



## TenStep Supplemental Paper

---

14 January 2004

### A Profitable Manager

Organizations often rely on their product quality and customer service to achieve success. However, organizations that cater to the needs of employees in similar ways also find increased profitability. It is here that the HR professional plays a role. The attitude of employees makes a great difference in the success of an organization. It is a manager's responsibility to keep his or her employees energized.

If employees agree with the eight standards listed below, the organization is certainly headed for profits and growth.

#### The 8 C's

1. Client interests and satisfaction is top priority
2. Contributors who make a big impact are highly rewarded
3. Company encourages new learning
4. Company gets the best out of all employees
5. Company invests time towards future planning
6. Creation of an environment where people respect each other (Company creates an environment where people respect each other)
7. Competence of the professionals is the highest in the company
8. Client project supervision receives undivided attention

Emphasizing these objectives to employees is a difficult task for managers. However, there are some managers who reach these high standards consistently. They have the ability to confront difficult situations and take a long-term perspective, even under pressure that would cause many to crack. The success of the managers is dependent on their personalities, not on management policies.

Employee commitment, enthusiasm, and productivity are dependent on the functioning style of the manager. HR professionals can help in choosing the right candidate and teaching managers to manage according to a set of standards.

While selecting managers, the focus should be on candidates who have people skills as well as business skills.

#### The right manager must be

- Even tempered
- Genuine
- Sensitive to employee needs
- Sincere



## TenStep Supplemental Paper

---

- Apolitical
- Transparent
- A good listener and communicator
- A role model
- Able to articulate what he/she believes in
- A person with integrity
- A good people reader
- Disciplined about standards
- Enthusiastic
- Comfortable allowing other people to take credit
- Capable of creating maximum profits

Once a candidate with these traits is recruited as a manager, there will be trust and respect between the management and the employees, resulting in financial success.