading, and coaching through effective motivation, good training of staff, and equitable leadership to attain or exceed objectives.
<b><i>Controlling:</i></b>	Comparing actual results with original objectives, then following up by providing feedback, making adjustments, and solving problems

### **Exercise: The Ideal Government Department Manager**

In table groups discuss the attributes, behaviors, and skills of an “ideal” manager in the context of a government agency – one who is dedicated to the mission of the organization, effective in the application of available resources to promote positive outcomes, and successful in working with others, both inside and outside the organization. On color-coded cards, write one or two insights that refer to the HEAD, or what the manager *thinks*, one or two that refer to the HEART, or what the manager *believes*, and one or two that refer to the ARMS & LEGS, or how the manager *acts* or *behaves*.

My individual ideas of an ideal manager:

What they think

What they believe

How they act or behave

## **Key Points of Management**

These management insights are based on the philosophy and teachings of Dr. W. Edwards Deming, who introduced management techniques and concepts many years ago that laid the basis for the emergence of a total quality improvement model used by many private and public sector organizations today.

- ☐ Create constancy of purpose for improvement of products and services.
- ☐ Management must always be leaders for change in the workplace, adopting new models and methods, taking responsibility for organizational improvements.
- ☐ Cease dependence on inspection to achieve quality by building quality into the products and services in the first place.
- ☐ Improve constantly and forever every process and procedure for planning, production and service.
- ☐ Institute training on the job.
- ☐ Adopt and institute a style of engaged management, managing by working with those who are actually delivering the service.
- ☐ Drive out fear so that everyone can work effectively for the organization.
- ☐ Break down barriers between departments.
- ☐ Eliminate slogans, exhortations and targets for the work force since the bulk of the causes of low quality and productivity belong to the system and thus lie beyond the power of the work force.
- ☐ Eliminate numerical quotas for the work force and numerical goals for management, and substitute leadership.
- ☐ Remove barriers that rob people of pride of workmanship. Eliminate the annual performance rating or merit system.
- ☐ Institute a vigorous program of education and self-improvement for everyone.
- ☐ Put everyone in the organization to work to accomplish the transformation required to become a great organization.

## **Defining Your Role**

The role of the manager generally exceeds the purpose of the job as outlined in the job description. The essential difference between the job description and defining the role of the manager is the specific contribution that an individual manager is expected to make. Role definitions have purposes beyond the job description – they include expectations and the manager's interaction with others within the organization as well as outside it.

Your role as a manager includes what you are expected to do, who expects you to do it, and who is affected by your doing it. These considerations define the functions you perform and the activities you carry out in your organization.

Your Job Title \_\_\_\_\_

Write a statement of the main purpose of your job. Ask yourself the question, "What does my job description say I do?"

\_\_\_\_\_

\_\_\_\_\_

### Exercise: Management Expectations

List the names of the primary people/positions with whom you interact on the job, and describe each person's expectations of you as a manager.

<u>Name/Position</u>	<u>Expectations</u>
1 _____	A _____
	B _____
	C _____
2 _____	A _____
	B _____
	C _____
3 _____	A _____



B \_\_\_\_\_

C \_\_\_\_\_

### **Exercise: Activity Priorities**

List at least seven key activities and major tasks that you perform in your job. It may help to start each activity statement with a verb. After completing the list, prioritize them, # 1 – 7, with #1 being the most important to your success as a manager, etc.

#### **Activities and Tasks**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

## **Clarifying Management Beliefs**

To help clarify your own beliefs about management, write your responses to the following questions. Discuss as a table group and be prepared to share with the group during the plenary.

1. What motivates people at work?

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2. What is the best way to ensure clear and effective communication within an organization?

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3. What do organizations expect of their employees, and what is fair for employees to expect in return?

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4. How should conflicts between needs of the employees and needs of the organization be resolved?

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5. How should the manager go about training and developing people?

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6. When should a manager delegate, and what should he or she control?

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7. What is the best way to get steady, dependable performance from your staff?

