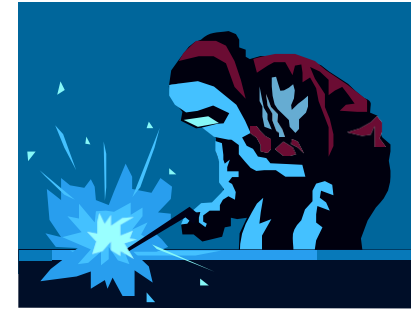
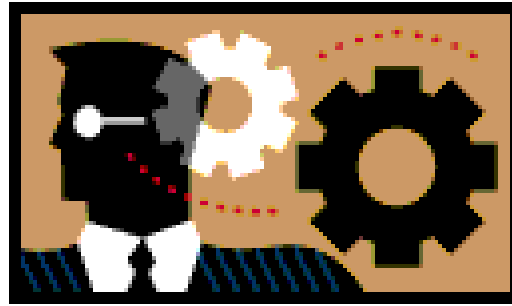




Management and Organisational Behaviour

Week 3

Recap

A blue, irregular cloud-like shape with a black outline, centered on the page. Inside the cloud, the text "What did we discuss last week?" is written in white, sans-serif font, arranged in three lines.

What did we
discuss last
week?

Last week...



- Why organisations exist
- Factors affecting organisations
- Mintzberg's theory on organisations (*'how they are 'made up''*)
- Role of managers and why we need them
- Leadership theories
- McGregor's X and Y theory

Today's objectives

Continue looking at leadership theories

Assess your level of leadership and if you are considered 'a leader'

Managerial Behaviour & Effectiveness

Influences on Organisational Behaviour

Show links between the knowledge/content and assignment 1

Who is Craig Poole?

Craig Poole and the style of leader

- President of Reading Hospitality who owns the 'DoubleTree' Hotel in Pennsylvania
- He has won hotel awards for 'General Manager of the Year' on three different occasions
- He believes in the philosophy 'Follow Me and I will be Behind You'
- He truly believes in supporting his employees and that everyone deserves a second chance
- He looks to hire 'selfless people' with a genuine joy for hospitality and the city of Pennsylvania
- Leading by example is a key belief of Craig . He said in a recent interview:

*"You know, my pockets are full of trash in the morning because I pick up trash all the time.
Because people see me pick it up, they pick it up"*



Group Discussion

Let's link Craig Poole to 'Blake and Mouton'...

