



MANAGEMENT

BY STAFF OF ACS DISTANCE EDUCATION

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The information in this book is derived from a broad cross section of resources (research, reference materials and personal experience) from the authors and editorial assistants in the academic department of ACS Distance Education. It is, to the best of our knowledge, composed as an accurate representation of what is accepted and appropriate information about the subject, at the time of publication.

The authors fully recognise that knowledge is continually changing, and awareness in all areas of study is constantly evolving. As such, we encourage the reader to recognise that nothing they read should ever be considered to be set in stone. They should always strive to broaden their perspective and deepen their understanding of a subject, and before acting upon any information or advice, should always seek to confirm the currency of that information, and the appropriateness to the situation in which they find themselves.

As such, the publisher and author do not accept any liability for actions taken by the reader based upon their reading of this book.

Foreward

Management is essentially about controlling things. Good management is orderly, efficient and achieves things, while bad management is the opposite of this. Management practices can be used both in a person's work and also their private life; on a small scale or on a very large scale. Governments manage countries, businessmen manage businesses, supervisors manage work teams, parents manage families; and individuals manage their own lives. The things you read in this book, can be applied to managing any of these things; and helping you to find ways of improving your ability to manage.

CHAPTER 1 WHAT IS MANAGEMENT?

Understand the options, before making the choices.

Management has been described as “the art of getting things done through people”. But it is also so much more than that. Management is the process

of planning, organising, leading, and controlling an organisation’s human and other resources to achieve organisational goals. The exact tasks may change over time and across different organisations and situations and may be performed not only by managers, but also other staff members.



Looking at what management is in more depth.

“Management is the organisational process that includes strategic planning, setting; objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organisation. Management functions are not limited to managers and supervisors. Every member of the organisation has some management and reporting functions as part of their job.” **University of North Carolina Career Centre**

1. “Making people’s strengths effective and their weaknesses irrelevant.
2. Enhancing the ability of people to contribute.
3. Integrating people in a common venture by thinking through, setting and exemplifying the organisational objectives, values and goals.
4. Enabling the enterprise and its members to grow and develop through training, developing and teaching.
5. Ensuring everyone knows what needs to be accomplished, what they can expect of you, and what is expected of them.

Management allows us to coordinate hundreds or thousands of people with different skills and knowledge to achieve common goals.

Not to innovate is the single largest reason for the decline of existing organisations. Not to know how to manage is the single largest reason for the failure of new ventures (including the introduction of new products).” Peter Drucker, renowned Management champion.

Functions/Purpose of Management

- Why manage things?
- What function does it serve anyway?
- Why not just let things happen?
- Does it really matter if we don't manage our staff; and just let everyone make their own decisions about the work they do?
- Would we get any worse outcomes for the resources expended if we didn't manage?
- If I wasn't managing it, would it make any real difference?

These are all questions that a manager should face and have very good answers for. Management applies to all businesses regardless of size. Good management gives greater returns and productivity, greater effectiveness and efficiency.

Good management practice should serve one purpose, wherever it is applied, and that is to “ensure

efficient use of resources resulting in appropriate outcomes”. Sustainability has become a crucial and accountable part of management in the 21st century and work practices, procedures and outcomes need to be sustainable without wasting resources.

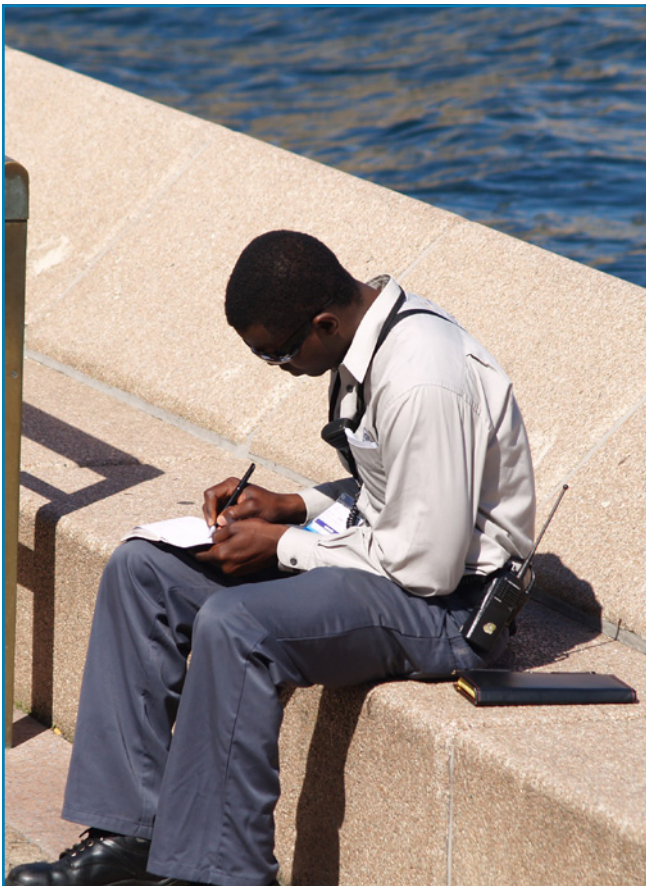
What do we Manage?

