**Art of Management**

Shane M Keilholtz

American Military University

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Professor Buehler

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**Art of Management**

**Introduction:**

**Across the plethora of companies, there are many different levels and titles of management.** Each one has its challenges and everyday duties. The piece of the organization that each one oversees will vary. Even with all the different variables, every leader is responsible for providing the people who work for them some evaluation. This is important so that each employee knows what goals they are trying to reach, how to reach those goals, what they excel at, and what can be done better. While smaller businesses and part-time jobs may have a less involved process of evaluating their employees, it can still be very important for those employees to know how they are doing and where they fit into the big picture. Evaluations can be a challenge but great leaders find effective ways to give positive and effective feedback to their subordinates and help employees grow.

**What Makes a Great Leader**

**Leaders and managers each have their style and philosophy of how to conduct business.** This has all stemmed from personal experiences and the values that they hold to themselves. This is what makes up their unique leadership skills. One big thing here is staying consistent with how business is conducted. This includes fairness across the board. Allow employees the same amount of opportunities and treat everyone with the same amount of respect. This will earn trust and respect amongst all team members. [CCU]

Another quality is the ability to communicate. This includes relaying information up as well as down. Clearing and stating intent and goals to employees will move a project forward. Additionally, the ability to pass information to higher management is also important to maintain trust within the group that the leader is in charge of. A leader should also have basic knowledge of everything that they oversee. This goes along with knowing what right looks like. Being able to spot issues within the project that’s being overseen or able to guide subordinates along the right path is key to being in charge. People come to leaders with questions that can be answered. If the leader doesn’t know, which does happen, being able to find the answer is essential as well. [CCU]

One last quality to have as a leader is the ability to be organized. Having many responsibilities is part of the job description, no matter what company the manager works for. Keeping things in order will keep them from turning to chaos. Time management for each project will keep things on track. Properly delegating tasks to the right personnel will keep things efficient. Knowing the team, and their strengths, and being confident in the decision is what sets leaders apart. [CCU]

**Pitfalls to Avoid**

**There is major dread for some managers when it comes time to evaluate their employees.** This can be a time-consuming process that takes away from other tasks that already need to be done. It is important to evaluate everyone with fairness and to the best of each leader's ability. These also need to be at least partially unique to each individual as well. This is because every employee can't do the same thing at the same level of performance as everyone else.

The biggest hurdle when evaluating someone is refraining from implementing bias. Some leaders can have a tendency to rate based on a “reflection of themselves than those they’re reviewing.”[Agovino 2024] For example, a leader would evaluate based on how they would have done something rather than how it was done. The same result was achieved but a different path was taken. Comparing the employee to themselves rather than their merit.

Another issue, right or wrong, can be a bias based on sex. Some managers may have issues when evaluating the opposite sex. Facing ridicule or accusations of possibly being unfair. Some may see more “vague feedback” on their performance and how they could improve their work. [Mackenzie 2019] Sometimes for managers, they may not be effective in communicating with their subordinates. This could stem from confidence or inexperience. I leader can be ineffective in their position let alone a performance evaluation. Relaying direct information based on facts about the employee and a well-thought-out analysis of performance will address all issues.

**Effective Evaluations**

 **There are many things to consider when it comes to evaluating employees.** This is based on the company itself and the goals that are desires to reach. Some companies are unique from others and will have specifics on what will be considered. A construction company may be looking for how well a project came together and the timeframe it took. A company that’s more on the customer service side may be looking at how professional a person was and thorough they were with delivering the project. Even though these companies are different, employee evaluations will have some of the same qualities.

 The first thing is that all evaluations need to be fair across the board for each employee at that level. For those doing similar things, they need to be evaluated equally for those tasks. Each manager should be straightforward and transparent with their subordinates. Be truthful about how their performance has been, including the bad with the good. This will earn respect and trust if done correctly. There needs to be constructive criticism towards the employee as well. Evaluations are meant to develop people. Give them what they did good and how they can be better, as well as forecast what will be happening in the future. Discuss what they can do and what they can attain by doing it. This could be steps to get a promotion, increased pay, or any other reward that can come from hard work, ethically of course. [Goler 2016]

**Final Say**

**Conclusion:** While many managers across the business world do not look forward to evaluation time, there is a great benefit to doing it correctly. Successful businesses grow and improve as employees do. Experienced, knowledgeable, and competent individuals will make a company, but being able to give them a path forward will make things easier and more efficient. This is all done through evaluations. Companies continue to try and improve their processes and conduct these things in the best way possible. Grading how to do this, evaluating what has worked and doesn’t, and improving is the main goal every year. Someone will perfect the process and make a great deal of income selling it to the highest bidder.

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