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## **Management Skills Definitions**

<b>1. Planning</b>	<b>Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies.</b>
<b>2) Organizing</b>	<b>Scheduling and coordinating work of others; setting priorities; establishing efficient work procedures to meet objectives.</b>
<b>2. Personal Organization &amp; Time management</b>	<b>Allocating One's one time efficiently; arranging information systematically and processing paper work and other information effectively without getting bogged down in detail: managing multiple priorities.</b>
<b>4) Leadership Style &amp; Influence</b>	<b>Taking charge and initiating actions, directing the activities of individuals and groups toward the accomplishment of meaningful goals and commanding the attention and respect of others.</b>
<b>5) Motivating Others</b>	<b>Creating an environment in which subordinates and others are rewarded for accomplishment of group and individual goals.</b>
<b>6) Delegating &amp; Controlling</b>	<b>Clearly assigning responsibilities and tasks to others and establishing effective controls, ensuring that employees have the necessary resources and authority, and monitoring progress and exercising control.</b>
<b>7 ) Coaching &amp; Developing</b>	<b>Evaluating employees, providing performance feedback, and facilitating professional growth in others.</b>
<b>8) Human Relations</b>	<b>Developing and maintaining smooth cooperative working relationships with peers, subordinates, and superiors; showing awareness of, and consideration for, the opinions and feelings of others.</b>
<b>9) 9) Conflict Management</b>	<b>Bringing conflict or dissent into the open and using it productively to enhance the</b>



	quality of decisions, arriving at constructive solutions while maintaining positive working relationships.
<b>10) 10) Informing</b>	Letting people know of decisions, changes, and other relevant information on a timely basis.
<b>11) 11) Listening</b>	Demonstrating attention to, and conveying understanding of, the comments or questions of others
<b>12) Oral Communications</b>	Speaking effectively one to one and in groups; making effective presentations.
<b>13) Written Communications</b>	Writing clearly and effectively; using appropriate style, grammar and tone, informal and formal organization communications.
<b>14) Personal Adaptability</b>	Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity, or other pressures.
<b>15) Personal Motivation</b>	Displaying a high energy level, working long and hard to get things done, seeking increased responsibility on the job.
<b>16) Technical Knowledge</b>	Applying the knowledge and skills needed to do the job, including technical competence in one's own field and familiarity with policies and practices of the organization and the market sector
<b>17) Problem Analysis &amp; Decision making</b>	Identifying problems; recognizing symptoms, causes and alternative solutions; making timely sound decisions even under conditions of risk and uncertainty
<b>18) Financial &amp; Quantitative</b>	Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems

## **Exercise: Applying Management Skills to the Job**

Review the above eighteen management skills and reflect on the following questions.

A. Write down the three skills that are most required in your current position.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

B. Write down the three skills in which you have the greatest competency.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

C. Write down the three skills which you need to develop to perform well in your current position and prepare yourself for promotion.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

D. Select one other person in the group to discuss your management skills, and ask them to answer these questions without seeing your answers. Take notes on what they say.

A.

B.

C.

## **The Transparent Management**

Transparency refers to the extent to which key stakeholders – other managers, suppliers, citizens, and other beneficiaries have the information they need to participate in the operations of the organization. It implies an open and easily accessible style of management, operating with the intent to share information openly and involve others. It requires information be available on what decisions have been made, who made them, how they were made, what actions followed them, and what the outcomes of these actions were.

Unless superiors, employees, and others can see what was done, etc. they can not know who to hold accountable; unless organizations and managers can assess what was done and with what consequences, they cannot determine how to improve organizational performance. Providing transparency is often difficult. Many decisions are technical, or complex, or require some discretion.

From your experience, why is it important for managers to function in a transparent manner?

⇒

⇒

⇒

What are actions that managers can take to ensure transparency in the internal functions of the organization?

⇒

⇒

⇒

What are actions that managers can take to be more transparent when working with key stakeholders and outside “customers”?

⇒

⇒

⇒

## Principles for Structuring an Organization

The way in which an organization is structured internally has a great influence on how the work is performed as well as how issues and conflict is handled.

Those listed below are general guidelines rather than absolute rules. In some organizations, because of the type of work expected, other principles may take precedence.

### ***Focus on the Work and the People***

All structures need to be developed with the key organizational principles of productivity, effectiveness, cost efficiencies, and quality of outputs in mind. At the same time, the needs and interests of the staff are also important, their quality of work life, their access to adequate resources, their opportunity to learn and grow as employees.

### ***Unity of Command***

All employees should directly report to only one supervisor, the one who assigns work, monitors the results, and gives the performance evaluation.

### ***Chain of Command***

Lines of authority and responsibility in an organization (the “chain of command”) should be absolutely clear to all employees. Criticism and recognition needs to be clearly directed at those who have the responsibility for specific tasks.