There are some things that every type of manager will need to manage (for example time, adherence to policies, staff/resources, and achievement of set goals and outcomes). Effective leadership is a pivotal aspect, as without effective leadership all other aspects of the management of the business/organisation will suffer. Various aspects may be the domain of some managers/ sub-managers/assistant managers, but not others (for example a financial manager may not need to manage marketing, supply or production etc.).

Things that a managers/ sub or assistant managers may manage:

- Time
- Money
- Staff – recruitment
- Teams and delegation
- Planning
- People –skills, motivation, coaching, conflict resolution, control
- Staff development and training
- Leadership
- Equipment and tools

- Environment
- Property
- Sales and Marketing
- Advertising and promotions
- Productivity/Production
- Communications and public relations
- Policies & Procedures
- Industrial Relations
- Health and Safety
- Security
- Change
- Continuous improvement



CHANGING MANAGEMENT PRACTICES OVER TIME

Priorities keep changing in the world of management – in the early 20th century, the emphasis on industrial relations surged, and in the late 20th century the emphasis on quality control and environmental management grew.

Different individual managers and different organisations and companies will give different levels of emphasis to different components - some are holistic, others are more focussed on profit, yet others are more concerned about the collective good of building community capacity. One manager will give a very high priority to care for their staff; while another cares far more for the business or their own profile and career progression within the business/organisation.

Theories on management and methods have changed through history, with different theorists emphasising a range of aspects of leaders in the field. Background knowledge of management theory assists managers in their work, approaches and perspectives. You can learn from the experiences of others and be flexible in incorporating a blend of your own ideas, and the ideas of management theorists in your management situation. Some of the leaders over time have included Fayol, Mayo and Hawthorne, Taylor, Webber, Tom Peters, Eminent psychologist Maslow, and Edward de Bono.

Early management theories in the late 1800's espoused specifying and measuring all the organisational tasks and standardising them as much as possible - working also on a basic premise of rewarding and punishing workers. This set up worked well

generally for production line and assembly work. Later methods by Webber involved setting up a strong hierarchy and line management of authority and control with standardised operating procedures and methods. Later humanist theories concentrated on the workers, looking at the strengths of individuals and their capabilities and focussing on behavioural theories. Discovering the needs of the workers and the needs of the company and endeavouring to match them was the aim. Theory X and Y arose in this system and the work of psychologist Maslow concentration on the five essential needs of every human in order for them to function to their optimum played and still plays an important role in many workplaces.

More recent theories include the Contingency theory, Systems theory and Chaos theory. Contingency theory is based on managers looking at all the aspects of the current situation and making a decision based on all those key aspects and developing a leadership style to suit the situation. The Systems theory looks at inputs, processes, outcomes and outputs - and how change in one affects the others and how they are intermeshed in the big picture goal or outcome success. The Chaos theory is concerned with complex and unpredictable results - changing one aspect will alter the others as they are all interrelated in systems that are sensitive to their initial conditions. Very small occurrences, changes, or points not considered can produce unpredictable sometimes drastic results, triggering a series of increasingly significant effects.

Management is an art that requires experience and knowledge. Trial and error - applying concepts and learning from it - is one of the best ways to develop management skills.

SCOPE OF MANAGEMENT

There are many different types of managers. In small organisations a manager may need to be a jack of all trades, managing every aspect of the enterprise. In larger organisations management tasks may be broken up and assigned to a series of different people - often assistant managers as well - each having a different, well defined scope of management tasks.

