“Good Managers are born not made”

Introduction

Current age organisations are driven by effective management style and managerial skilled possessed by the employees of the organisation. Every organisation has certain competitive advantage and human resource has emerged as the main source of competitive advantage especially in service oriented organisation. Hence managers should have effective managerial skills in order to lead the organisation and attain organisational goals within given resource constraints (Moses, 2006). Managers in small and big organisation should have some of the key skills which would help them in achieving their job responsibilities which are decision making, communication skills, team work and group handling etc.

These key qualities of managers can’t be compromised in dynamic corporate life due to changing business environment which forces managers to learn and implement best of the managerial techniques. Hence present essay would provide the argument in favour and against the statement “whether managers are born or made”. Literature would be presented in order to build literature regarding the managers and their key skills. Further analysis would be done in order to analyze requirement of knowledge and skill in managers.

Literature review

The role of manager in any organisation is to accomplish the desired goals and objectives set for the group by organisation by utilising available resources like human, resource and financial resources with high efficiency. A manager makes use of various management functions in order to manage the business organisation such as the planning, organising, staffing, directing and controlling for accomplishing goals of the organisation.

A good manager can be identified by the qualities exhibited by a person at workplace which can be called as the charisma or traits of the manager. Charisma can be defined as the qualities exhibited by a person and distinguish a person from ordinary people and endowed him with supernatural or extraordinary qualities (Olson, 2003). Hence managerial qualities such as leadership generate through charisma and these qualities
can't be learned over the time. Efficient managerial skills can be assumed in born into a person instead of having these qualities as a part of personality or skill development into a person.

There are several essential qualities which must be possessed by a manager in order to deal with the uncertainties with high efficiencies which are flexibility, alertness, assertive, quick decision maker, communication skills, creative and organized. Though some of the skills which are important part of the managerial job role can be learnt through internal job environment and class room training but an efficient manager is one who possesses these managerial qualities inherently.

Some of the recent research has contrasted the results given by Craig through its research on the inherent qualities of the managers by quoting the capabilities which managers can gain through learning it on job and class room trainings. There are several other techniques which are employed in order to develop good managers which range from college seminars, class room trainings in college and on job mentoring in order to develop the managerial qualities (Craig, 2009).

Another approach to development of managerial qualities from chartered institute of management states that the concept of in born managers has been outdated now and present business domain and dynamic corporate culture have given rise to relative new concept of in house developed managers. In another major research related to the discussion on development on managerial skills in the line managers confirms that present age management style is changing and it has been revealed through interviews of managers in big organisation that line managers are more focused on the on job managerial skills then the general managerial skills which are inherent.

Hence present age managers are required to possess qualities which are highly related to their job which allow them to learn these qualities through on job training and class room training only instead of possessing these qualities in born. Development into management discipline has foster several new management technique which are a part of research through the academicians and managers across world such as the project management, staffing, resource management, scheduling and budgeting etc.

There was a live research conducted in order to prove the fact that present age managers can be trained through class room training and in house management
development programme. The research was conducted with one of the executive of American engineering organisation named Parsons Company. Ms Theresa Anderson is working as the corporate equipment manager with Parson Company and she has proved herself as the in house developed manager in the organisation. Initially she joined the company with corporate environment in Parson as the male dominated organisation.

Further in order to develop her technical and managerial skills she has undergone various training courses which are imparted by Parson to develop their in house managers. Some of the key training modules for the Parson Company are outsourcing engineers’ manufacturers, caterpillars training and Groove training. These training classes have helped her to develop various managerial aspects in her so that she can match up with the skills and knowledge into male dominated culture in Parson. She strongly believes that in house managerial training have helped her to grow as a skilled manager and groom her in born talent in such a way that she can prove herself an efficient present age manager with essential managerial qualities.

**Analysis and argument building**

Current age managers are also assumed to be as the good leaders as managers are supposed to contain leadership skills in order to manage the organisational role. Concept of in born managers has become quiet old and at present the dynamic business situation requires managers to possess extraordinary qualities skills and knowledge which can help them to tackle situation effectively and attain their business goals successfully (Henrikson, 2006). At present managers needs to be highly skilled with various managerial skills so that they can face difficult business situation and compete against the tough market situation in order to excel their organisations.

Initially management techniques were limited in nature and demand for basic skills and techniques from the managers in any organisation. These skills and techniques include leadership qualities, presentation skills, negotiation skills and communication skills. Some of these skills can be learnt while rest other can be a part of the inherent characteristic of a person which are in born into a person and can't be learnt through organisational environment or class room training.
But these days’ management practice and style have become highly advanced and better management style and techniques have been developed in order to run the organisation with higher efficiency (Kleiman, 2011). Some of the key managerial techniques and skills which are essential for present age managers include project management, resource management, effective staffing techniques, operational management, marketing tactics, and financial tactics such as the budgeting, planning, cost estimations. Hence these management techniques have been developed by the current age managers looking into the changing needs of the organisation.

So a manager looking for effective management should have all these techniques into him for managing business organisations. These management concepts which have originated from research and development into management field are new concepts which did not exist earlier and hence these concepts require understanding from managers that can either be developed at the practical on job period or can also be developed through classroom training sessions (Robert, 2008). For this simple reason organisation put more focus on the employee training and development programme so that they can have their in house management development programme which can groom their managers for better contribution in organisation success.

Hence relative new research and development into management field have insisted the organisation to carry out effective management development programmes for their employees. Focus of the organisation have shifted from the in born talent to people who are having better adaptability to learn and change so that managers can be exposed to better managerial skills and knowledge which can be imparted to them through in house training and other management learning programme.

**Conclusion**

Debate for managers to be made or born has taken the new turn into dynamic business environment which comes with high level of uncertainty and demands high level professional knowledge & skill from the managers. These techniques have been developed and implemented by the scholars and practitioners in the management field which require understanding and practice of these concepts in order to attain organisational goals through implementation of new management techniques. Hence the managers in current age can’t possess the skills and knowledge required by them in
born but they need to learn these skills and techniques with dynamic business
evironment and class room training. Concept of in born managers does not seem
applicable for managers in current generation. Hence organisations should focus on
developing their in house management development programme to train their
employee to become better managers.

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