

Key Managerial Functions - focus areas for improvement

LEADERSHIP:

- Understand corporate vision and develop group objectives/strategy/KPI's.
- Develop 'trust' among subordinates and empower/motivate them. "Support" and "lead" people in crisis. Ensure concepts of "accountability/responsibility" are understood/used.
- Lead "Change Management" towards system-based-excellence taking company out of the past "focused to future". Bulk of energy should go into "creating future".
- Minimize "loss events". Differentiate between '*Abnormal*' & '*Normal*' events and take actions accordingly. Investigate events thoroughly from all angles WHAT /HOW /WHY?
- Get to "heart of matter" and simplify 'complex issues' for subordinates for action.
- "Lead confidently as a leader" who knows what he is doing and produce more leaders!!

MANAGEMENT:

- Focus on "system availability/design" and "what is flawed/not working". Prioritize areas for personal involvement (deep-dive!!!).
- Establish risk based work priorities for action and ensure alignment with back-to-back and within group on critical indicators, source of facts, frame work etc.
- Communicate acceptable standard of professional work (accuracy, presentation, analysis etc.) to your subordinates. Ensure correct "specialist inputs" provided for management decision.
- Identify "grey areas" of responsibility with other divisions/departments and clarify roles. Maintain working relationship and take others with you on board in key decisions.
- Verify adequacy of resources available to subordinates. Act in case of inadequacy.
- Identify key organogram positions and ensure candidates with right profiles fill them.
- Identify/act on problems/threats with clarity and long-term focus. Create a "sense of urgency" taking difficult decisions if required. Maintain follow-up till completion.
- Ensure "debate time" on an issue does not prolong more than necessary and 'actions' get started/completed in time. Act firmly if required to put a stop to the debate.
- Differentiate between "URGENT" & "IMPORTANT". Focus on 'IMPORTANT' 70% of time.
- Escalate matters to higher level for help if issue/resolution is unresolved at own level.
- Understand and implement confidentiality needs for the position.
- Plan work and meet deadlines. Pre-inform if deadlines will be missed. Avoid being reminded.
- Criticize unacceptable behavior but never the personality.
- Act decisively all the time using solid basis. Don't postpone decisions making.
- Don't sign anything till you read and agree with it.

PERFORMANCE:

- Measure performance all the time and determine shortfalls. Take appropriate action if one strategy does not work. Never be a silent spectator to non-performance.
- Appraise employees and give impartial feedback. Trend performance of key positions to determine if feedback & learning program is effectively working.
- Proactively report key issues to management before "loss" stage.
- Audit "key systems" regularly for effectiveness and look for 80-90% compliance
- Develop ability to convince management through logic to establish own credentials.
- Appraise yourself to see if your management is improving group performance. If not, why?

SKILL DEVELOPMENT:

- Evaluate personnel competence, identify skill gaps and initiate development plan. Coach staff. Spend 10-15% of time randomly with people to discover and build on "Talent".
- Ask "questions" to stimulate healthy discussions. Facilitate conversion of information to knowledge.
- Establish culture of problem solving and continuous improvement. Convert mistakes to learning events. Historical problems should not be there to stay forever.

VALUES:

- Establish cultural values-acceptable/unacceptable behaviors. Recognize/Reward/Discipline.
- Treat employees fairly ensuring transparency in conduct. Act with honor, follow ethical approach, never use favoritism/vengeance. Have the courage to admit your mistakes.
- Encourage openness and get direct feedback from first line on issues. Make subordinates "comfortable" in your presence, be a good listener and use "*Thank you/I am sorry/great job done*" to improve relationship.