Some of the different types of managers you might find could be:

- Area manager
- Administration manager
- Project Manager
- Governance and policies manager
- Personnel Manager
- Operations Manager
- Marketing Manager
- Management Consultant
- Management Coach
- Financial Manager
- Fundraising and Public relations Manager
- Construction Manager
- Production Manager
- Service Manager
- Supply Manager
- Records management

More detail on these will be found in Chapter 3 (and in other ACS publications on management and career paths and employment.

CHAPTER 2 MANAGE YOURSELF FIRST

If you can't manage yourself, you can't manage others – get your own house in order first.

We often hear the phrase, “If you can't do, teach.” But

does the same apply, “If you can't do, manage?” This is hard to answer. There are obviously a lot of brilliant managers in the world, effective and efficient in their jobs, but there are also a lot of not so good and outright bad managers.



We have to consider how someone becomes a manager. There are many different ways.

How do Some People get to be Managers?

- They may work their way up, starting at the bottom, learning the job as they go along, perhaps undertaking more training, until finally they become a manager.
- They may have worked their way up in another job and come in straight away as a manager.
- They may have taken a course or degree and come straight into a business at manager level.

- They may be given the role as part of their relationship with a business. For example, if it is a family run business they may be given a manager's job because they belong to the family.

- They may become a manager because the business is only very small and they are the most senior person.

... and so on

There are probably many many more permutations of this, but these are just examples. However a person comes into their management position, it does not mean that they will necessarily be good managers.

INEFFECTIVE MANAGEMENT

The problem with most bad managers is that they don't know they are bad. They may well admit that they are a bit messy when it comes to house cleaning, and they are sometimes late to appointments; but it is rare that they will recognise that they are ineffective as a manager.

Case Study - Jill is a manager of a bank. She does not stay in any job long – a maximum of two years – she has developed a reputation as a bit of a trouble shooter. She comes into businesses and turns around their organisation, then leaves. She has done this for twenty years now and has developed a good reputation doing this. She is close to the end of her time with the bank and joins a financial sector firm. She is appointed office manager. She spends time with the staff and directors. She learns where the problem areas of the firm are and puts new procedures into place. She finds out who the problem staff are. She arranges for them to receive training or reallocation and in some cases, they have their contract terminated. She employs new staff where required. The directors think she is a wonder woman. The staff find her abrasive and disinterested in their work. She does not know much about the specialist areas of their work and gives them general advice or instructions. After two years, the country is in an economic recession and she is not able to find other suitable employment, so continues to work in the firm. She finds this harder and harder.

She has been with the firm two years, but has not learned much about the actual running of the firm, what they do and so on. She has focused on

“managing” the firm. She delegates everything she is not sure how to do to different members of staff. At the beginning, the directors thought she was a good delegator, but now have come to recognise that she is delegating work, because she does not know how to do it. Various directors have asked her for help with projects, which she then passes to staff members, but claims credit for. The staff are becoming more and more disgruntled. They complain to directors often. Several formal complaints have been made about Jill and her bad attitude. The directors are not happy with her performance.

Jill becomes stressed and worried. She is embarrassed to ask staff to tell her about things now, as she has been there so long, she should know. She starts to take a lot of days off sick. She used to work long hours, now she starts at 9 and leaves at 5 on the dot. She is not willing to help out when things are busy in the office.

The difficulty here is that Jill is a very good trouble shooter. She is good at coming in, stirring things up, seeing what problems are and changing them, then she leaves and starts again. Those are her skills. She is not necessarily a long term manager. She has not learned about the work they actually do in the firm. She does not know how to carry out certain tasks or use their computer system or advise staff on difficult problems. She has focused on “managing” not on learning to be a manager of that particular firm.

Her skills are useful, but as a long term manager she is not effective for that role. As with any job, some people are skilled in some areas, but not so skilled in others.

But often bad managers will not recognise that there is a problem.

Bad management can occur for a range of reasons, but let us focus on six important ones:

