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The Improvement of Abilities and Qualities in the Cultivation of Outstanding Managers in Universities

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Abstract: The cultivation of outstanding managers is not only a need for enterprises, but also a responsibility of universities. Excellent managers should focus on cultivating their ability to formulate and execute strategies, build systems, innovate, manage performance and incentives, lead teams, and grow themselves.

Keywords: Excellent Manager; Role Positioning; Ability and Quality.

1. Introduction

The Innovation Practice Class for Outstanding Managers at Liaoning University of Science and Technology focuses on the core values of "being outstanding and surpassing oneself", and focuses on the cultivation of outstanding management talents. It adopts a talent cultivation model that combines professional education with management education, theory with practice, and school with enterprise. It emphasizes the cultivation of management ability and the exercise of management practice, and consciously guides students to explore their own management potential, encourage students to unleash their management talents, enabling them to grow into high-quality and outstanding managers with excellent professionalism and strong management skills.

2. Correctly Understanding the Role Positioning of Excellent Managers

The three questions that outstanding managers should focus on the most are: Who am I? What shall I do? How can I do it more effectively? Who am I? "Solves the problem of positioning the role of a manager, which means being clear about your management role in the unit. Who are you? What should I do? "Solves the problem of managers' responsibilities, that is, to be clear about what to do in their position as managers to maximize the value of your work; How can I do it more effectively? The solution to the problem of work methods and work effectiveness is to have high-performance thinking, as well as high-performance work skills and methods, so that team members can exert their maximum energy and promote the faster and better development of the unit. From another perspective, 'Who am I?' is the interpretation of people, 'How should I do it?' and 'How can I do it more effectively?' are the interpretations of things. An effective manager should be a master of doing things, and more importantly, a master of being a person.

Excellent managers emphasize the effectiveness of management, which largely depends on their mindset and behavior. They are committed to doing the right thing, doing it right as quickly as possible, completing their tasks on time, with quality and quantity, and producing results. They emphasize the transformation of knowledge and wisdom into results.

Therefore, general managers should play five roles as leaders, guides, guides, innovators, and organizers. In each role, they should play a role that employees cannot play, and make every role perfect.

3. The Abilities and Qualities That Outstanding Managers Should Possess

An outstanding manager, in addition to being able to lead the rapid development of their company, command their employees to create maximum performance for the enterprise, and continuously improve their professional skills, must also possess the following abilities and qualities in order to be called an outstanding manager.

(1) Strategic formulation and execution capabilities

Excellent managers should have a long-term perspective, formulate development strategies and goals that are suitable for their company, analyze the opportunities and challenges in the market environment, the strengths and weaknesses of the company, explore the opportunities and conditions for achieving the strategy, and determine the implementation strategies for achieving the strategic goals; Having strong resource coordination ability, able to judge and complete a task arrangement and unified call in the shortest possible time; Strong conceptual design ability, able to design and develop workflow, refine steps, implement details within a specified time frame, and transform development goals into executable specific solutions. At the same time, during the implementation of the plan, it is necessary to have a certain level of execution monitoring ability. It is necessary to track and inspect the execution process of the company's development plan, control the pace of the plan's progress, promptly handle exposed problems, and make corresponding adjustments to the plan according to the specific situation. At the same time, it is necessary to have the ability to evaluate and provide feedback on strategies and plans, summarize key information on the success and failure of strategic implementation, evaluate the actual value of strategic implementation, and promptly and accurately provide constructive opinions or suggestions to superiors.

(2) Institutional building ability

Building a scientific and reasonable institutional system is the prerequisite and foundation for doing a good job in enterprise management. Excellent managers should have a certain level of institutional construction ability, and should do a good job in implementing the system, striving to achieve the goal of asking questions about the system and not asking

people. This requires outstanding managers to have a strong sense of institutional awareness, a comprehensive understanding of the functions, mechanisms, and organizational structure of enterprise management systems, and the ability to establish standardized rules and regulations to manage enterprises and improve the efficiency of organizational operations. When formulating and revising relevant rules and regulations, it is possible to take into account the characteristics and operational patterns of each department, integrate various management systems, and reflect the integrity, systematicity, and consistency of the rules and regulations system, which can promote the management of the enterprise. While formulating the system, we must adhere to its implementation and have the confidence, determination, and courage to act in accordance with the system, rather than just formalizing its implementation. With the continuous changes in the situation and the continuous development of enterprises, outstanding managers should be able to timely detect the irrationality of systems and objectively evaluate existing systems based on their operation and execution. For problematic systems or systems that need improvement due to changes in work content, they should promptly abolish, modify, or redesign them.

