

The Human Side of Management

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Great managers are few in number. When we think of management, we tend to focus too much on technical proficiency and too little on character. The people who become great managers are those who understand that managing is not about a set of mechanical tasks but about a set of human interactions.

Great management requires imagination. Only with imagination, can a company differentiate itself in the market place to generate a competitive advantage. So, effective managers often take an unconventional, counterintuitive approach to decision making.

Another characteristic of great managers is integrity. In management, integrity means being responsible, communicating clearly and consistently, being an honest broker, keeping promises, knowing oneself and avoiding hidden agendas. Integrity also means taking personal responsibility for the consequences of a company's acts, including unpopular decisions.

Great managers delegate their authority and make their subordinates feel powerful and capable and draw from them so much creativity and a feeling of responsibility that their behaviour changes forever.

Ultimately, it would not be an exaggeration to state that great managers perform heroic acts-creating value where none existed, creating and protecting jobs, doing what is right and beneficial, standing alone against formidable opposition without support, articulating a vision and staying true to it.