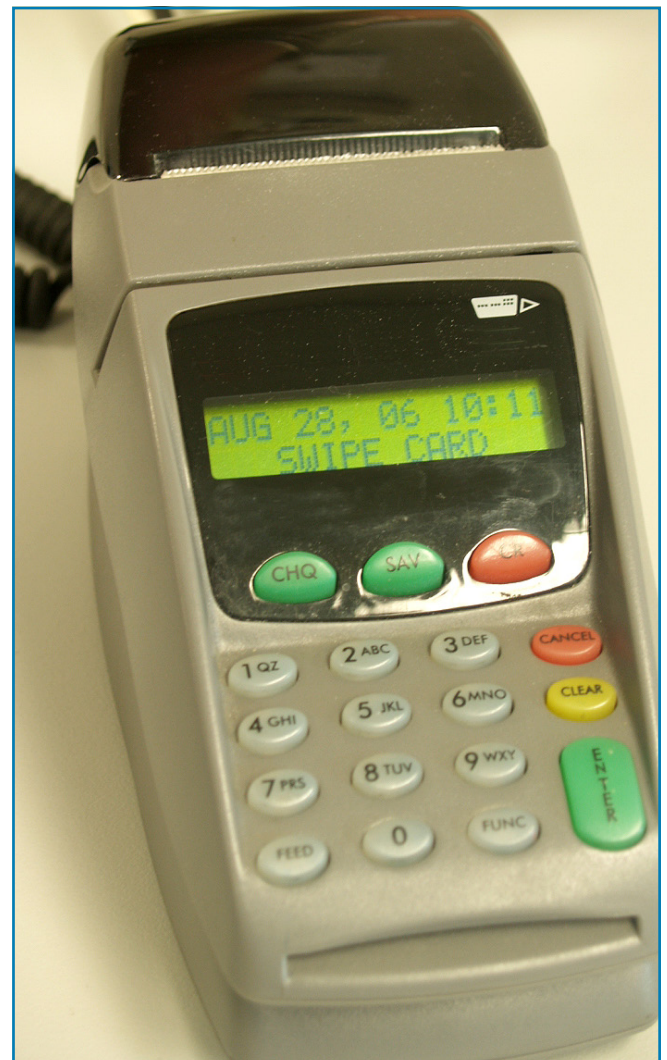
- Lack of Knowledge
- Disorganisation
- Poor time management
- Not leading by example
- Too much/too little delegation
- Poor thinking patterns and lack of focus

Lack of Knowledge in Management Roles

With our example of Jill above, Jill is obviously a good trouble shooting manager. She is good at coming in and shaking things up. But she is not a good manager in terms of her lack of knowledge. Besides “managing”, most people will expect a manager to have greater knowledge or if they do not have greater knowledge on a particular topic, they would know who to ask.

So if a member of staff came to Jill with a difficult problem regarding an account, they would expect Jill to have greater knowledge and be able to help. OR if not, they would expect Jill to know who could help them. Because Jill has not bothered to find out more about the firm and how they work, she is not able to help staff with difficult queries and problems and is often not able to tell them who might know. So staff start to go to each other for support rather than asking her for help.

A manager does not necessarily need to be an expert in everything a firm does, but they should have sufficient knowledge to either be able to help or know where to refer a staff member to. If they do not know, they should also be willing to help the staff member and find out. There is nothing wrong with saying – “Good question, I don’t know the answer to that, but give me a few minutes and I’ll see what I can find out.” This is far better and shows you are more interested in helping than saying – “Good question, I’m sorry I can’t help - I don’t know the answer”.



Staff expect managers to be able to help them with their problems. At the most basic level, most staff will be aware that managers are paid more because they know more, so will expect

them to be able to help with problems they cannot solve on their own.

A bad manager will not necessarily bother to help their staff or learn the business. A good manager will always try to help and find out solutions. If they do not help –

- Staff will stop asking them for help.
- Staff will start to think of them as a waste of time.
- They will complain about them.
- They will go to other staff or managers instead for help.
- These other staff and managers will become disgruntled that the manager is not helping the staff.
- Morale in the firm could be affected.
- There is also the issue of who is responsible. If a staff member goes to a manager for help and does not get it then they try to solve a problem on their own and make a mistake, who is responsible? The staff member for trying or the manager for not helping them?

So a good manager should always show an interest in what their staff are doing, learn more about their jobs and know who to ask for help. With well-targeted professional development and succession planning many of these problems could be overcome in time by ensuring the middle level manager does fully understand the various roles and activities in the company and that they have the skills and knowledge then to perform much more effectively. This in turn would boost staff morale and productivity overall.

Disorganisation in Management Roles

Bad management can also come from being disorganised. Disorganisation tends to be contagious. If the boss is disorganised, pretty soon the subordinates become increasingly disorganised too. Disorganised people lack focus. They do not see things that need doing; but they may well see a lot of other things that do not need doing. They can very easily become busy doing what they do not need to do - so much so that they don't have time left to do the things that really need to be done.

A disorganised manager can cause confusion in a business.

