

Module 4: Chapter 3

MANAGERS: LEVEL, ROLE & SKILLS



**Indian Association of Preventive and Social Medicine
Gujarat Chapter**

MANAGERS: LEVEL, ROLE & SKILLS

Learning Objectives: At the end of this chapter it is expected that you will be able

1. To know the different level of management and their roles.
2. To understand the different roles & responsibilities of the managers.
3. To have ideas about functions and skills for the managers

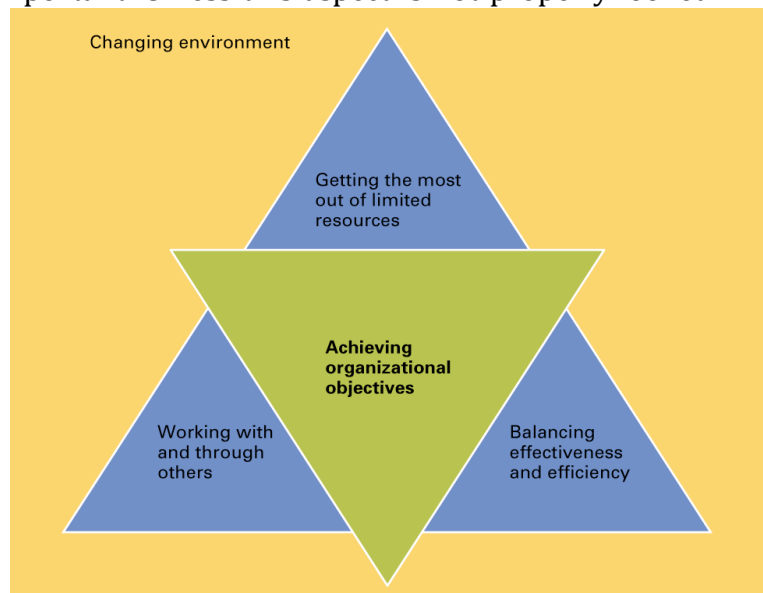
➤ INTRODUCTION

Health care institutions are unique in several ways. In the first case these are the only places where we come across wide skill differential among the people working there. On the one hand we see highly skilled physicians and paramedics, on the other hand very large number of people who are easily substitutable. Managing an organization characterized by such a high level of differential knowledge throws up unique management problems. Second dimension is added because of their criticality. Their ability to make an impact on the well being of the community is undisputable. Third dimensions, as an outgrowth of the previous one, are communities' dependence on the health care institutions. The fourth and most compelling reasons are the need for better management of these institutions, so that they can be run profitably and add value to society. The last issue is the most important. Unless this aspect is not properly looked into, the way the entire manufacturing and financial sectors are being taken over by the multinationals; the same destiny is likely to happen with our health care institutions.

All these call for proper organization of these institutions. And one of the fundamental requirements of proper organization is to develop methodically trained professionals who will be able to

infuse meaning and purpose for the institutions, and also add value to the stakeholders. To achieve this first requirement is to develop trained manpower, i.e. managers (some call them leaders) that will be in charge of these institutions. Towards this end awareness about the scientific principles is the first step.

The importance for health management is well understood and is necessary. There is lack in getting the effective outcome from the existing health system in spite of lot of resources and funds. This is mainly contributed by improper management. So the need of hour is this that one should have basic practical applicability and knowledge of health management. Management means different things of different people. Another



definition of management is “getting things done in right way in right time by right persons with right amount of resources and with effective use of resources”. Some refers it as a process of getting things done, effectively and efficiently, through and with other people in changing environment.