### ***Authority Should Equal Responsibility***

Responsibility (an obligation to act or to perform certain duties) should be balanced by authority (the power to act, usually based on one's formal position in an organization). This should include hiring, dismissing, assigning key tasks, disciplining, evaluating.

### ***Span of Control***

Each manager should have a manageable span of control. Having too many employees to supervise makes it difficult to maintain necessary control.

### ***Clear Policies and Procedures***

Each supervisor/manager should be very familiar with the organization's policies and procedures. Ideally they should be written, and employees should have access to them and receive some instruction on them as part of their training.

## **Organizational Success Factors**

Which five (5) factors or qualities do you consider to be the *most important* for success in your organization? (Circle the numbers. Choose only five.)

1. **Leading subordinates** – broadening subordinates, delegating, using power wisely, changing things without creating chaos, being patient and fair, setting clear performance expectations.
2. **Balancing personal life and work** – balancing work priorities with personal life so that neither is neglected.
3. **Acting with flexibility** – being an individual contributor and a part of a team, being tough and at the same time compassionate, leading and letting others lead, being self-confident and having a healthy humility, being close enough to others to be empathetic and distant enough to be objective.
4. **Being resourceful and situational sensitivity** – being a flexible problem solver, understanding and working effectively with higher management, setting up effective structures and control systems, handling pressure and ambiguity.
5. **Setting a developmental climate** – rewarding hard work, encouraging growth of employees, leading by example, providing visibility, challenge, and opportunity.
6. **Compassion and sensitivity** – caring about the hopes and dreams of others, providing wise counsel, being sensitive to signs of overwork in others.
7. **Self-awareness** – recognizing strengths and weaknesses, seeking corrective feedback.
8. **Being a quick study** – quickly mastering new technical knowledge and skills, learning the programs quickly.
9. **Confronting problem subordinates** – moving quickly, basing decisions on performance.
10. **Doing whatever it takes** – persevering through adversity, taking full responsibility, seizing opportunities, taking charge of one's career.



11. **Putting people at ease** – having personal warmth and a good sense of humor.
12. **Building and mending relationships** – working hard to understand others, getting the cooperation of colleagues and others, negotiating well, not alienating others.
13. **Being straightforward and having composure** – not blaming others, not being arrogant or cynical, being able to cope with situations beyond one's control.
14. **Hiring talented staff** – recruiting the best, building a strong team.
15. **Team orientation** – focusing on others to accomplish tasks, building strengths in others, not trying to do everything by oneself.
16. **Decisiveness** – displaying a bias for action and calculated risks, being quick when necessary.

## **Collaboration – What Does It Mean?**

**Collaborate** – *to work together, to cooperate, to combine, to develop joint activities, programs, or projects.*

**Organizational Definition** – *“A mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone.”*

### **Different Forms of Collaboration**

<b>Networking</b>	Making a point of knowing what others are doing, providing a basis for informed program development, fund-raising, or action.
<b>Cooperation</b>	Sharing information or working together; perhaps sharing resources or personnel.
<b>Coalition</b>	A group of three or more organizations working for a common policy goal; can involve a formal commitment to the coalition, but usually does not involve transferring organizational resources between organizations.
<b>Consolidation</b>	Reducing the number of distinct programs doing the same or similar service or different services to the same population; usually takes the form of acquisition or merger.

<b>Acquisition</b>	One organization becomes responsible for (“acquires”) a program (or all programs) formerly run by another organization; may involve transferring contracts, staff and other program resources from one organization to another.
<b>Merger</b>	Two or more organizations join together to become one organization.

## Building Networks

Networking is working with and through others to accomplish our mutual goals and aspirations. It is building informal relationships and formal linkages with other people and organizations. It is opening doors for future access and mutual support. It starts with dialogue and ends with joint activities. Networks are formed by leaders who through active, continued communication and coordination within and outside their organization are building stronger bonds of interdependencies to strengthen future efforts.

A more operational definition for networking is “making connections that enable people/agencies/organizations to creatively share talent and resources to work together more effectively.” It takes constant attention and diligence to keep the network working.

Networking operates at different levels or stages. At the first stage, through making connections and communicating with others who are related to our organization, or who have a stake in what we do, we are building the basis for future relations. At the second stage, we begin to share information, gaining common understanding and cooperation. At the third stage, we begin to coordinate more directly, perhaps sharing resources. At the fourth stage, we see the beginning of collaboration on tasks, or joint activities. Particularly when there is a shortage of resources, networking or collaborating among individuals, agencies and organizations can expand the potential for positive change.