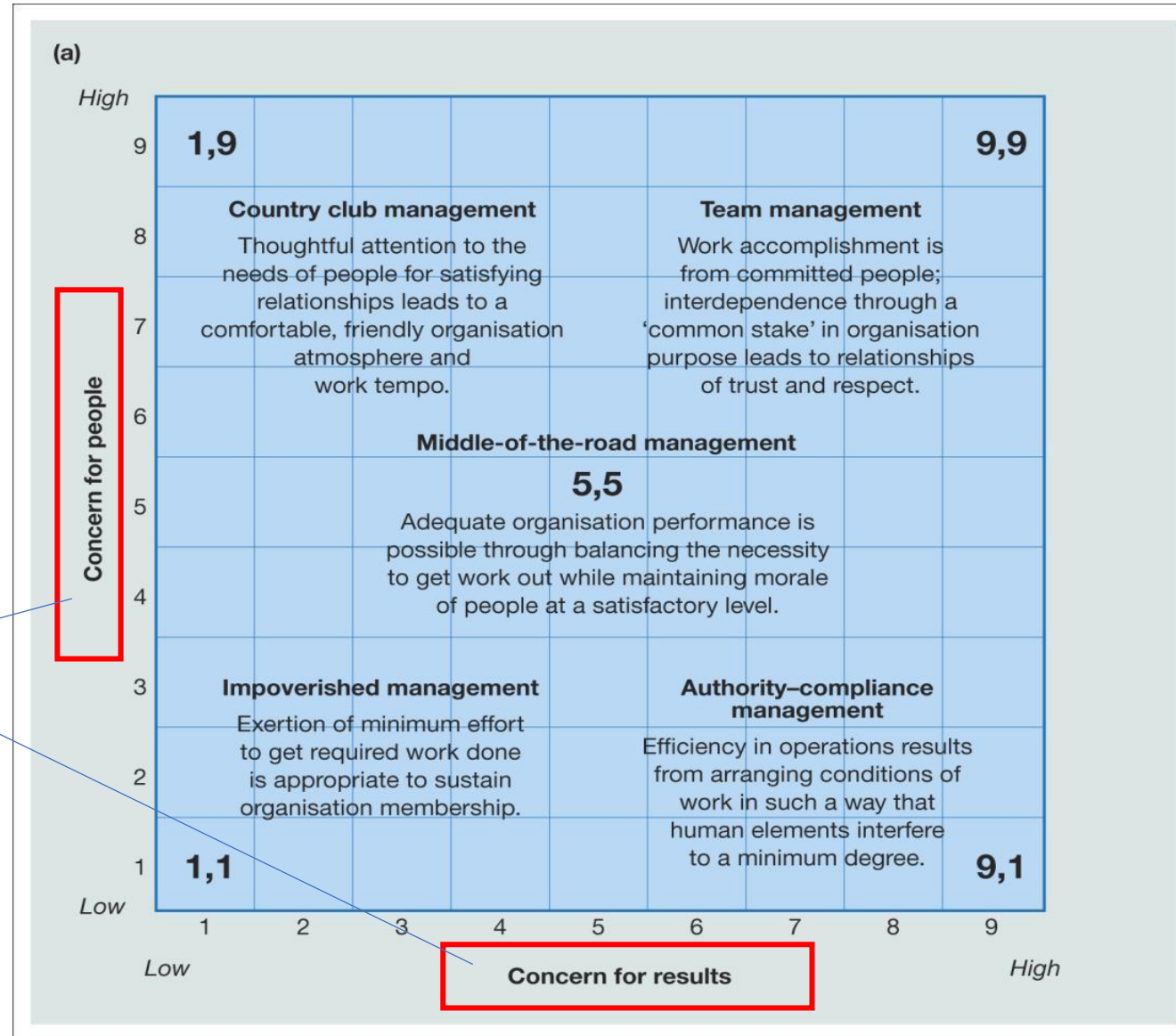
What type of leadership style does he show and where does it fit on the grid?

A view of the Blake and Mouton Managerial Grid

The categories or 'styles' are determined by these two dimensions:

- **Concern for production (results)**

- **Concern for people**



Blake & Mouton (1964)

Other managerial leadership approaches...

1. Qualities or traits approach
2. Leadership behaviour
3. Styles of leadership
4. Transformational leadership
5. Inspirational leadership
6. Action-centred leadership

Adair's Action Centered Leadership model

- John Adair , born in 1934 is an academic and expert in leadership theory
- Previous to this model, he published his 'Great Man' theory
- This 'ACL' model clearly differentiates between leadership and management
- Leadership is defined in the context of three distinct yet overlapping spheres