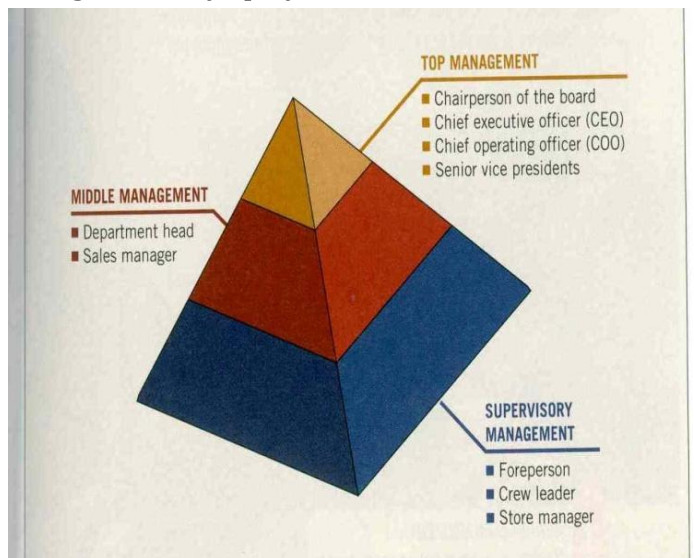
Like all organization, Health System consists of different three levels of Management and hence three different sets of Managers.

Fist level or Lower Level Manager:

They are also known as operational managers, supervisors, Frontline Manager. Lower-level managers **supervise the operations of the organization**. They are directly involved with non-management employees. Lower level managers are the **link** between management and non-management staff. They are involved in **implementing the specific plans** developed with tactical managers. They play critical role to the organization as they make sure the day-to-day operations of the business run smoothly. He is responsible for the people who physically produce the health care related services or company's products. In Government Health System Medical officers at PHC, supervisors (Health or administrative) , superintendent of office.

Middle Level Managers:

They are also known as tactical managers, executives etc. They are responsible for **translating the general goals and plans developed by Top management into specific objectives and activities**. Traditional role was that of an administrative controller who bridged the gap between higher and lower levels. They **coordinate resources; act as a developmental coach** to the people who report to them. Middle level mangers set goals for specific areas of the business-objectives-subset of goals. He decides which employees in each area must do to meet goals. In typical corporate world department or divisional heads, regional or district sales managers are middle level managers. In, Block level officers are the middle level managers. In hospital set up, Managing Director, Head of various departments are the middle level manager.



Top Level Manager:

They are called strategic managers or corporate manager. They are linked with policy making, governance issues and higher level of planning and resource allocation. Mainly their overall responsibility for the organization is to developing **Organization's goals with focus on** long-term issues. They emphasize survival, **growth and overall effectiveness** of the organization and concerned **primarily with the interaction between the organization and its external** environment. They decide how to use the resources. Top level managers are not involved in the day-to-day problems. They set the direction that organization will follow.

In typical corporate world they are known as chairperson of the company's board of directors, Chief Executive Officers (CEO), Chief Organization Officer, Senior vice presidents etc. In typical Government Health set up, ministers along with the team of Secretaries (Generally IAS officer) are playing role of the top level management in India. From one point of view Health set up Commissioner, Directors at state level, District Head of Health Department (including District Magistrate/District Development Officer) at district level are examples of top level managers. In Hospitals owner-chairman, president of the Hospital or senior vice president are the top level managers. In Voluntary Organization Chairman-President of Board of Trustees, are parts of top level management.

Managerial Skills:

Managerial skills are the personal ability put to use by the manager in specific position that she or he holds in organizational hierarchy. As one moves up in hierarchy of the managerial positions; the responsibility increases.

Broad managerial used by managers are Technical Skills, Human Skills and Conceptual Skills.