Leaders need to develop habits of interdependence; Gandhi once said that “interdependence is and ought to be as much the ideal of a man as self-sufficiency; man is a social being.” There are several habits that leaders should take seriously.

### Key Points About Networks

- Networks are distinct types of formal and informal relationships that link people through a series of interconnected personal ties.
- The intent is to establish and nurture these relationships .

- They are established to promote very broad goals.
- They serve as a mechanism for putting like-minded people in touch with each other so they can share resources, ideas, and commitment and further common interests
- A network is fundamentally person-centered.
- Principal aim of a network is to have as many people with similar interests get to know, trust, and commit to help each other as possible.
- Networks stress the importance of circulating information.
- An *advocacy network* is a structure for bringing people together to advance a particular public policy or practice

#### **Four Main Functions**

1. Communication linkages and information channels for the exchange of needs and resources
2. Participant support systems and resource sharing
3. A means for coordination, cooperation, collaboration, person and program actualization, training, and capacity-building
4. A means for collective action



## Building Strong Relationships

Networks can be powerful vehicles of individual and organization growth and development. They are examples of the concept of synergy, wherein the total amount of positive results is more than the mere sum of the inputs of each party, and the linkages and relations that are formed pay off in unexpected ways. It's like the metaphor of the rope – when we add knots, tying it together, it adds to the strength of the whole.

Success in networking is two-fold; to concretely achieve task goals, and to continuously improve the relationship involved. There is an authenticity in developing strong networks and relationships across personal, political, and organizational boundaries. Powerful relationships are:

- ☉ *Anchored in an attitude of generosity, a “giver” perspective that finds pleasure in extending the relationship beyond just meeting a need or fulfilling an obligation.*
- ☉ *Grounded in trust. Partners or collaborators don't spend energy looking over their shoulders, but instead take a leap of faith and trust in the relationship.*
- ☉ *Bolstered by a joint purpose. Each partner is committed to a vision or dream of what the association could be and a commitment to take the relationship to a higher plane.*
- ☉ *Coalitions laced with honesty. Truth and candor are seen as tools for growth rather than naïve conveniences.*
- ☉ *Based on balance. The pursuit of equality however is not built on quid pro quo reasoning; not an immediate equilibrium but a sense of stability over time.*
- ☉ *Grounded in grace. The spirit of partnership is one of openness and natural relationships; that gives partners a sense of mutual understanding, familiarity and ease.*

## **Roles of Network Members**

### ***Collaborator***

Has shared goals with interest in positive outcomes; ability to share with others and to get involved in joint undertakings; has mutual respect, trust, integrity.

### ***Initiator***

Has knowledge of needs of others and potential resources, technical expertise and organizational ability to get a joint effort started. Willing to take the leadership and get others involved.

### ***Coordinator***

Can understand the various roles of involved parties, notes any duplication of effort, tracks progress; is an effective planner.

### ***Advisor-Consultant***

Has technical and consulting skills, willing to give advice and counsel, can influence with positive power.

### ***Broker***

Has a clear view of what is needed, knowledge of resources; can creatively connect people to resources, can do referral and follow-up.

### **Exercise: Networking Action Plan**

Individually write down a "contact" that you need to develop a stronger networking relationship with in each of the three arenas listed below, and some tips to yourself on how you intend to go about it. Be ready to share your insights within the group.

#### **Within the Municipal Administration**

#### **With Other Governmental Agencies**

#### **With Direct Customers or Citizens**



## **Building Successful Alliances – Treat Peers and Superiors as Potential Allies**

- ***Mutual Respect*** – assume that others are competent, smart and willing to work together.
- ***Openness*** -- talk straight to others, don't play games and don't be manipulative in your approach. Give them the information they need to know how to work with you better. But also be open to listen to their concerns, their unclarity, their wanting to achieve their own purposes.
- ***Trust*** -- assume their goodwill – don't hold back information that they could use, learn how to be responsive to their needs in the alliance, and learn how to be timely.
- ***Mutual Benefit*** -- remember that the key to a successful alliance is ensuring that everyone comes out a winner in their own eyes. Plan every strategy so that each party wins.
- ***Take the Initiative*** -- the key is to always look for ways to give – information, support, trust, resources, whatever – rather than taking. The law of reciprocal behavior will generally mean that in the long run, every good deed will be re-paid in some manner.