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Summary, outline, or diagram of key concepts:

Managing effectively:

- Managers need to earn credibility rather than just be hired into it
- Despite the position, employees will not always be compliant. Empower rather than order
- It is important for managers to focus on the team as a whole rather than just on individuals
- Build relationships with EVERYONE, not only those within your group

Management

1. The process of bringing together different resources to accomplish certain objectives.
2. Planning, organizing, staffing, directing and controlling are all part of management.
3. Inputs are turned to outputs, just like in the foodservice systems model.
4. Authority is the right to direct others and responsibility is the obligation to perform an activity or direct someone else to perform it.
5. First line, middle, and top levels.
 - First line: supervisor, middle: unit or assistant manager, top: executives
6. Roles: Informational (monitor, disseminator, spokesperson), Decisional (entrepreneur, disturbance handler, resource allocator, negotiator).
7. Skills: Technical (specific kind of activity), Human/interpersonal (communication and understanding), Conceptual (view as a whole and each part's dependence on each other)
8. General manager: responsible for all activities Functional manager: responsible for one area

One of the main reasons the transition to manager is so difficult is because a person is used to their success being totally dependent on themselves: their own work and expertise. Suddenly their success involves responsibility for a whole group instead of just themselves.

It is interesting what authority does. Dr. Hill says that instead of feeling free new managers often feel constrained and not in control.

The more talented the subordinate, the less likely they are to follow orders.

So . . .

Managers should understand the misconceptions of being a “boss” and that the transition into management can be difficult.

It isn't a manager's job to make sure things run smoothly, but to enhance the group's performance. It takes time and it is very difficult to earn respect and trust.

Managers should lead in a way that allows the people to take the initiative. “It's not about you.”

Managers need to understand their specific role, and they should acquire each of the management skills.

I'm still not sure about:

So It isn't necessarily a good thing to build relationships with individuals you manage? Maybe it is but only on a group level instead of one-on-one?

If anything goes wrong, isn't it on the manager? Or are they only responsible for how the group performs?