Action-centred leadership

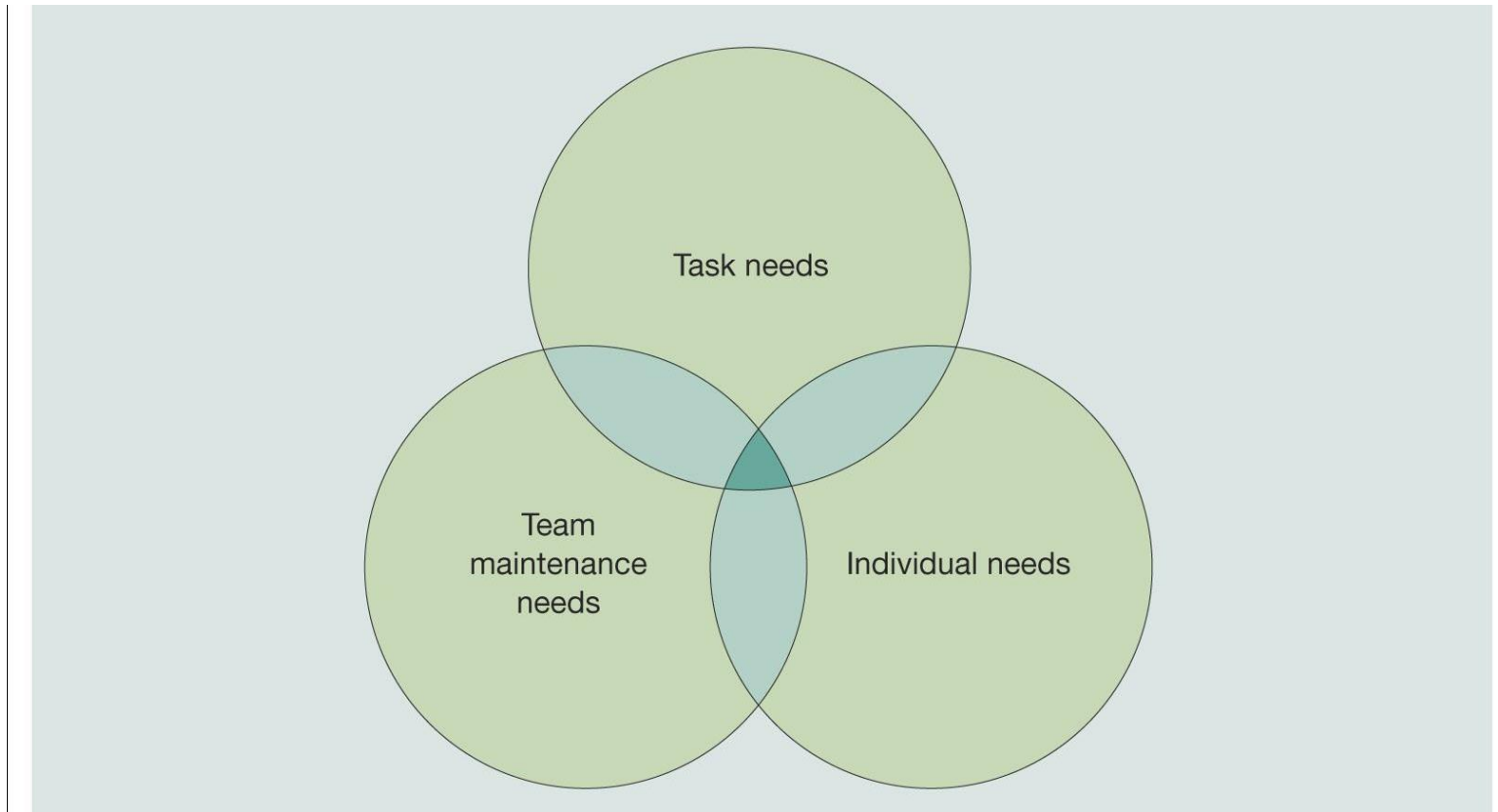


Figure 10.2 Interaction of needs within the group

Source: Adair, J., Action-Centred Leadership, Gower Press (1979), p. 10. Reproduced with permission from Gower Publishing Ltd.

1. Action-centred leadership: Task functions



- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

2. Action-centred leadership: Team functions



- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub-leaders

3. Action-centred leadership: Individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual



Great Man theory of leadership

Your task:

- What is great man theory of leadership? (*summaries in a few sentences*)
- Do you agree or disagree with this view?

HOW GOOD AT LEADERSHIP ARE YOU?