Case Study – Alan is a manager. His desk is a constant mess. He does not plan well, but tends to focus on things that occur. So rather than prioritising his day with tasks that need to be done, he will focus on what occurs to him that day. For example, Alan knows that today he needs to ensure that three staff write a financial report for a meeting next week. He needs to have review meetings with four members of staff. He needs to oversee the planning of a luncheon they are holding for customers next week. All of that needs to be done today to allow time for the caterers to be told of how many people are coming and so on, the reviews have to be sent to head office so that any pay rises are in time for the next payment run and the financial report has to be printed off and bound and posted to people who will attend the meeting.

Simon comes up to Alan first thing in the morning. His wife is having a baby and she has been told that she has to go into hospital the next morning for a Caesarean. He wants to take annual leave immediately. Simon is in charge

of a health and safety inspection in ten day's time. He is also due to attend some training in two week's time and someone else needs to take his place. Alan tells him to go home and immediately starts trying to find someone else to be involved in the health and safety inspection. He spends most of the morning going round the office talking to people who could help, getting involved in chats with them. By lunch time, he has missed all of the reviews he was due to do and says he will rebook them with the staff. He finally manages to sort out the health and safety inspection.

He then realises that he needs someone else to go to the training in two week's time. So again he goes round the office trying to find someone else who can do the training. This takes around an hour. A staff member offers to go, so then Alan needs to find someone to cover her work during that day. This takes another hour. Alan then takes a late lunch. He comes back to find he has missed the meeting regarding the luncheon and the staff who were to write the financial report have now all gone into another meeting and will not be out until 5pm. Alan has to leave at 5pm that night, so decides to do this first thing in the morning.

We come to the end of the day and Alan has not done any of the things he prioritised for that day. He has let other people down by not doing the things required for the deadline and has wasted his time sorting out things that were not priorities for that day.

Alan is not an effective manager, but is disorganised. It is important to prioritise in any work, not just management. It is easy to get distracted and focus on tasks that happen, rather than important tasks. Prioritising is part of effective time management.

Time Management and Prioritising

Look at emails, how often do we spend looking at emails? From experience, we know that many people will come into work and start answering emails straight away. They will not plan their day or decide what they are going to do and when, they just wade into emails. They answer as many as they can. Then more emails come in, so they answer those, then more and so on... until the whole day is spent answering emails. At the end of the day, the required work has not been completed.

When organising a day's work, it is important to prioritise and plan and STICK to the plan. It works well to set up a time table for various activities and stick to it, especially when it comes to returning phone calls, even taking phone calls and also sending and returning emails. When others know your regular patterns on these matters they are likely to fit in with your time schedule in responding or expecting responses.

Case Study – Barbara is responsible for social media and blog writing within her firm, as well as marketing. Every day she comes in and spends the first thirty minutes writing short blogs and putting them on social media. She then checks her schedule for that day and plans what she intends to do. She completes any urgent tasks. She then answers emails for two hours. Barbara then turns off her emails and spends two hours on any projects she has to complete. She then has lunch. After lunch, she spends twenty minutes making postings on social media. She then answers any urgent calls. She then spends one hour answering emails. Barbara then works again on projects until 4.30pm.

At 4.30, she checks her emails again and answers urgent ones. She does this until 5.30pm when she leaves.

Barbara allocates a set time to do her emails, calls and social media. All of these can easily start to take up a lot of time, so by doing it in this way, Barbara ensures that all tasks and emails are completed, rather than spending all day

answering emails.

Everyone is different and works in a different way, but deciding on set times to answer emails rather than spending all day doing them can be a good way to organise your time. The same can be said for any tasks not just emails. For example –

Everyone is different and works in a different way, but deciding on set times to answer emails rather than spending all day doing them can be a good way to organise your time. The same can be said for any tasks not just emails. For example –

9am to 10am	Posting on social media.
10 to 11am	Making phone calls.
11am to 1pm	Answering emails.
1pm to 2pm	Lunch
2pm to 4.30pm	Work on projects
4.30pm to 6pm	Answering emails and any other calls.
Or	
9 to 9.30	Brief meeting with staff
9.30 to 10	Answering phone calls
10 to 11	Answering emails
11 to 12	Book keeping
12 to 12.30	Lunch
12.30 to 2.30	Work on business plan and marketing forecasts
2.30 to 3.30	Staff review
3.30 to 4.30	Sending out invoices
4.30 to 5	Post

How much time is allocated to tasks or emails obviously depends on the nature

of the management you are involved in. Some managers may spend all

their time answering email and phone enquiries, as this is the main bulk of their work. Others may spend very little time on emails. This is something that you as a manager need to try to organise and stick to. A good way to do this is to sit and think about your day. You might do this every day or just develop a set pattern. But sit down and think what you need to do that day. Plan it.

