



## Tip Sheet by De Backman-Hoyle

### The Purely Technical Manager

*“We have some great technical managers but we just cannot seem to get through to them that people are just as important as the tasks they prioritise over people at times”.*

How do we get these managers to understand the importance of balance between tasks and people?



Sometimes people are put into positions of managing others because they are recognised as being brilliant in another area, namely their technical ability.

This approach has been recognised and evidenced over many years starting with the information gathered in the ‘Karpin Report’ way back in 1995.

I have met technical experts that have admitted that they don't like managing people, this is a bit ironic don't you think given so much success as a manager comes down to your interpersonal skills and abilities.

You might assume that liking or at least having appreciation of people is a reasonable pre requisite to being positioned well as a manager.

If meritocracy is not an option for your business and you do have a person that struggles with the people side of the job one way to support their preferences and gain appreciation is to appeal to the cognitive and rational reasons behind people management, working through the risks associated with not giving feedback in a



timely manner etc, describing the benefits of good people maintenance, often when there is evidence to support the argument it will have more legitimacy for such people.

One thing people do that does not support this situation is to try to enforce a new style or preferred personality preference upon a technical person to become a 'People Manager' sending them off to copious soft skills training sessions where technical managers are outed as being cold hearted and not effective as managers, this will only compound your situation.

Work with the strengths that your technical manager has, think about delegation for some people oriented tasks that may be better suited to another team member, knowing that the role and responsibility of performance management of staff is not something that can be delegated to another.

Scheduling people activities with structure, purpose and recorded actions and outcomes often provides momentum for the purely technical manager to build practices and habits that others gain advantages from.

Final word, in no way should we stereotype people into shapes such as all task focused or all people focused, most people will be a hybrid of both weighted towards a preference.

*This tip sheet is part of the skills training that is covered in the Making Managers Matter programs.*

*For more information on these programs contact us on:*

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