

## POINTS IN DEVELOPING AND MAINTAINING THE RELATIONSHIP

A good secretary:

1. Understands the manager's "context" (goals and objectives - pressures, strengths & weaknesses, preferred work style) and works to contribute and help;
2. Understands self (own strengths, weaknesses, work style);
3. Clarifies role and expectations;
4. Gives and asks for information when needed;
5. Supports and represents officers and gives credit where it is due;
6. Organizes and co-ordinates work;

A good manager:

1. Conveys clear expectations;
2. Gives others sufficient information on matters which may be of concern;
3. Gives credit where it is due;
4. Provides for necessary participation in decision-making;
5. Develops staff through delegation, additional responsibility, feedback, participation, training and education;
6. Is open to ideas and encourages creativity;
7. Works with others in the team to ensure the team runs smoothly.

## MANAGING THE WORKLOAD: MANAGING AND ORGANIZING FOR RESULTS

The purpose of a work team is to achieve desired results, to make sure the work gets done. Thus, both secretaries and officers must apply management skills - planning, organizing and controlling - to obtain those results.

A) PLANNING is to determine WHAT needs to be done.

The planning process involves:

- \* choosing jobs to be done;
- \* setting goals, determining realistic deadlines, deciding on priorities (whether linked to time or importance);
- \* deciding plans of action to achieve those goals;
- \* scheduling the use of resources (people, equipment/materials time, money) needed to achieve the goals;
- \* anticipating potential problems and developing contingency plans.

Time spent on systematic planning pays off:

- \* one can focus on priorities and develop the best ways to obtain the desired results;
- \* available resources can be allocated more effectively - this is especially important in times of limited resources;
- \* office equipment can be updated to make the office more efficient;
- \* potential problems can be anticipated and avoided where possible; and contingency plans developed for those that cannot be prevented (cuts down on "fighting fires").