Prioritise what you need to do for that day. Allocate time when you will do it. Arrange times when you will look at phone calls or emails. Stick to those times. It is easy to allocate two hours to a project and spend five doing it. Or to plan to answer emails from 11 to 1, but then start answering them at 9am and spend all day doing them. So the most important lesson in terms of time management is planning!

We know that problems do arise and things come up suddenly. If a problem is urgent and needs resolving then of course, it should be dealt with. But always consider if it is urgent and needs to be done NOW or whether it can wait. You could divide tasks up into priority categories such as urgent, not urgent but important, not important, delete/bin it!

When you seem to not have enough time or time is getting away from you, it is worth recording your tasks for a day or for several days, recording interruptions and phone calls, filing work and how long was spent on each. Usually a pattern will emerge and at least you can see what it is that takes up most of your time and what the major regular interruptions are. It may be different to what you think. It may be necessary to develop a regular system where support and junior staff know your patterns by having times through the day allocated clearly when you are not to be disturbed or interrupted unless there is an emergency.

Poor Time Management

Everyone has their own method of managing time. But poor time management can give an appearance of poor management overall. We talked above about allocating time for tasks, but allocating time and being on time are also important.

Case Study – Adrian is a manager with an accountancy firm. He prefers to get up early and work from 7am to 10am at home, doing business accounts etc. He then goes to work, arriving at 10.30 each morning. He tells staff that he has been working at home. Staff do not believe him and think that he just likes to come in late. This causes dissatisfaction among the staff. They also start to realise that he will not be in every day until 10.30, so also start to come in later and later, until often there is no one in the office until 10am. Adrian is not aware of this until a client starts to complain that no one ever answers the phone until after 10. He holds a staff meeting and tells off the staff for being late. This causes real problems amongst the staff who are annoyed that he shows such bad time management, but they are expected to be at work. They view this as a case of “do as I say, not as I do.”

Adrian recognises that the staff are dissatisfied, so holds a meeting to find out the problem. They tell him they do not see why they should be on time when he never is. He explains that he works every day from 7am until 10am at home. The staff tell them how this makes them feel – they do not really know he is doing the work, why should he work at home when they can't and so on. Adrian finally realises how his behaviour appears to the staff. He agrees that he will come into work at

7.30, but needs time to concentrate on the business accounts, so will not be available (except in emergencies) until 10am. Staff accept this as they see that he is coming in early. He is happy to do this as they do not disturb him and he can still work in peace.



So punctuality is very important. It is important to show to staff that you will always be punctual. You will be there at 9am if that is when work is supposed to start. You will not finish early when they are expected to stay until 5pm, or leave early when everyone else is rushing around staying late due a big order. As a manager it is important to show that you are there when you should be. At least working the hours of the other staff and starting a little earlier, which is often beneficial for planning and sorting tasks before the rest of the staff arrive. How can you give a member of staff a warning for poor time keeping when you do not keep time well yourself?

Another sign of bad management is forgetting meetings or important dates. It is essential for any manager to be well organised and plan for events that are coming up, such as deadlines for reports, staff reviews, meetings, annual leave and so on.

Options for managing your time include:

- Write a list every morning & cross things off as you do them
- Use a diary or Calendar
- Use an electronic calendar, such as on your computer, i-pad app, on your phone etc.

Whatever method you use it is wise to write down or record verbally on a phone or voice message any significant events.

Many managers find it most effective to spend the last 20 minutes or so of the day planning out the coming day, when the activities and tasks to do are still in your mind, rather than leaving it until first thing in the morning. Modern technology with phone diaries and electronic diaries, computer planning and project manager programs make it easy to plan well and even set time limits and alarms to meet targets and move from one planning segment to the next.

Learn to schedule. If you know you have a meeting at 11am that is in a building twenty minutes from where you work, also put that twenty minutes travelling time into your diary. Allocate a certain time to a task, and try to not exceed that time. You need to allow yourself a little scope to spend more or less time than is allocated on a task. Use a phone or computer to set time limits and reminders to be sure you fit in to the time schedule. These techniques can also be applied to setting meeting agendas and time frames so all runs smoothly and targets are met. (See later notes on meetings).