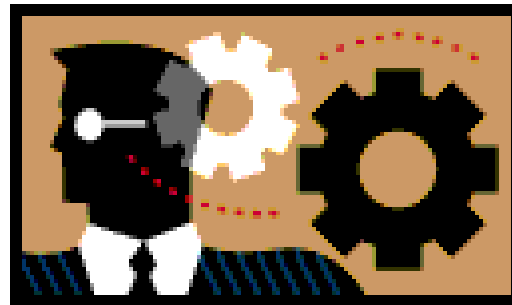


Complete the questions
and then post your results
in the chat

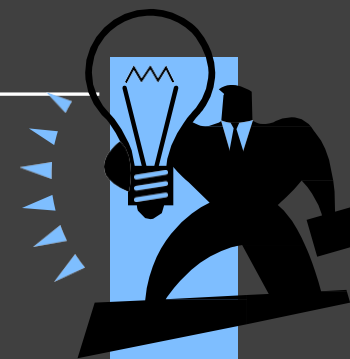
*(Scroll down once the
website loads, there are 18
statements to answers)*

Break





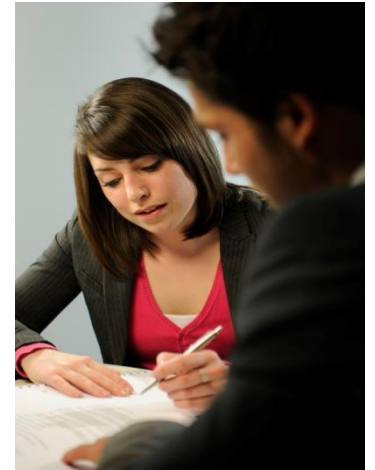
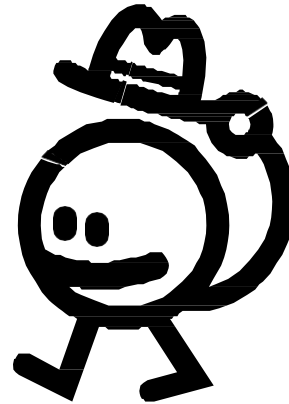
Managerial Behaviour & Effectiveness



Managing people

'Treat people with politeness, respect and dignity and in doing so create a strong role model for others to follow. Building a reputation of fairness gives you a buffer against the times when the policy is wrong, or you behave badly.'

Warren Buffett (2021)



Managerial style and behaviour



Managerial Authority (ACAS):

Old days: came from hierarchical position in the structure of the organisation.



Today: Emphasis on the individual and their position in the workplace.

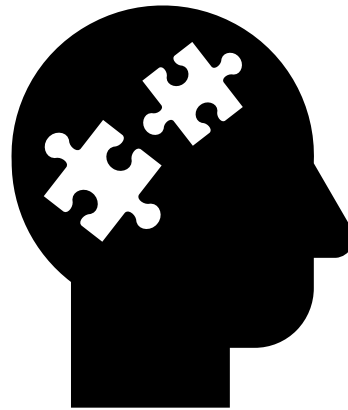
Successful managers need to be able to handle people successfully.



Dominant management style

- The dominant style of management is influenced in any particular situation by:
 - Organisation – the nature of the organisation in which a manager is employed
 - Values – the personal values, beliefs or ideals of the manager
 - Personal history – the deep rooted personal history of the manager
 - Chance – lack of experience has not provided the manager with an opportunity to learn different approaches

Addressing Mental Health in the workplace



Acas framework for mental health at work



Our shared goal:
positive wellbeing and productive workplaces

(ACAS, 2023)