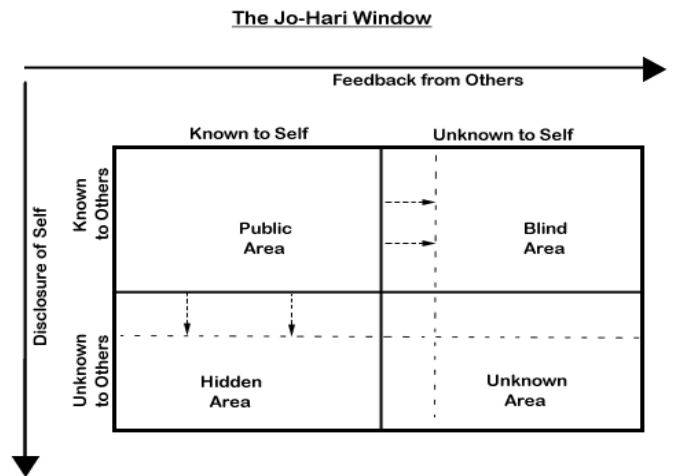
Technical skill:

It is the ability to work in a particular area of expertise. Medical professional carrying out the medical jobs are the examples of technical skills. Accountant, statistician, engineers etc. are the areas where technical skills are used in particular areas. Without technical skills one is not able to manage the work effectively. The first line managers-supervisors require greater knowledge and skills about the technical aspects of the jobs compared to his/her higher level managers.

Human skill:

At every managerial level manager requires to interact with other people. While technical skills is primarily concerned with doing job technically correct; human skills concern with emotions and intelligence and relations of personal involved in executing the jobs. For human skills managers need to understand and work well with people. It includes interviewing job applicants, forming partnerships with other businesses, resolving conflicts, leading and motivating the staff. For a good human skill, manager has to understand his own attitudes, beliefs, perceptions, assumptions

and of other individual and group. A matrix prepared by Jo-hari, also known Jo-Hari's window can give insight about understanding the self and others.



Conceptual Skills

A conceptual skill means the ability to see the organization as a whole and includes how various functions of organization depend on one another. These skills help managers understand how different parts of a business relate to one another and to the business as a whole. Decision making, planning, and organizing, ability to identify problems; resolve problems for the benefit of the organization are the conceptual type of the skills. This skill is necessary for formulating or understanding overall objectives and strategies of the organization and the interactions among its different parts. Conceptual skill is the skill which requires to be possessed by the Top level and Middle level managers as manager climbs the ladder of promotion and acquires more responsibilities this skill assumes greater importance.

All levels of management require a combination of conceptual, human relations, and technical skills. The use of these skills differs for various level of managerial hierarchy. Conceptual skills most important at senior management level, while technical skills most important at lower levels, and Human relations skills important at all levels

Specific Managerial Skills:

In order to perform as a successful manager, he/she require possessing and exhibiting certain skills. In general it is said that an effective manger needs skills to plan, control, organize, lead, take decision, and monitor.

Planning Skills:

As a part of management manager attempts to define the future state of its organization. It is not predicting the future but uncovering the future that the organization would have. Planning skills include.

1. Being able to think ahead.
2. Ability to forecast future environmental trends affecting organizational vision and mission/goal.
3. Ability to state organizational objectives.
4. Ability to formulate strategies that will help in attaining these objectives with respect to future trends.
5. Ability to arrive at performance standards or yard sticks for monitoring the implementation of these strategies.

For effective planning managers must possess the skill of assessing the management environment to set future objectives and map out activities necessary to achieve those objectives to support the firm's mission. Thus planning skill is ***delivering strategic value*** - planning function for the new era.

Organizing skills:

Organizing i.e. putting the plan in logical orderly manner to ensure effective and efficient implementation. Organization skills requires expertise in manager to arranged firm's human, financial, physical, informational, and technical resources in coordinated way for performing tasks to achieve desired goals in time bound manner. As a good organizers manger should have skill to group related activities together and assigns employees to perform them.

Staffing skills:

While planning specifies what will be achieved when, staffing specifies who will be achieving what and how it will be achieved. Staffing skills involves identification of specific jobs, grouping of jobs of similar nature, number of jobs to be included in a specific group, and deciding how many people a manager can effectively oversee. An integrated network of people, their jobs and their working relationships ultimately constitutes the structure of the organization.

Staffing skills can be broadly spelled out as.

1. Ability to analyse and describe various organizational jobs.
2. Ability to select, train and induct people in jobs,
3. Ability to draw working links i.e. define authority and span of control amongst people.
4. Ability to change these working links whenever there are major changes in the environment or technology or strategy of the organization etc.

