

Reseña

Soy Gerente. ¿Y ahora qué?

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Consejos para ser Gerente

Tips to become a Manager

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Introduction

Francisco Javier Lehmann Niklison, Argentine citizen, has extensive experience in the area of consultancy, mainly in relation to business management. He holds a degree in Industrial Relations and Administration, has a post-graduate degree in Management of Human Resources of the University of Michigan, Graduate-School of Business Administration. He worked as an Executive at companies such as Ford Motor USA, Exxon, Ford Motor Argentina and Monsanto. He held various positions in the organizations in which they worked, such as professional analyst, supervisor and Manager, until presiding the board of directors of a renowned Argentinean insurance company. He is currently a Special Adviser and assists owners of companies worldwide.

Some of his works are: The challenge of directing (2009); 3 ways to measure and improve profitability (2011); Family business: key to your successful professional management (2011); Strategic thinking. 5 steps to plan strategically (2011), among others.

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I am a manager. And now that?

This work aims to present the main elements to get a Manager started with managing an orderly, delegating responsibilities according to the resources available whether it is economic as well as the staff who will be responsible, who should encourage permanently, knowing their motivations and capacity of each individual.

To understand and analyze this book, it is necessary to start by defining the term "Manager". It is responsible for guidance, as well as the coordination of the Organization, institution, or company. It can also be considered to which directs a portion of it, Department or workgroup. On the other hand, can be mentioned to those who act as coordinators, who oversee the work of other people, all this with the aim of achieving the objectives proposed by the Organization. Depending on the type of business and your organizational chart may be managers in different areas and with different levels of command.

This work presents in an orderly manner and by chapters the various practices of the management or administration of an enterprise, It recognizes that there are marked differences between "doing business" and apply the concept of "entrepreneurship". In the first chapter he expresses his concept of leaving free choice the application of either of the two possibilities, however, it proposes that the company stays in time and grow, the best thing is to generate entrepreneurship, this concept has marked advantages over the Act of simply doing business, since it involves all the participants, it shares with them his vision and complements the actions to be followed in the future, committing them to the progress of the company.

In the second chapter, the author mentions the importance of vocation to achieve the position of manager, since for some gain this function has as its main objective the economic and hierarchical being, however, asserts that it is necessary to have a personal project and certain qualities to achieve it. We all have those capabilities, but we must develop and strengthen them. In studies by the same author, this indicates that most project managers lack and simply move on because it is inconceivable to lose everything they had. Being manager has become a profession, so it is important to follow a pattern when

choosing a candidate entails, first of all, "his vocation, his disposition, his interest and knowledge". Having a personal plan is key to contrast with the development of the company so that it can review it and see if both objectives run parallel and in the same direction.

Once obtained or reached the position of manager, recommended that a series of actions towards their management regulations through a Direct Action Protocol (DAP). He also mentions that you should have complete knowledge of all processes and participants or links that are one way or another the future of the company in charge. The manager who has come to reach this title has the obligation to know the different actors, steps and, above all, the interaction that achieves the proposed success. Through schemes of easy understanding, the author takes us by the hand to understand the various actions and qualities that should be implemented in order that management has been agreed with his closest collaborators is the engine that moves to that everything that at one point considered unpredictable turns into something predictable.

As the PAD, he claimed to be the benchmark for the person responsible for directing the destiny of the company, whom he compares to a conductor, which must be located in the right place and time to give appropriate directions through interpersonal relationships and the degree of complementarity needed to achieve the previously agreed results. Also, you must know the various resources available, as well as the importance of managing interpersonal relationships, the latter an important human factor in achieving the objectives. Therefore, the manager must be able to solve all situations less previsible- mainly through the application of knowledge and skills of his own personality.

The actors both internal and external to the company are called "stakeholders" whose importance in the business allows the growth and development according to predetermined targets; For its part, the manager or CEO reaches agreements with the various "stakeholders" in terms of profitability, productivity, human resources, development and innovation. Also, know the importance of each of these actors to define specific strategies undertaken to achieve the objectives or goals, as well as in decision-making.