Employers

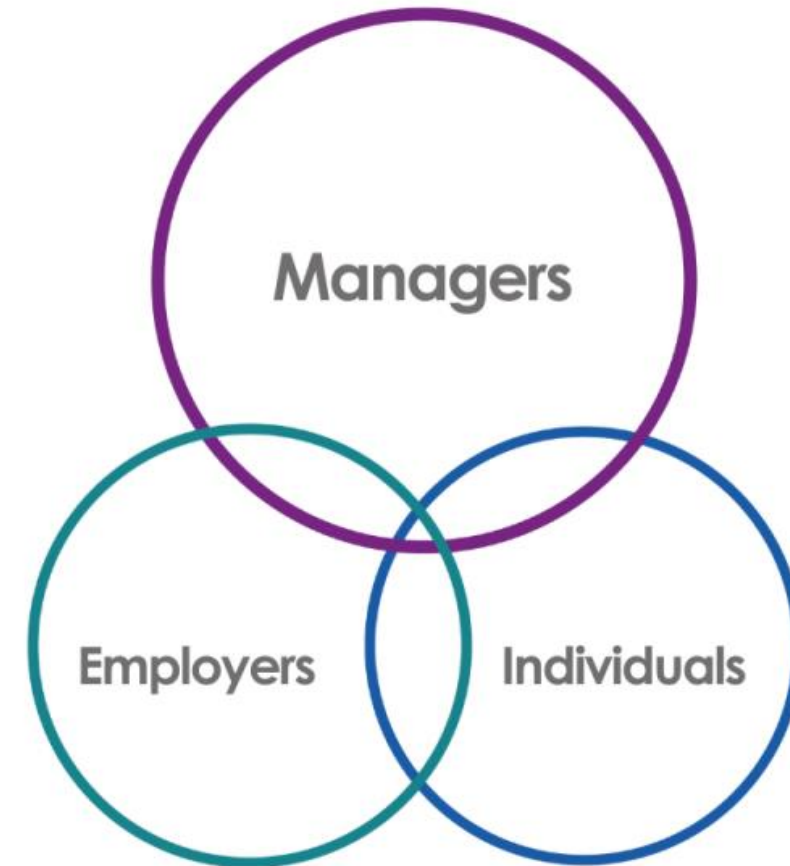
- Lead and embed a wellbeing strategy
- Reduce stigma
- Tackle the causes of workplace stress
- Support and train managers
- Understand the impact personal issues can have on mental wellbeing



(ACAS, 2023)

Managers

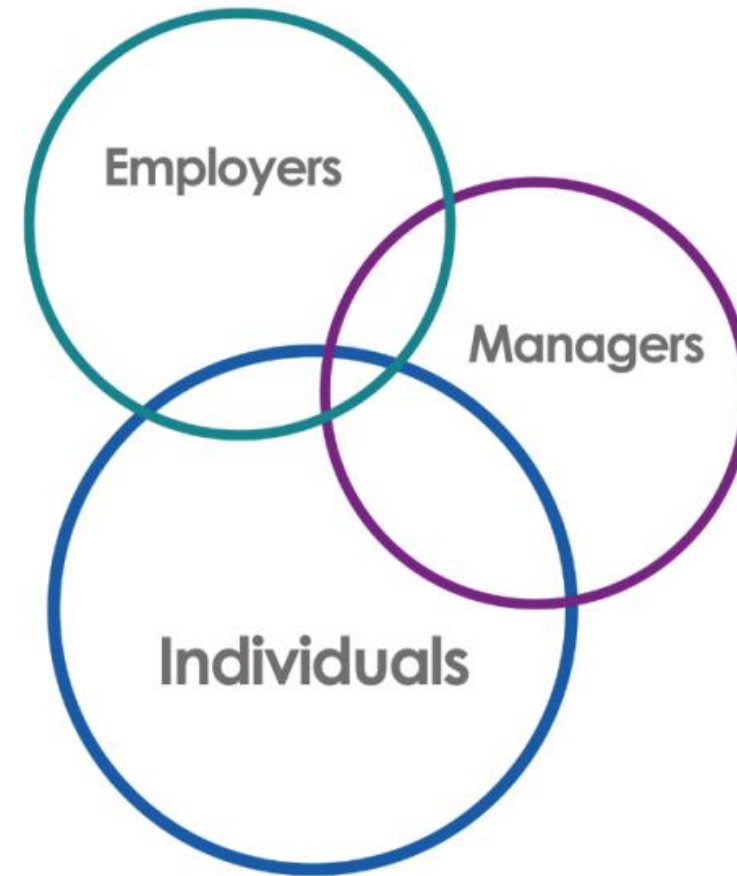
- Build rapport
- Plan work with people in mind
- Have confidence and knowledge in managing mental health
- Handle difficult conversations effectively
- Support work-life balance



(ACAS, 2023)

Individuals

- Look after their own wellbeing
- Use positive coping strategies
- Identify personal stress triggers
- Engage with line managers
- Take notice and support colleagues



(ACAS, 2023)

Golden rule management: Mary Kay Ash

- Trust people fairly but according to merit
- Make others feel important
- Motivate people by praise
- Encourage feedback
- Sandwich every bit of criticism between two layers of heavy praise
- Have an open-door philosophy
- Help other people get what they want
- Never hide behind policy or pomposity

(Ash, 2008)



Activity

Think of a manager you know

What makes them efficient or inefficient?

