

THE 6 FUNCTIONS OF MANAGEMENT

The Manager's role is to achieve results through other people.

The six core functions of management are:



Most Managers have tasks which call for the Manager to do something which is not strictly managing, but doing. Whilst there is nothing wrong or unusual about this aspect of a Manager's role it is, none the less, distinct from **Managing** the six core areas listed above.

FEEDBACK

Feedback is information on how a behaviour (yours or another person's) has affected others. Its purpose is to encourage a change in behaviour i.e. learning.

GIVING VERBAL FEEDBACK

1. Be **direct** and maintain eye contact.
2. Be **descriptive** rather than evaluative. This allows the receiver to choose what s/he will do with the information. (Feedback carries no obligation that the receiver should change his behaviour).
3. Be **specific** rather than general. This helps the receiver place the information in context.
4. Focus on the **receivers' needs** not yours. Effective feedback is directed to helping the receiver not serving your needs as the giver.
5. Give feedback on **behaviour or actions** the receiver can change.
6. Check that the receiver is ready to receive feedback. "I'd like to give you some feedback ..."
7. Deliver feedback **as soon** after the actions/behaviour **as possible**, subject to points 4 and 6.
8. When giving feedback in a group, it is useful **to check out** feedback from other members of the group.

RECEIVING VERBAL FEEDBACK

1. **Demonstrate listening** by eye contact and body language. Be **assertive**, using a response such as "thank you" or "I'd like some more information please".
2. Be **careful of rationalising** like: "But this was only the second time I've done this".
3. Realise that there is **no obligation for you to change** your behaviour. That is your choice
4. **Be aware** of your natural responses to praise and criticism: playing it down, defensiveness, joking, not listening, etc.
5. **Request help if necessary** regarding more understanding of how you might change your behaviour.
6. **Remind yourself** that feedback is important for your learning. Practice observing and listening so that you increase your learning and effectiveness.