

## Member's Quarterly

## Spring 2025 Edition

### President's Message

## Managing in the 21st Century

*What you need to succeed*

**K**orn Ferry is an international consulting firm with many years of experience in hiring, training and developing managers. I found an article in which they explain their framework for managing in today's complex and ever-changing workplace. This framework includes five elements that can help any manager succeed in this climate.



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*President*

### Right Size

Korn Ferry believes that managers must have the right number of staff to allow them to reach their organizational and strategic goals. There should not be too many because that will cause not only overspending, but overlapping in duties and responsibilities that will hamper productivity. There should also not be too few. That will lead to burnout and employees not being able to reach their full potential.

### Right Skills

We all inherit a cadre of employees who bring a certain skill set to their jobs and work teams. Good management involves accurately assessing your workforce and determining where there are gaps or where you need to improve skills and capacity. This will allow managers to allocate resources as required and to always have a backup in case a key employee becomes incapacitated or leaves the organization.

### Right Shape

Organizational structures are another key element that management must get right to be effective in the new world of work. It is not just about having your design, production and marketing systems all lined up. Attention also must be paid to how people fit into the structure that you have created so that they will feel engaged, motivated and really part of the structure.

### Right Site

Are your people in the right jobs that will allow them to grow, develop and fully contribute to your organization? This may be a bit like weeding your garden. Removing dead leaves and debris and ensuring that your star performers have what they need to shine. Put them in the right place and support them through good training and development programs, coaching and mentoring.

### Right Spend

Money is always an important and often fought over resource within organizations. There are often competing demands with compelling arguments. Good managers know how to marshal and preserve valuable dollars so that they know when to invest and even more importantly, when to pull back. The ultimate test for managing in the 21st century is how well you manage your financial resources. Spend wisely to ensure your continuing success.

*Nathaly Pascal is President of IPM [Institute of Professional Management].*