What makes them effective or ineffective?

Think

Efficiency and effectiveness

Efficiency

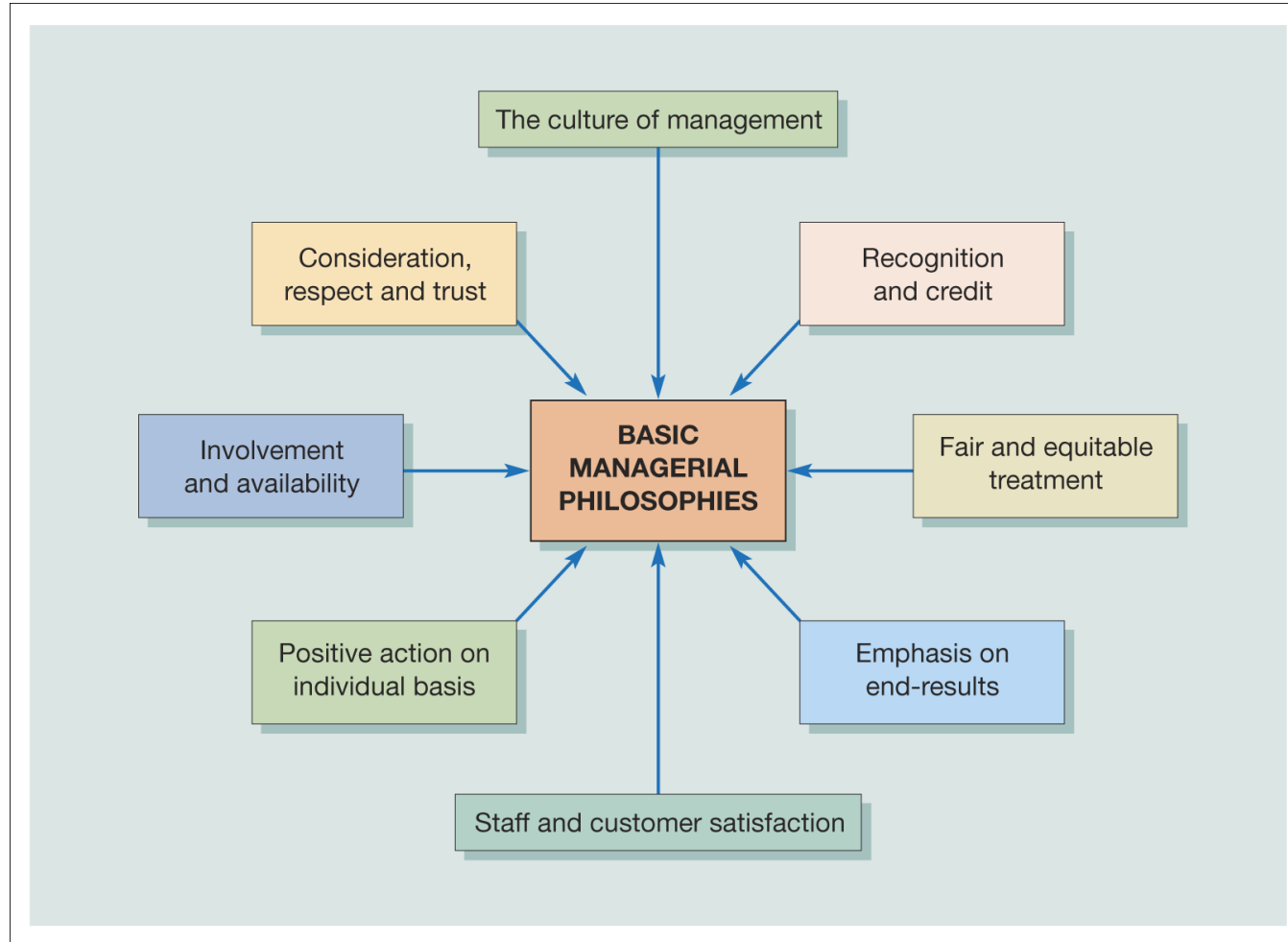
- Concerned with 'doing things right'
- Focus is on the inputs and what the job requires