(3) Innovation capability

Innovation is the driving force behind an organization's development, and failure to innovate can only lead to a dead end. As an excellent manager of an organization, one must possess the ability to constantly innovate and follow the development of the situation. This requires outstanding managers to maintain an open mindset towards the constantly changing situation and related political, economic and other information, closely monitor new trends and developments within and outside the industry, and be willing to propose unique perspectives, insights, and methods in the new situation, and to take corresponding risks to formulate new policies, systems, measures, and methods suitable for enterprise development. Within the organization, it is necessary to continuously create an innovative atmosphere, encourage employees to innovate in their work, welcome and agree with the proposal of new ideas and methods, and establish Bole Awards, new idea projects, etc. to encourage employees to participate in the innovation process. At the same time, they should maintain high vigilance and sensitivity to potential risks and crises, and actively strive to cope with future opportunities and challenges.

(4) Performance and incentive management capabilities

The healthy and rapid development of enterprises requires that managers must possess a certain level of ability in enterprise and employee performance and incentive management. This requires excellent managers to have clear, measurable, achievable, and challenging work goals for the enterprise, themselves, and subordinates, and to conduct performance evaluations on organizational departments, themselves, and employees based on this, This requires the development of scientific and reasonable performance evaluation standards and methods. After the development of performance evaluation standards and methods, they should be strictly implemented, and the progress of achieving goals should be closely monitored to grasp the progress of related work. Actively identify issues and opportunities that affect performance appraisal, and continuously explore ways and means to improve performance appraisal. In addition, it should be noted that when formulating performance evaluation methods and methods, attention should be paid to motivation, which should reflect scientific, fair, and operational aspects. Continuously promote the optimization process of performance evaluation, salary and benefits, and reward systems. Reasonable, motivating, and competitive rewards and rewards should be continuously provided to employees in the form of salary, position, recognition, and other forms, and employees' work should be recognized in different forms, To enable them to experience the value and sense of achievement of work and effort, efforts should be made to create more development opportunities and greater development space for employees, so that employees have confidence in their own and the development of the enterprise.

(5) Ability to lead a team

Excellent managers themselves are not truly outstanding, bringing out excellent teams is truly outstanding. Excellent managers should have sufficient ability to influence others, including the ability to spread ideas, inspire, and demonstrate behavior. They should lead by example and set the best example for their employees; They should have the ability to recognize and employ people, have a deep understanding of the characteristics, advantages, strengths, and maturity of their subordinates, have a certain ability to predict and judge the potential hidden in employees, be able to use their strengths, and strive to make their subordinates do what they are good at, creating conditions for them to leverage their strengths; To have the ability to cultivate subordinates' continuous growth, it is necessary to have the ability to plan goals, design careers, actively guide, impart experience, and provide feedback. This can create more opportunities for employees and give them greater room for growth.

(6) Self growth ability

Excellent managers must possess the ability to continuously grow themselves, including self-management and learning abilities. Self-management skills generally include clear self-positioning, high sense of responsibility, self-discipline, and the confidence and determination to continuously grow oneself, not giving up easily; Learning ability is a necessary skill for an excellent manager, including capturing learning opportunities, a high level of learning awareness, the ability to constantly explore the unknown, the ability to persist in learning, the ability to summarize and improve experiences, and the ability to organize everyone to learn together.

(7) Ability to overview the overall situation

Excellent managers should have the ability to take a comprehensive view of the company's long-term development, including resource integration ability and system thinking ability. The ability to integrate resources requires excellent managers to have a broad perspective and sharp intuition, be able to insight into the value, needs, and future development prospects of various resources inside and outside the enterprise, and be adept at concentrating and integrating various limited and scattered resources. Through comprehensive thinking and coordination of organizational operations, these resources are uniformly distributed and used, so as to maximize the utilization rate of various resources. The ability to think systematically requires outstanding managers to possess a certain pioneering spirit, not be complacent, be able to break thinking patterns, have an open mindset, and be able to creatively solve problems faced by enterprises; Have a certain ability to seize the opportunity, timely grasp and grasp the opportunities that appear in front of you, quickly grasp the core and key issues that arise in practical work, seek feasible and optimal solutions, and execute them as soon as

possible. When carrying out work, it is necessary to achieve the unity of the whole and the parts, as well as the unity of the overall goals and sub goals. It is necessary to not only see opportunities but also predict potential risks and problems, consider advantages while facing disadvantages, and be able to find practical and feasible solutions based on specific actual situations.

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