Set alarms on your phone to remind you that you need to leave the office in five minutes or call someone in ten minutes,

for example. You will work much more efficiently and your time will be used more effectively if the office space is set up properly from the start. Ensure you have suitable equipment and storage facilities and streamline your methods of doing your work and workloads so you are most efficient. The layout of the office space will add or detract from efficiency and ensuring workstations are ergonomically designed and the environment is pleasant and comfortable will add to greater productivity and worker satisfaction. As a manager, having an office of your own where you can shut yourself off from staff for periods of quiet, undisturbed work time and planning is essential for smooth running of the office and time efficiency.

Try to stick to your diary as much as possible. Sometimes things have to be cancelled. It is unavoidable. But the more you can stick to your plan, the more organised you appear to be and the more organised you are. Organised people are also often far more efficient in their work than people who spend all day “fire fighting” issues rather than planning how to proceed and spend their time.

Not Leading By Example

We have talked previously about poor time management and not being able to do tasks. Not leading by example is another sign of poor management. Staff expect managers to behave in a certain way. They expect managers to be professional. If a manager is not professional, this can make staff work in a non-professional way as well. Managers should therefore lead by example. Good time management, good organisation and so on are important. Sitting there reading the paper with your legs on the table, whilst other

staff run around doing lots of work does not give a good impression. So always think how you appear. Do you appear professional? Are you setting an example for the rest of the staff to look up to? Are you setting the mood and standards for the business and projecting that image well, so the rest of the staff follow through too?

It is no good appearing professional and a wonderful manager only in the presence of your superiors. Ensure that you also appear professional in front of everyone you deal with. Many managers make the mistake of thinking they should look good in front of certain people. But if they do not look good in front of staff, their superiors will quickly find out. People talk, people say things to each other. So do not assume that you can act in a different way to different people. Always be professional and show respect to your staff and superiors.

Too Much/Too Little Delegation

Delegating is an important part of time management and management in general. It is essentially giving people things to do. Significant benefits include extending the results of what the manager can achieve and control, releasing the manager or other staff from time to time to concentrate on more important work, providing opportunities for other staff to develop more skills, competence and knowledge in their field of expertise of the business/ organisation.

Many managers resist delegating tasks, because it can be risky to transfer responsibility away from yourself. Type A personalities and those focussed very much on achievement often have trouble with letting go and allowing other

staff to take over jobs. A perfectionist personality finds that no one can do the job quite as well or efficiently as them – this results in not enough delegation. It is important to learn to let go, accept that often 80% right or a different way of doing things can give the same results in the end. There are usually several ways to do something and still get the end result or a result equivalent of that which was aimed for.



Delegation is an important part of management. A manager should not be there to do everything, they should be able to delegate tasks to ensure that the best person does the job and that the jobs get done. To enable effective delegation a manager needs to know the capacities and background education and experience levels of the staff in order to delegate to the person best for the job. Some activities may be able to be delegated to a less experienced staff member who shows

signs of initiative and this can be an opportunity for learning and extending their knowledge and experience.

This is where too it can be critical to set priorities and understand the time required to perform a task.

A manager will have a finite amount of time that can be allocated to tasks. If the tasks you want to achieve are allocated time and then prioritised, from most important to least; it will become a logical process to calculate a cut-off point where above tasks are done by you and tasks below the line are delegated. As we saw in Jill's case study, some managers can transfer away so much responsibility that they do not know how to do tasks themselves.

Before delegating tasks, you need to put aside the following:

- Any fear of losing control
- Emotional attachment to tasks (don't keep a task for yourself just because you like doing it, when you don't have the time to do it, and you do have the staff to do it for you).
- Unrealistic expectations of yourself. Many managers have an embedded opinion that no one else can do a job as well as them. As a result, they work ridiculous hours, become over tired, and their efficiency suffers. In reality, they may get a better result by allocating the task to someone who is not working when they are tired.
- Also consider that staff members may want to be developed, given responsibility and learn new tasks. This can boost their morale and efficiency as well.

APPENDIX

DISTANCE LEARNING AND ONLINE COURSES

The authors of this book have developed a large variety of distance learning courses, online, on CD or by correspondence, which are available through various colleges that are part of the ACS Global Partners Network.

There are over 500 different courses offered by ACS Affiliates, through colleges across seven different countries. Short courses are generally 100 hours in duration. A range of qualifications such as certificates and diplomas are also available.