Effectiveness

- Concerned with 'doing the right things'
- Focus is on the manner by which results are achieved and the effects on people: outputs



The effective management of people



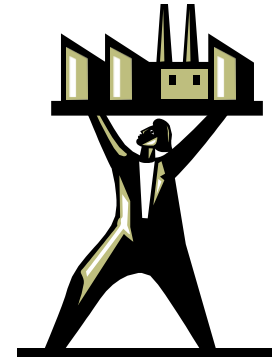
(Mullins, 2016)

Managerial effectiveness

'The manager is the dynamic, life-giving element in every business. Without their leadership the resources of production remain resources and never become production.'

In a competitive economy above all, the quality and performance of the managers determine the success of a business: indeed they determine its survival.'

(Drucker, 2007)



Effective and successful managers

Luthans makes the following distinction:

Effective managers:

- Concentrate on achieving organizational and team goals.
- Efficiently manage their teams.
- Make informed decisions.
- Measure success by meeting organisational objectives and contributing to team and organisational success.

Successful managers:

- Speed of their performance within the organisation.
- Excel in navigating the organisational hierarchy.
- Build influential networks.
- Focus on personal career goals.
- Measure success through promotions, salary increases, and personal achievements.

(Luthans, 1988)

How can effectiveness be Measured ?



Measures

- The strength of motivation and the morale of staff
- The success of their training and development
- The creation of an organisational environment in which staff work willingly and effectively

Indicators

- Meeting important deadlines
- Accuracy of work
- Level of complaints
- Adherence to quality standards
- Productivity
- Adhering to budgets set

IoH Management Standards

The MSC is a UK organisation which is responsible for formulating and promoting occupational standards for management and leadership within business.

6 key functional groupings of managerial activity:

- A. Managing self and personal skills
- B. Providing direction
- C. Facilitating change
- D. Working with people
- E. Using resources
- F. Achieving results



The management of time

'Time is a unique resource – you cannot rent, hire, buy or otherwise obtain more time. The supply of time is totally inelastic; time is totally irreplaceable, and everything requires time.'

Drucker (2007)

Reflection:

On a scale of 1 to 10, how good is **your** time management?



Quiz

How Good Are Your Time Management Skills?



Discussion

As a future manager, how
can you use this tool?

Pareto Principle

80% of your output arises
from 20% of your input



20% of customers create 80% of turnover

Time is a scarce managerial resource

Managers are busy, but are they effective?

(Pareto, 1906)

Good time management

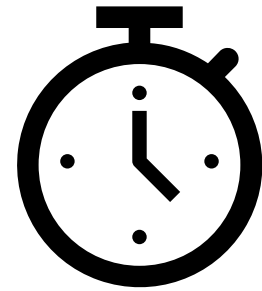
- Are managers busy being busy?
- Is being busy being effective?
- Techniques for good time management include:
 - Clear objectives
 - Careful forward planning
 - The definition of priorities and action
 - The ability to delegate successfully
 - Flexible working



Time Management

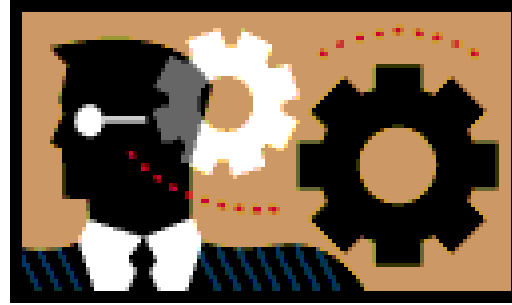
For each management activity, managers should ask themselves:

- Should it be done at all?
- If so, when should it be done?
- Should I be doing it or should it be delegated?

