

Management Fundamentals

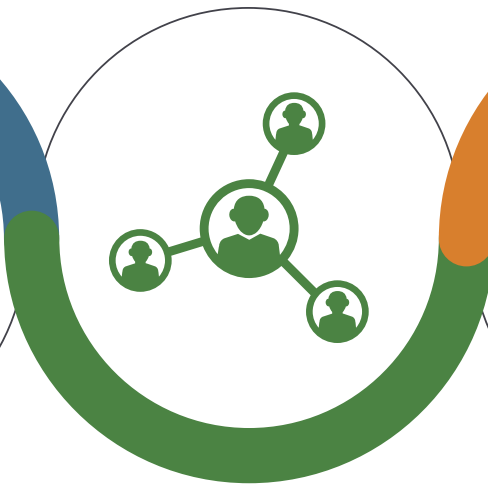
Management is about getting groups of people to work together to execute activities that deliver on the goals of an organization. You could distill this into 3 intertwined parts: goals, people and activities. The key to effective management is finding the balance between the personal and the strategic aspects of these three components. Good managers establish consistent routines that support measured progress on activities, but also accommodate the personal dynamics and individual approaches that are inevitably a part of a team. It is about prioritizing tasks to ensure an organization is doing the right things, and ensuring they are done well, but also about cultivating relationships built on trust and respect.

Goals



Goals define the results that people in an organization are trying to achieve. When an individual knows an organization's goals, then they can see how their own goals and actions to pursue them are contributing to a broader effort. Goals also allow individuals and their managers to track progress, identify challenges, and share feedback.

People



At the end of the day, people get the work done. A manager's job is to help those people get their work get done as efficiently and effectively as possible. Providing feedback is an essential part of the process. A member of a team will not improve if they do not know they are doing something inadequately. Feedback can be provided in many ways: simple advice, direct recommendations for change, sustained coaching, or joint problem solving. Engaging with people to help them do their jobs better allows the team to adapt their approach, their activities and perhaps even their goals—learning as you go.

Activities



Structuring activities with some basic systems that establish and reinforce routines can help track progress against your goals. These systems can be as basic as regular weekly meetings with set agendas or more complex, such as day-to-day usage of online project management software for team collaboration. What's essential is that systems organize activities, help an organization get closer to achieving its goals, and track progress. As organizations grow, systems become more important for managing consistent and replicable routines. Management is principally concerned with the design, development, use, and refinement of these routines.