



In our country, the shift from centrally planned mechanism into market one, although faces a lot of obstacles in the early stage but it brings successes and affirms this renovation is wholly right and also poses many problems to solve. This success reveals itself through examples in businesses of various forms of ownership. It created business model and talented managers in the new condition. This leads to the change of standard of values, ethics in line with the requirement of a

PORTRAIT OF A GOOD MANAGER IN THE COUNTRY'S ECONOMY MARKET

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market economy to political and governmental leaders, managers, entrepreneurs and scientists. In the State apparatus, the manager represents for the State and the people's benefits in terms of both administration and business. The

follows:

Firstly, the manager must be a skilled expert.

In his operational scope, the manager must master relevant knowledge, technique and management. However this requirement is based on different managerial posts. That is, higher post, higher level of management but lower level of technique. This is suitable for the law of management maximization.

In his task, the manager has to know how to combine various components into a uniform body to make decisions. He must have wide knowledge and distant vision and always study and foster himself to raise his level in many fields such as: sociology, psychology, legislation...

The manager must be a good commander. He knows to give commands suitable for every situation so that his staff easily execute them without being compelled. He should not be imperious toward his subordinates. Commands can be ex-



pressed in different forms with a view to being implemented with comfort and satisfaction. In many cases, commands presented in elegant words and voices usually result in better outcomes than what do not respect others' dignity. The manager should also know how to assign tasks to his subordinates without embarrassing them. As a result, the manager should keep close to his staff. Although he is a good expert, but he should not be full of self-praise, contrarily respect others' opinions since the knowledge of a person is limited. His staff's opinions may help the manager draw useful lessons. Consequently, he can turn his ideas into the community's activities and avoid acting as a Pooh-Bah.

The manager should have sense of purpose, targets, confidence and bravery. His sense of purpose will help him make progress. His confidence will persuade others to follow. His bravery will make him dare to think, do and take responsibility before his resolutions. The manager should have style of civilized communication. That is, he should have subtle manner and act like a man of the world. Intimate behavior and experienced communication always create good relations between the commander and his subordinates, mutual respect and benefits in the society. This is a big shortcoming of many governmental officials and business bosses at present in our country. In the condition of an open economy, the manager should meet this requirement. He needs training to fit himself to the market mechanism.

Secondly, the manager is an organizer.

The organizer should know how to build his managerial system scientifically. His activeness and creativeness is to make an appropriate structure in the system. The appropriateness shows in a simple machinery of high quality and efficiency. This requires the manager to know how to make suitable assignments to every department of the system and every person in the department. These assignments should help everybody, every department be able to use their skill for the work and avoid overlapped jobs. Therefore, his subordinates can have chances to be promoted.

As an organizer, the manager should know how to create a higher power and reputation than others. This is in line with the fifth law of management and reflects special re-

lation between the leader and his inferiors. His reputation originates from his intellectual and professional quality as well as his virtue. It shows trust and respect of his subordinates, associates and superiors as well as his influence on subordinates and others' awareness, sympathy and deed.

The manager should know how to work with everybody. He should write out honest reports on his unit's operation to help the superiors avoid bureaucracy and gain proper information in order to make appropriate decisions.

Working with his associates, the manager usually focuses on settling relation of benefits. Therefore, in this relation, there must be cooperation and consensus on a certain benefit.

Dealing with his subordinates is usually complicated. The manager should make suitable schedules to work with his subordinates; always take initiative in content, place and time. He must be of subtle, experienced and intimate manner with a view to creating a close relation with his subordinates. However he should have the art of skillful repartee to reduce unexpected contacts.

Being an organizer, the manager should know how to train, foster and streamline his staff. Initially, he should implement the personnel planning well, assign functions, rights and obligations to his staff. He makes appropriate evaluation, selection and promotion based on personality and capability of every subordinate.

Training and fostering cadres should begin from the establishment of an army of reserve leaders for the near future. These cadres' knowledge and skill will be improved to meet the future tasks. The manager should appoint proper persons to vacant posts so that they can fulfill their tasks and produce maximum benefits to the establishment.

Thirdly, the manager should be a socio-political activist.

Political issues include the State regime and management, leadership of a class, construction of the Party... Basic benefits of classes reveals themselves in politics. The manager manipulates activities of a community, so he should be a socio-political activist and have a working style of a leader. His work must combine theory with practice, be of high ideology and principle. He should be skillful in his job, assume high responsibility, resolutely struggle against bureaucracy, individual-

ism and localism.

As a socio-political activist, the manager should know how his subordinates live and work and what they think and dream of. Do they have to do additional jobs besides their jobs in the office to overcome financial difficulties. The manager should help them raise their living standard and remove their obstacles so that they can devote their energy to the establishment's operations. At the same time, the manager should take part in social activities such as: charity, sponsorship... to help carry out the Party and Government's planned social policy.

Fourthly, the manager should be an educator.

Education (in a certain meaning) is a process of forming belief, ideal, motive, sentiment, behavior, personality, good habits in the society concerning fields of ideology, politics, ethics, labor, study, art... So if the management lacks in educational factor, it cannot be implemented. That is a process impacting both awareness and deed; absorbing both knowledge and value; drawing individual practical experience, learning and participating in social activities. As a result, the manager should be an exemplary educator to find out methods appropriate to his apparatus.

To become an educator, the manager should have enough quality of a teacher. He should have honesty and good sentiment. The sentiment derives from the patriotic, revolutionary ideal "rich people, powerful nation, equitable and civilized society". It shows in the love toward laborer, career, the interest in work, the joy with his subordinates' achievements, the responsibility before their deficiencies, the determination, the self-control in dealing with inferiors, the honest and simple life style. The manager should know how to attract others by his own words and make them understand to execute satisfactorily his decisions. The manager should avoid overestimating issues and embarrassing his subordinates. He should also create conditions for everybody to learn, improve their skill in line with the requirement of management.

These standards has been concentrated on current images of skillful managers in the shift of our economy. Along with the development of the market economy under the socialist orientation, there may be supplement and perfection to these standards.