These courses cover a wide range of disciplines, including Business, Management, Marketing, I.T., Biological Sciences, Health, Fitness, Nutrition, Psychology, Counseling, Writing, Photography, Hospitality, Tourism, Education, Construction, Horticulture, Agriculture, Environmental Management and more.

Courses that may particularly helpful to readers of this book include:

- Management
- Project Management
- Personnel Management
- Financial Management
- Sales Management
- Operational Management
- Stress Management
- Leadership
- Business Planning

A range of industry specific courses are also available including: Conflict Management, Anger Management, Leisure Management, Ecotour Management, Hotel Management, Food and Beverage Management, Farm Management, Conservation and Environmental Management, Environmental Waste Management and Wildlife Management.

To find out more, visit: acs.edu.au/about-us/affiliates.aspx

EBOOKS BY JOHN MASON AND ACS STAFF INCLUDE:

- Starting a Business
- Project Management
- Business Operations
- Psychology Dictionary
- Counselling Handbook
- How Children Think
- Farm Management 2nd edition
- Profitable Farming 2nd edition

- Working in Horticulture
- Commercial Hydroponics 3rd edition
- Trees and Shrubs for Warm Places
- Organic Gardening
- Climbing Plants
- Growing Conifers 2nd edition
- Roses
- Herbs
- Trees and Shrubs
- What to Plant Where
- Weeds
- Fruit, Vegetables and Herbs
- Growing Tropical Plants 2nd edition
- The Environment of Play 2nd edition
- Garden Design Part I
- Garden Design Part II
- Tropical Landscaping
- Starting a Garden or Landscape Business 2nd edition
- Starting a Nursery or Herb Farm 2nd edition
- Aerobic Fitness 2nd edition
- Aquafitness 2nd edition
- Nutritional Therapy
- Human Nutrition
- Animal Health
- Horse Care
- Dogs –Caring for Dogs
- Marine Animals
- Professional Writing
- English Grammar
- Getting Work in a Modern World
- What to Plant Where
- How to be a Life Coach
- Fruit, Vegetables and Herbs
- Psychological Profiling
- Getting Work in Horticulture
- Scented Plants
- Modern Marketing
- Poultry
- Growing Ferns
- Human Biology Dictionary
- Growing Palms
- Management
- Leadership

PRINTED BOOKS BY JOHN MASON

John Mason has been writing books since the 1970's and has over 40 titles published, some as printed books, others as ebooks. Some (print) titles are out of print, and now only available as second hand books or e books. If you have difficulty finding any of Mr Mason's titles, you can enquire by email to admin@acs.edu.au

Print Books by John Mason include:

- Fun and Fitness Trails, Victorian Dept. of Sport and Recreation, 1978
- Starting a Nursery or Herb Farm, Night Owl, 1983 (revised 1994)
- The Environment of Play, Leisure Press, New York, 1982

- Herb Review, self published, 1987
- Landscaping with Herbs, self published, 1988
- The Native Plant Expert, self published, 1989
- Let's Grow Gardens, self published, 1990
- Growing Ferns, Kangaroo Press, 1990
- Commercial Hydroponics, Kangaroo Press, 1990, 2007
- Growing Vegetables, Kangaroo Press, 1991
- Growing Herbs, Kangaroo Press, 1993
- Nursery Management, Kangaroo Press, April 1994
- Tropical Gardening, Bay Books, October 1994
- Yates Guide to Pests & Diseases, Angus & Robertson, February 1995
- Growing Pelargoniums & Geraniums Hyland House 1996
- Farm Management Kangaroo Press 1996
- Growing Australian Natives Kangaroo Press 1997
- Starting a Nursery or Herb Farm (Revised ed) Kangaroo Press 1997
- Sustainable Farming Simon & Schuster (Kangaroo Press) Spring 1997
- Growing Tropical Plants Simon & Schuster (Kangaroo Press) 1997
- Starting a Landscape or Garden Business Kangaroo Press 1998
- Aqua Fitness Kangaroo Press 1999
- Growing Conifers Kangaroo Press 1999
- Profitable Farming Kangaroo Press 1999
- A Beginners Guide to Orchids Hyland House
- Aerobic Fitness Kangaroo Press
- Trees & Shrubs for Small Places Kangaroo/Simon & Schuster 2000
- Propagating from Cuttings Kangaroo/Simon & Schuster 2002
- Growing and Using Vegetables and Herbs Kangaroo/Simon & Schuster 2007

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