



## ODA/Management Review

### "Building the Management Team"

#### A Note From Joel

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"Managing looks easy"

What is your firm's supervisory structure?

Is your management team pulling their weight?

Let's look at the basic qualities you need in a manager:

- A strong producer
- Interested in other people's success
- Knowledgeable about the job to be managed
- Able to exhibit leadership by example

There are three "needs" that must be present:

1. The need to manage, they get satisfaction from other employee's success.
2. The need for power, the best managers are strong with a need to be in control.
3. The need for people, successful managers like to be involved with people, helping them solve problems and achieve their goals.

Watch for these needs as your select a new manager.

If you promote an employee from within to a management position, consider whether that manager will continue to perform his current job as well. We have all seen situations where we took an excellent technical person, purchaser, or sales rep out of their current job and installed him into a supervisory role. Care should be taken to not shoot yourself in the foot.

As your are deciding to promote an employee you should also consider how she will be treated in the new role:

- New title
- Location change, new office
- Compensation, bonus, fringes, privileges
- Relationship with the ownership and other senior managers

**In the meantime, Good Managing!**

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