Leading skills:

Every manager needs to be Leader, but all leaders need not to be manager. Leading skills requires the tasks of giving directions and motivating the others. To be a leader, manager must understand the values, personality, perceptions, and attitudes of self and others. Health system is the services sector, and like all service related organizations, human is its most important and large resource. Success of the service sector depends upon the effective use of human resource. Hence leading is the one of the important skills to be acquired by the manager. Leading requires understanding and working with different people. Thus, the management skills of leaderships reflect in ability of the manager to influence followers by understanding the leader's own abilities and his impact on others.

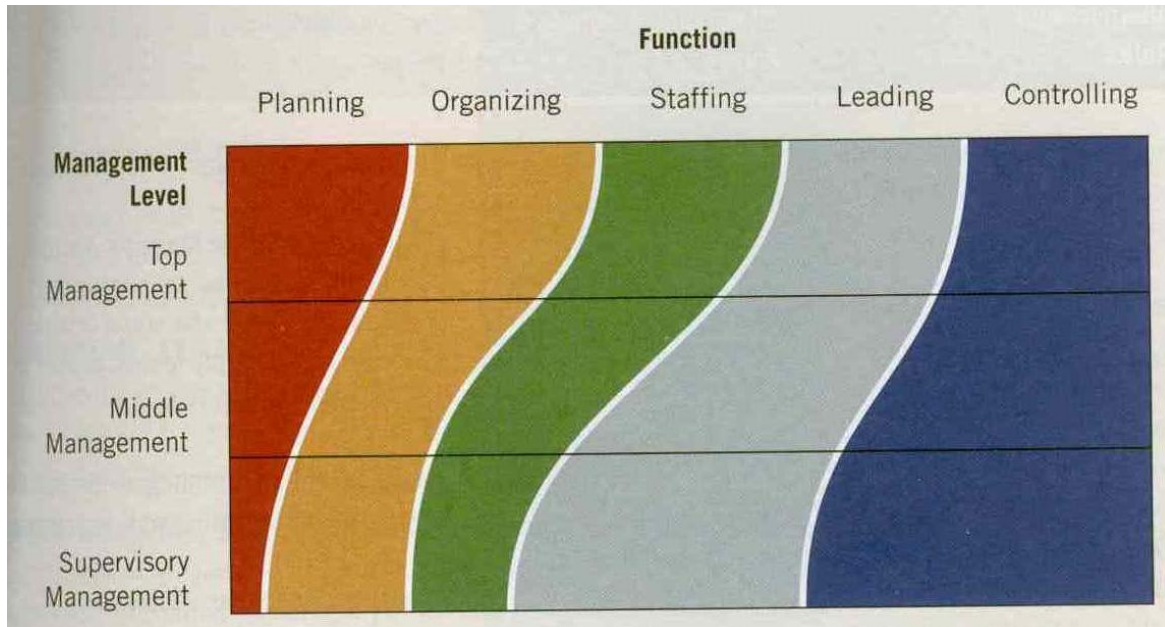
This involves clearly communicating organizational goals, inspiring and motivating employees, providing an example for others to follow, guiding others, creating conditions that encourage management of diversity, provides guidance employees need to perform their tasks.

Characteristic, style of leaderships and ways to motivate the human resource is mentioned in detail in another chapter.

Controlling:

Control is monitoring + correction. Controlling skill consists of actions and decisions which managers undertake to ensure that the actual results are consistent with the desired results. The management function that measures performance, compares it to objectives, implements necessary changes, and monitors progress. Many of these issues involve feedback or identifying potential problems and taking corrective actions. Receiving information through direct observations, getting feedbacks from others, reviewing registers, reports and records are the techniques monitoring. Newer technology has made it possible to achieve more effective controls.

