

A Professional Manager

gets results through other people. He has certain functions which cannot be done for him by others.

PLANS

He thinks through ahead of time what he wants to do, the steps he must take, the resources he needs.

ORGANIZES

He coordinates the work of his team toward a common objective.

LEADS

He causes other people to take effective action.

CONTROLS

He measures and regulates results.

Forecasts

Looks ahead to estimate the problems and opportunities of the future.

Objectives

Spells out in concrete terms the goals he hopes to reach.

Policies

Establishes and explains standing decisions which will apply to repetitive questions.

Programs

Decides the steps he will follow to reach his objectives.

Schedules

Establishes time limits within which work will be completed.

Procedures

Standardizes the methods by which work is to be done.

Budgets

Allocates resources to carry out programs and reach objectives.

Develops Organization Structure

Arranges and groups the work to form sound, balanced organizational units.

Delegates Authority and Responsibility

Entrusts responsibility and authority to others and establishes accountability for results.

Establishes Effective Working Relationships

Promotes the conditions necessary for effective teamwork.

Inflates

Starts the actions of his team.

Decides

Makes decisions applying to two or more members of his team.

Communicates

Gets understanding between himself and other people.

Motivates

Inspires and encourages people to take action.

Develops People

Improves attitudes, knowledge and skills of his people.

Develops Performance Standards

Establishes yardsticks for performance based on the plans he has developed to guide his people.

Reports

Records and measures results.

Evaluates Results

Appraises accomplishment by comparing actual performance with the standards.

Corrective Action

Improves results by bringing variances into line.

