



## Different Managerial Skills in Corporate Governance

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ABSTRACT

The ability to make business decisions and lead subordinates within a company. Three most common skills include: 1) human skills - the ability to interact and motivate; 2) technical skills - the knowledge and proficiency in the trade; and 3) conceptual skills - the ability to understand concepts, develop ideas and implement strategies. Competencies include communication ability, response behaviour and negotiation tactics. This paper tells about different managerial skills in corporate governance .

### KEYWORDS

Technical skills , Human , Conceptual , Diagnostic Communication

### Introduction

A manager must possess certain skills. In order to translate knowledge into performance it is the level of competency that allows for performance to be superior in the field in which the employees have the required skill. All managers need to possess technical, interpersonal, conceptual, diagnostic, communicational and political skills. The technical and diagnostic skills refer to knowledge and ability of understanding the processes involved and scientifically analysed problems and opportunities. These human skills are the most important assets of any successful manager. The ability to make business decisions and lead subordinates within a company. Three most common skills include: 1) human skills - the ability to interact and motivate; 2) technical skills - the knowledge and proficiency in the trade; and 3) conceptual skills - the ability to understand concepts, develop ideas and implement strategies. Competencies include communication ability, response behaviour and negotiation tactics.

It is manager's job to achieve the organisational objectives through the proper utilisation of its human and material resources. However, since the material resources such as equipment, capital facilities and information can only be used by humans, the human resources are the most valuable asset of any organization. Accordingly, a manager must be highly skilled in the art of optionally utilising the human resources. The various skills that the managers must possess are

- 1 Technical skills
- 2 Human skills
- 3 Conceptual skills
- 4 Diagnostic skills
- 5 Communication skills
- 6 Political skills

### Technical skills

The technical skills basically involve the use of knowledge, methods and techniques in performing the job effectively. Technical skills are specialised knowledge and expertise which is utilised in dealing with day-to-day problems and activities. For example, engineers, accountants, computer programmes and system analysts all have technical skills in their areas and these skills are acquired through education and training. These skills are highly necessary at the lower level of management and as one moves to higher levels of management, the relative importance of technical skills usually diminishes. This is so because unlike first-level supervisors, managers at higher levels

have less direct contact with technical operating problems and activities at the lower level of an organization. Technical skills are those skills needed to accomplish a specific task. It is the 'how to' skill set that allows a manager to complete his or her job. These skills are the combination of formal education, training, and on-the-job experience. Most employees expect their managers to have a technical skill set above their own so that, when needed, an employee can come to their manager to find out how to do something specific to their individual job.

### Human skills

The next type of skills a manager must have are human skills. Human skills is the ability to work with other people in a cooperative manner. It involves understanding, patience, trust and genuine involvement in interpersonal relationships. These are interpersonal skills and are necessary at all levels of management. People with introductory human skills build trust and cooperation as they motivate and lead and thus become successful managers. The skill is gaining more importance as the workplace is becoming more and more ethnically diversified and the manager has to be aware and become adoptive to cultural differences. Furthermore, since the businesses are becoming more and more multinational and global, managers are required to learn new ways of dealing with people in different countries with different cultures and values. These interpersonal skills are what a manager will use to work with his or her employees. Some people are born with good human skills; others must work much harder at it. Human skills are critical for all managers because they work with people. Managers with good human skills understand their role inside the manager/employee relationship and how important things, like trust, cohesion, fairness, empathy, and good will, are to the overall success of the organization. Human skills help the manager to communicate, lead, and motivate an employee to work towards a higher level of productivity.

For example, let's go back to Kelly and Manny. Imagine Kelly's job description was changing to include a greater deal of responsibility but for the same pay. Kelly is upset, and feels overwhelmed by this change. Manny is a manager with good human skills, so he is able to empathize and communicate his understanding of Kelly's frustration with the change to her. Manny quickly works to find ways to motivate Kelly to continue to work at a higher level, despite the additional workload being placed on her.

### Conceptual Skills

Conceptual skill is the ability to view the organization as a whole and is the total entity as well as the system comprised of various parts and subsystems integrated into a single unit. This skill is especially crucial for top-level executives; you must keep the whole system under force; they must understand the complexity of the overall organization, including how much

unit of the organisation contribute to words the over all success of the entire organisation this skill general it depends upon and organise thinking process which deals with understanding of various functions of an organisation there Independence and the relationship of the organisation the outside environment in terms of threats and opportunities.

Conceptual skills are the final type of skills a manager must possess inside their toolbox. The level of analytical ability to envision both the parts and its sum directly translates into a manager's conceptual skill set. Essentially, a manager's conceptual skills allow him or her to solve problems in a strategic and calculated fashion. Conceptual skills are becoming increasingly more important in today's chaotic business environment.

Managers are, continually, being challenged to think conceptually about their organizations to develop action plans and harness resources to achieve organizational goals. A manager with good conceptual skills can look at a problem, break it down into manageable pieces, consider a variety of possible solutions, all before putting it back together again in a more effective and efficient manner. Conceptual skills are most important for top managers but still important for middle and low-level managers as well.

### Diagnostic skills

This refer to all managers analytical ability we are a manager can logically and objectively investigate and analyse the problem or an opportunity and you scientific the process to arrive at a feasible and of them solution it is important however, did you get to the root cause The problem so that the solution is real and a permanent one rather than simply a short-term moral Kostic one this skills overlaps with other skills because The manager may need to use technical and conceptual all political skills to solve the problem that has been diagnosed

### Communicational skills

Communication skills are important component of interpersonal skills and a basic to honour the scales and these are important and necessary at all levels of management of managers best idea will have little impact of the cannot be called off actively good communication is the communication of sound of Management proper communication Ali minutes delays misunderstanding confusion distortions and conflicts and improve score ordination and control all the four communicational skills namely writing reading listening and non-verbal gestures are important ingredient of successful readers

Political skills political skills can be described as the ability to get your own way without your own without sending to be selfish yourself obedient it is ability to get your share of power of authority and use it without the fear of a series that is required to establish the right connections in improving the right people and then skilfully using the Connection and is your advantage The middle management level because middle managers always aspire to reach the top levels of management and right connections help in such a aspirations

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