

Preparing for your First Management Role

Preparing for your first management role can be quite daunting and there are many different skills you will have to acquire in order to succeed. One of the most important things for you to do, is to build a good relationship with your own manager and arrange regular meetings to discuss your performance.

What is it?

Management is the process of working with or through people to achieve organisational goals.

Moving into a management role may mean that you have to change the relationships you have with your existing colleagues. You will have to set an example of how you expect your staff to behave and you may come across conflicts that you have not previously encountered.

Top management skills

- You need to be organised, self-motivated and have the ability to take on higher level challenges
- Have the ability to develop positive working relationships
- Be capable of leading projects with multiple participants
- Handle conflict well and be able to analyse different angles of a situation before reacting
- Demonstrate that you can communicate effectively with a team

What to do when you're the new boss

- Ensure that you learn everything you can about the organisation and your employees
- Read all policies and enquire about whether there is any formal training that you can attend
- Find yourself a mentor
- Change your focus – your number one job is to help other people achieve targets
- Make yourself available to your staff

Management roles

Respected author and academic on business management, Henry Mintzberg, identified 10 primary roles of management. These roles or behaviours can be categorised as interpersonal, informational or decisional in nature.

Interpersonal

The **Liaison** will have excellent networking skills, build an outside network of contacts and develop these relationships.

As a **Leader** you will have to uphold excellent emotional intelligence, motivate the people around you and lead in an individual and collective manner.

A **Figurehead** aims to represent their team, will always set a good example at work and completes a number of routine roles of a legal or social nature.

Informational

A **Disseminator** knows how to share information and outside views effectively in both a verbally and written form. You will disseminate what is useful information and how it is critical.

A **Monitor** gathers information effectively, has the ability to overcome information overload and has a thorough understanding of the company and their staff.

The **Spokesperson** knows how to represent an organisation at public events and meetings.

Decisional

As a **Resource Handler** you will manage budgets, cut costs and prioritise.

An **Entrepreneur** has excellent change management skills, can think logically when faced with a problem and has the drive to create and implement new ideas.

The **Disturbance Handler** can diffuse team conflict, address any issues and manage emotion in a team.

A **Negotiator** defends business interests and directs negotiations within the team and organisation.

In reality management involves all of these roles and includes many different skills from communication to managing costs and budgets. When developing your management skills you should use these roles as a guide to ensure that you are prepared for any circumstance you may face.

An important point to remember is that management requires a completely different skill set. You may have been excellent in your previous role, but essentially you are starting from scratch. To overcome this you should read articles, books, attend webinars and training courses to learn the basic competencies of management.

Why is it important to me?

Being a successful manager will help to develop you and your career to its fullest potential. Being aware of the different aspects required to be a good manager will help you to identify your areas of strength as well as those areas that you may need to focus on.

IQ believes that good management is fundamental to a successful and profitable industry. Our **Skills Wheel** captures all the key skill and knowledge areas we have identified as being vital for successful career development in the quarrying and mineral products industry.

Where Next?

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice. Further information can be found via the resources section on the IQ website www.quarrying.org.