

# HOW TO EFFECTIVELY MANAGE

**Private & Confidential**

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**Scott Smyth**

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## **MANAGING**

Scott Smyth works best for a manager with whom he can generate personal rapport. His manager needs to involve him to the extent that he feels he is an intrinsic part of the organization. In addition, he will expect his manager to set out firm ground rules and direct his efforts. He needs to be able to "check out" with his manager on a regular and frequent basis. A practical way of doing this is the weekly meeting. While such meetings should be an official part of the working schedule, they should be of an informal nature and designed to encourage both questions and ideas.

His manager needs to be aware that there are three main facets to Scott Smyth's work persona: acceptance, achievement and accuracy. It is therefore important that his manager clearly defines his goals and responsibilities, giving frequent control feedback and publicly acknowledging Scott Smyth's efforts. He works well in roles that involve him with others and provide variety of task, preferably linked to his own area of expertise.

## **MOTIVATING**

Basic motivators include democratic relationships, freedom of speech, standard operating procedures, a sense of worth, involvement, prestige and position. His manager can underpin the foregoing by encouraging discussion without fear of reprimand: consulting Scott Smyth with respect to time and reporting schedules, praising and rewarding publicly, providing opportunity for advancement and involving him in social activities both inside and outside work. Scott Smyth is likely to respond well to high profile incentives, although he may prefer the money to the prize.

## **COMMUNICATING**

To communicate effectively with Scott Smyth his manager needs to be willing to enter into discussion both verbally and in writing. Scott Smyth requires detailed explanations of what, why and in some cases how i.e the method of approach. Do not try to fob him off with generalizations. While such an approach will certainly stop the questions, it will also reduce interest, attention and commitment.

If you want Scott Smyth to read your instructions, put his name on it and ask for his comments by return. Remember, Scott Smyth needs to communicate with his manager on a frequent basis. Therefore the informal "how are things going" call will normally be welcome. However, bear in mind that he is more than likely to have something to say, and questions to ask.

## **DIRECTING**

The three most effective ways of controlling Scott Smyth are well defined: Clear ground rules, emphasis on his responsibility to his colleagues and controlled feedback. Without ground rules and controlled feedback he can wander off track, spending an excessive amount of time checking and re-checking his work. Emphasis on his responsibility to others highlights the necessity to conform. Thus ensuring an acceptable degree of popularity and acceptance.

## **SUPPORTING**

Despite Scott Smyth's orientation towards detail, he is not a natural administrator. Consequently, efficient administrative support will usually be well received. He is not by nature a quick decision maker. However he can and will make them. His manager must be prepared to give him sufficient time to consider his options.

An alternative approach is for his manager to encourage suggestions and then accept them as proposals. He may also need support if called upon to make harsh decisions that could affect his popularity.

## **DELEGATING**

Scott Smyth will normally enthusiastically accept delegated tasks and responsibilities that fall within his area of knowledge and expertise. When delegating tasks and responsibilities outside his normal remit, it is important that he is given detailed explanations of "why" as well as "what" is required. In such circumstances it is useful to point to his expertise as being crucial to the role.

Scott Smyth's orientation towards detail and specifics can often be misinterpreted as administrative competence. This is often not the case and the delegation of routine administrative roles should be avoided. Similarly, he dislikes working in isolation. Consequently, tasks that require him to work alone should not be part of his remit.

## **DISCIPLINING**

The need to discipline can be reduced if he is given clear rules to work to, and is able to communicate frequently with his manager. Failure to provide either of the foregoing can result in a negatively defensive stance that is reactive rather than proactive.

If the need to take disciplinary action does arise, it is essential that all rules and procedures are adhered to. However, although it is important that the official line is followed, the approach should be consultative rather than authoritarian.

## **DEVELOPING**

Scott Smyth's potential lies in his ability to develop specialist skills and communicate his expertise to others. He is well suited to roles that require him to lead, advise and influence others via his expertise.

Dependent upon this person's intelligence and intellect, he has the potential to fulfil a managerial role. Training aimed at developing or enhancing his specialization, communication or interpersonal skills e.g. public speaking will usually be well received and mutually beneficial. However, attempts to improve his administrative and general organizational skills are unlikely to be successful.