
Management Skills for the Future

Managing the Human Side of BusinessSM

In 2000, the Institute of Certified Professional Managers at James Madison University completed an extensive job task analysis for the professional manager. The goals of this project were:

- ◆ To develop an accurate picture of the practice of management and the needs of managers,
- ◆ To evaluate the Certified Manager examination in terms of validity of content, organization and weighting.

The following is a brief summary of their findings.

Skills and Tasks Required of Managers

People-centered tasks:

- ◆ Managers spend the most time leading.
- ◆ Managers spend a great deal of time communicating and building relationships.
- ◆ Managers are active in employee development.
- ◆ Managing teams is extremely important.

Administrative tasks:

- ◆ Managers spend a great deal of time developing and implementing plans, goals and objectives.
- ◆ Managers spend a great deal of time using computers.

Most important areas of knowledge:

- ◆ Planning and decision making processes
- ◆ Communication
- ◆ Employee development and behavior
- ◆ Operations Management
- ◆ Leadership (principles, styles, etc.)
- ◆ Motivation
- ◆ Group development
- ◆ Employment law
- ◆ Performance evaluation
- ◆ Cultural diversity

Least important areas of knowledge:

- ◆ International laws (NAFTA, GATT)
- ◆ Type of economic systems (capitalism, socialism, etc.)
- ◆ Contract negotiations with labor organizations, labor law
- ◆ Business types (corporation, partnership, etc.)
- ◆ Principles of economics
- ◆ Financing options
- ◆ International production/performance standards
- ◆ Business law

Most important skills:

- ◆ Written communication skills
- ◆ Computer skills
- ◆ Multi-tasking skills
- ◆ Time management skills

While this information gives us some clear indications about what current managers are required to do and the skills that are required of them to become proficient in their jobs, we think the findings about the future skills that will be needed are even more interesting. They are as follows:

Most important skills in the next 10 years:

- ◆ **Communication skills**
- ◆ **Managing diversity**
- ◆ **Interpersonal skills**
- ◆ **Technological skills**
- ◆ **Team building skills**
- ◆ **Flexibility**
- ◆ **Motivation skills**
- ◆ **Leadership skills**
- ◆ **Time management**

Implications for Management

The research from the ICPM clearly revealed the following implications for current management practices, and for preparing future managers:

1. The basic, underlying principles of management remain the same.
2. These principles are relatively consistent across industries.
3. Knowledge and skills appear to be generalizable across industries, experience, organizational level, and level of supervisory responsibility.

Conclusions

Not only does Resource Development Systems have the programs to teach the basic skills that are required of current managers, but we can also supply the skills that will be necessary for future managers. We have comprehensive programs available to prepare your managers to be able to master all of the most important skills that will be needed for the next 10 years.

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