To know where the company is heading is necessary to establish a strategic plan that tells us "what to do to make things happen" and thus achieve the proposed goals. It is important to know the rationale behind the company and the way forward through the establishment of the mission and vision, that all members are aware of them, understand the behavior of internal and external environment and market same organization define measurable and achievable goals and how to achieve (action plans). These action plans must explain what will be done, who will do it, how, when and how it will be financed, the latter means that you have to be clear about the budget it has to carry out the project. Although not part of strategic planning, the above is important for agreements to ensure the future of the company are achieved. To find out who is the company we know their strengths, weaknesses and deficiencies, thus we also know its potential to achieve planned results. In general, questions to answer what is being done, how far I get, if I'm making changes to improve the current situation, what extras actions should I do to change the negative direction of the company, if the result would be better posed if I try harder and finally whether to make periodic evaluations to assess whether the planned course or adaptation to unforeseen changes are taking proving beneficial.

As mentioned, the action plans must meet certain characteristics, for example, be specific in order to carry them out. To do this, you must consider what to do, who, how and when to do it and the budget with which account. Advises that must be written to at the time control thereof is provided, so it is important to take the proper time to plan each and every one of the steps previously evaluate the pros and cons and determine how are you going to act against unforeseen.

To achieve the planned objectives is necessary to apply the term of dynamic complementarity, which means that all members of the working group led by the manager must be coordinated. He notes that "the results are obtained using the opportunities, not solving problems." All actors who make up the team should strive to apply their intelligence and willingness to cooperate. This is achieved through various elements, such as meeting the objectives of the company and share together, delegate tasks to achieve goals, believing and trusting in each of the pieces of equipment, recognize skills, talents

and weaknesses of each one of the team members, as well as define the maps of complementarity.

Team members should be evaluated according to their skills and potentialities, following a pattern of 10 points focused on their personal perspectives. It is recommended mapping of complementarity to find out the characteristics of each member and so know which ones help to achieve the goal set. It is also very important to identify skills and basic skills, which will reveal the level of equipment and its preparation for success or the proposed goal.

Another aspect to consider involves the delegation of tasks, which should be done with a high share of commitment among those involved and seek to achieve the planned target. The characteristics of the participants, including those who delegates, who are delegates and the organization as such are described; also it defines delegate forms, corresponding to five behaviors or different styles. Moreover, participants do not always act like delegate receive it, so it must be done taking into account their possible reactions. In addition, the manager is always responsible once it has been decided to delegate functions; must be vigilant, knowing when to intervene and how to not interfere with the balance of the team. Finally, it describes the actions of managers who do not provide the delegation process, but rather hinder it, damaging the healthy environment that must exist in the organization.

In every organization there must be someone to lead and implement adequately the power conferred charge, without forgetting that you must apply it properly, without excess and taking into account the need to achieve complementarity, it is strongly interrelated with all actors and reach agreements with subordinates or collaborators with their peers and obviously the boss. After obtaining power, recommended to follow some points suggested by John Kotter, maximum global guru on leadership: the leader must build trust, create a sense of obligation, create identification and creating awareness of dependence. Therefore, it should be understood that power is a means by which to seek the common good and not to use it in excessive and authoritarian way, but rather know how to use.

To complete the analysis of this work, the author mentions the leadership, which is based on relationships between the leader and liderantes important factor if you want to manage a

team. The leader must be recognized by the liderantes and act properly. Must be a good person, have specific training, be proactive, visionary. Who does not act in this way will not become a good manager, "shirking their responsibility to be and exercise leadership."

The wide experience of the author is revealed through the positions he has held, illustrating each chapter the importance of leadership, planning, preparation and respect for its customers, with special emphasis on teamwork, key factor in building identification by all personnel working in a company.

It also asserts that companies are not doing it permanently. To do this, who directs must possess certain characteristics, such as flexibility to manage change thinking, attitude liderante and demanding, and knowing surround himself with "good people". The amalgamation of these three points to help the company achieve the objectives.

This work summarizes the best ways to manage or run a business, whether big, medium or small, in addition to highlighting all the management responsibilities, which can generate an individual professional activities. It also gives guidelines for performance manager is orderly and responsible, by involving his closest collaborators to be motivated to achieve the goals set. Finally, the author proposes a strategy and follow it to the letter, or be able to make the necessary changes to unforeseen situations, something very common in Latin American markets.