



HOW TO MANAGE: Thomas Sample

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Private & Confidential

MANAGING

Thomas Sample works best for a consultative manager who encourages him to utilise his own expertise to overcome problems, and from whom he can seek advice. His boss needs to involve him to the extent that he feels he is an intrinsic part of the organisation. In addition, he will expect his manager to set out firm ground rules and focus his efforts.

He works well in roles that involve him with others and provide a variety of tasks. Preferably linked to his own area of expertise. Social rapport with his boss and tasks that enhance his acceptance of his colleagues, are important ingredients in the effective management of Thomas Sample.

MOTIVATING

Despite this person's social and outgoing nature, he may not be as confident as he may appear. In order to motivate him effectively, his boss needs to bolster his confidence. This can be done by involving him in open forum debate. However, it is important that such events are informal, and that questions and ideas can be put without fear of rebuff. Basic motivators include public recognition and praise, the opportunity to associate on a personal level with his colleagues and superiors, organisational guidelines and operating procedures, prestige and position. His manager can underpin the foregoing by introducing time and reporting schedules, praising and rewarding publicly, providing opportunity for advancement and involving him in social activities both inside and outside work.

Thomas Sample is likely to respond well to high profile incentives, that reward contribution as well as achievement. It is worth noting that he may prefer the money to the prize.

COMMUNICATING

An informal, conversational style, that encourages clarification and questions, is the most effective way of communicating verbally with Thomas Sample. When communicating in writing, it is important to personalise memos and other correspondence. An effective way of gaining attention is to insist that all correspondence received is either initialled and returned as read, or acknowledged and commented on within a given period.

Whether communicating in writing or verbally, it remains important that Thomas Sample is given the "overall scenario" supported by factual data and detail. The pace of any such communication can be relatively fast moving.

DIRECTING

The most effective way of controlling Thomas Sample in a practical sense, is the implementation of standard operating and reporting procedures linked to controlled feedback. "Free wheel" reporting can make Thomas Sample anxious. Causing him to believe that he should operate without doing so. Such practical controls should be supported by motivational controls. Emphasise the positive and negative consequences on his prestige, standing, acceptance and advancement, of conforming or otherwise.

SUPPORTING

Thomas Sample is not by nature a quick decision maker, although he can and will make decisions. However, to provide effective support, his boss must be prepared to give him sufficient time to consider any alternatives.

He may also need support if called upon to make harsh decisions that could lead to confrontation or negatively effect his popularity. It is important such support is overt. Despite Thomas Sample's orientation towards detail he is not a natural administrator. Consequently, efficient administrative support will usually be well received.

DELEGATING

Explanation and assurance that he can confer with, and refer to his boss, are core to effectively delegating to Thomas Sample. These aspects are particularly pertinent when delegating tasks that lie outside his normal sphere.

He enjoys roles that involve him with others and provide him with the opportunity of helping, advising or leading his colleagues. He is usually willing to accept full responsibility as long as the tasks and projects that fall within his particular area of expertise are clearly identified.

Be aware that Thomas Sample's orientation towards detail and specifics can often be misinterpreted as administrative competence. In reality administrative tasks, particularly of a routine nature, are inclined to bore him and result in lack of commitment and careless mistakes. The delegation of routine administrative roles should therefore be avoided. As should tasks that require him to work in isolation.

DISCIPLINING

The need to discipline can be forestalled if Thomas Sample is given clear goals. He will need reporting schedules to work to and be able to communicate frequently with his boss. Failure to provide any of the foregoing can result in a negatively defensive stance i.e. doing what is necessary to avoid retribution but no more.

If the need to take disciplinary action does arise, it is essential that all rules and procedures are adhered to. However a non-authoritarian, consultative approach is likely to be more effective in getting Thomas Sample to accept any action taken.

DEVELOPING

Thomas Sample's potential lies in his ability to utilise his expertise to lead, advise and assist others. Assuming average intelligence and intellect, he has the potential to fulfil a managerial role.

Training that is aimed at developing or enhancing specialisation, communication or interpersonal skills e.g. public presentations, will usually be well received and mutually beneficial. Such training should help increase his confidence and assertiveness. However attempts to improve his administrative and general organisational skills are likely to be less productive.