Thus for fundamental functions of a managers such as planning, organizing, leading (directing + motivating), controlling & monitoring are the skills to be required to be mastered by managers . In order to exercise these functions manager has to keep in mind, the type of job, results to be obtained, size of organization, the skills and the experiences of the people who work and the time available at his disposable. The proportion of the use of different skills differs at different level of management. A rough



idea can be drawn from the picture given below.

Responsibilities of Health Managers:

1. Responsibilities towards People :

A health manager has the responsibility towards people in terms of ensuring uninterrupted availability, accessibility, acceptability and affordability of the desired quality of care, i.e. preventive, promotive, curative and rehabilitative.

2. Responsibilities towards Higher offices/officers :

Health manager is responsible to his higher offices-bosses in way of delivering the desired results (goal-objectives) keeping the organization, values, vision and mission in mind and using the organization rules and framework.

3. Responsibilities towards Staff :

They are the most important resource of the organization. Providing a good working environment and fair treatment so that they feel happy and satisfied about the organization and the works they are doing.

4. Responsibilities towards Stakeholders :

Community Leaders, personnel from other departments/sectors, allied organization, Voluntary agencies other consist the external environment. A good manager can use the good opportunities lying with such stakeholders. Hence a health manager is responsible for cultivating a good relationship, networking and linkages with them.

5. Responsibilities towards Government :

If health manager is working in the private organization, manager must ensure that it is working within legal framework and broad health policy of the nation. Also submitting technical as well as financial reports, taxes, dues are the responsibility of the organization. Hence fulfilling such duties is the responsibility of the manager.

6. Responsibilities towards Society :

Ultimately every organization is for the society. Health is a part development sector hence its role towards society is very important. Health manager has to see that his/her organization takes initiatives in playing a more positive role towards society.

Tasks of Manager:

1. Providing purposeful direction to the organization :
Top level manager is giving the direction to the organization through defining the mission and objectives for the entire organization. Task of middle & lower level managers is to direct the actions of all the people who work for organization in various department or division (project or programs) are in line of organizations objectives and goal.
2. Maintaining the effectiveness and efficiency :
Manager has to ensure the desired results are delivered at the same time he has to ensure that results are obtained in efficient manners by proper planning and organizing resources and having effective implementation of strategies.
3. Meeting the challenges & looking for opportunities from external environment :
Keeping the eyes and ears open for any type of the information, ideas, suggestions, complaint, criticisms and use them for local planning & strategy development as well feeding them to higher management for revision of the strategies as well resource planning to meet the challenges and utilize the available opportunities.
4. Developing the Human Resource :
Human is the most critical resource in any organization. A good worker is a valuable asset to any organization. Reorganization, appreciating and nurturing the human people by manager will bring rewards in terms of improved results and loyalty.
Every manager must constantly be on look out for people with potentiality and attract them for job. Also developing the competency, keeping them abreast with newer knowledge and skills is the task of the managers.
5. Building a Human Organization :
A manager with competent team has already won half of the battle. However, competent or brilliant individuals may be, if they cannot work together with each other, they are not of much use to organization. The manager we could not build the team cannot succeed. Managing the conflicts between the organization's members or between member and organization is also important task in building and sustaining the team.
6. Decision making: It is all about management is making the decision. It is required from high level planning to field implementation state. A managerial skill of decision making for routine or non-routine problems is most critical activity and certainly poses a challenge to managers. A manager's effectiveness lies in making a good and timely decision. For making a good & timely decision. Many times for routine problems manager don't find difficulty in making the decision but it is advisable for routine or not routine problems manager should follow the steps :
1. Identify, define and analyze the problem
2. Develop the alternative set of decisions.
3. Select the best of all alternatives which will solve the problem and
4. Implement the decision.

Conclusion:

“Managing the thing” just does not happen but it requires understanding about organization, its goals and objectives, available resources and formulation of the strategies. For effective and efficient management; managers are the most crucial player at all levels of management. Understanding the roles and responsibilities by a manager and mastering the managerial skills are vital for success of any organization.