

HOW TO MANAGE

PRIVATE & CONFIDENTIAL

21/05/2004

Mr. Joe Bloggs

Report Unique ID: 35006

MANAGING

In order to manage Mr. Bloggs successfully it is necessary to provide challenge within a discipline with which he is familiar and thus feels relatively secure. In addition, it is important that the manager adopts an approach that is both logical and practical. Beware of using motivational "hype" as this may be misconstrued as insincerity.

Mr. Bloggs does not "rush in where angels fear to tread". When involving Mr. Bloggs in new ideas, concepts or projects, the manager must allow time for him to ask questions and satisfy his need to understand the necessity for a project or demand - "to know why".

Mr. Bloggs's manager can usually rest assured that once he understands why a task is necessary, he will give it his full commitment. Although Mr. Bloggs is a self-starter, he is not necessarily a fast starter and will want to take time to evaluate and organise before commencing a task or project. It is usual for Mr. Bloggs to have strong opinions and values. It is strongly recommended that his manager makes a concerted effort to get to know what these are.

MOTIVATING

Mr. Bloggs's underlying motivators are personal achievement, challenge, cognition, security and logic. Thus the managerial approach to motivating Mr. Bloggs should be to show him how overcoming challenges will secure his own position and enhance his personal prestige. To do this the manager must be prepared to logically explain what needs to be done - when, and why. If this is successfully accomplished, Mr. Bloggs will work out the how. To gain Mr. Bloggs's confidence his boss should be capable of demonstrating personal competence, either in terms of knowledge or practical ability.

Mr. Bloggs is quite capable of working as a member of a team but may tend to remain on the periphery, preferring not to be reliant on others for results. It is important therefore that his boss continually emphasises the benefits of team co-operation and united effort. Although freedom from control and authority to operate independently are significant motivators, his



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manager should be aware that Mr. Bloggs works best in a relatively well structured environment.

COMMUNICATING

It is important that the manager shows sufficient patience to draw out and involve this somewhat taciturn, selfsufficient individual. The manager should be prepared and willing to answer his almost inevitable "why" questions.

They should not be viewed as challenges, but rather as attempts to clarify the purpose of a request or directive.

There is a danger, due to Mr. Bloggs's lack of overt effusiveness, for the manager to issue directives rather than give explanations.

Such an approach to communication, particularly with Mr. Bloggs, can be disastrous. Communicating effectively with Mr. Bloggs requires personal involvement on a one-to-one basis.

DIRECTING

The most effective way of controlling Mr. Bloggs is to get him to set his own targets or objectives. This is particularly relevant with regard to time schedules. If this is not possible, it is important to discuss and explain "why". In instances of disagreement, the manager must adopt a firm approach and emphasise the likely effect of failure on his personal prestige and security. Orders or directives without explanation will often result in surface acknowledgement only and lead to resentment and truculence. An alternative method of control is "competition". Make Mr. Bloggs aware of how he stands in terms of his success or failure rate as compared with his contemporaries.

SUPPORTING

One area where Mr. Bloggs can encounter difficulty and therefore may require support is "getting started". He is inclined to take more time than most in organising and preparing. Thus, the provision, by his manager, of practical and proven "kick start" techniques will usually be appreciated. One way of providing such support is the creation of effective administrative procedures. It must be emphasised that Mr. Bloggs is a self-starter and can be left to get on with job, once he is "off the blocks".

DELEGATING

It is important when delegating to Mr. Bloggs, that it is made clear whether a task is being allocated or responsibility delegated. If it is the former, he will expect that resources, both physical and human, will be made available. If the latter, he will tend to assume it is his responsibility to resource himself. However, the manager must remember to explain the purpose of any project or task.



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Mr. Bloggs will work out the how, and commit himself to the agreed when. In addition, the manager must take into account Mr. Bloggs's independence and tendency to "go it alone" and make it clear he can and should refer, particularly in times of difficulty.

DISCIPLINING

Direct confrontation with Mr. Bloggs often results in dogged and often overt defiance, thus it should only be used as a final recourse. The need to discipline often arises from Mr. Bloggs not fully understanding the logic or necessity of complying with a directive or request. Prior explanation and the answer of his "why" questions will often reduce or negate the need to discipline. Should the need for a disciplinary interview arise, it is imperative that Mr. Bloggs is kept informed of his position and that the proper procedures are followed. Such interviews should be formal, as an informal approach may be seen by Mr. Bloggs as a weakness or, conversely, sharp practice.

DEVELOPING

Mr. Bloggs's potential lies in directing, overseeing or doing things, rather than influencing and persuading others. He is well suited to roles that require independent action after the logical analysis of a practical problem. Training that emphasises the practical and enhances his natural organisational abilities will be well accepted and most productive.



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