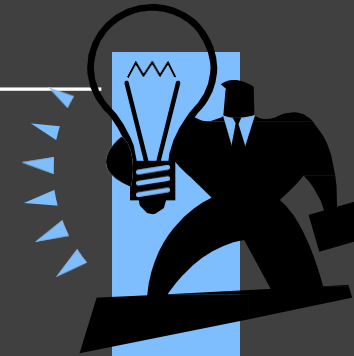


Break





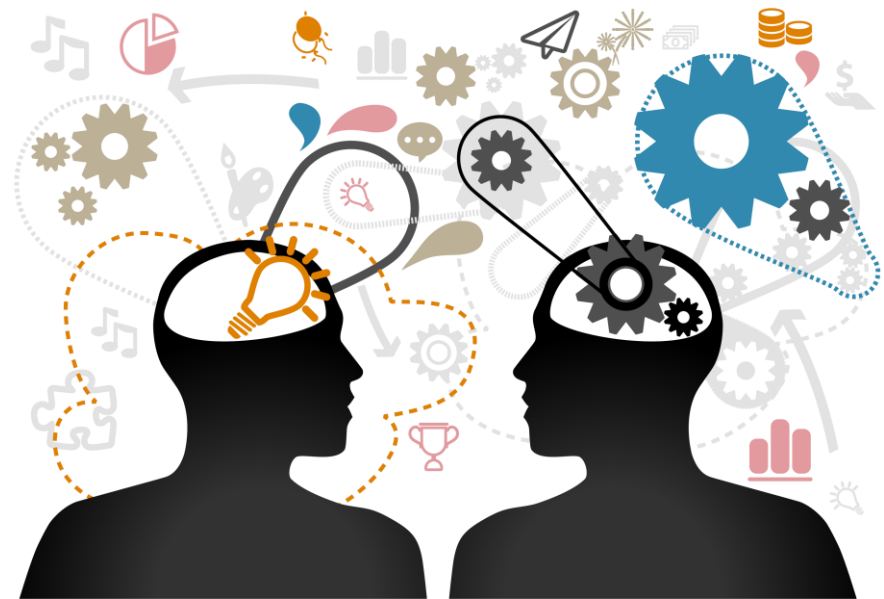
Influences on Organisational Behaviour



Influences on Organisational Behaviour

- The individual
- The group
- The organisation
- The environment

Now to discuss these further...



The Individual

- Individuals matter in OB – it's about people
- Organisations are made up of individual members
- Conflict arises if needs and demands of the organisation and the individual are incompatible.

THE IMPACT ON MANAGEMENT

The task of management is to integrate individuals and the organisation as a means to attaining shared organisational goals



The Group

- Groups are essential to organisation work and performance.
- Can influence individual behaviour and performance.
- Often develop their own hierarchies and leaders.
- Can be formal or informal.

THE IMPACT ON MANAGEMENT

Managerial understanding of group processes can significantly help the task of integration.

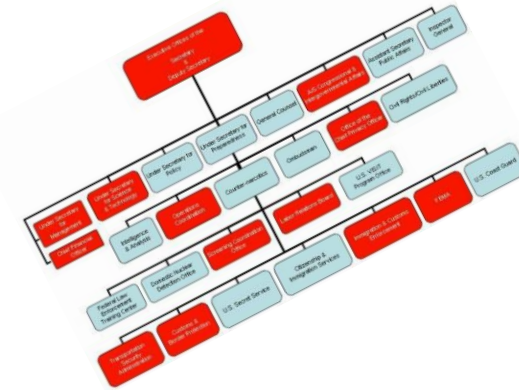


The Organisation

- Formal organisational structure is created by management.
- It establishes internal relationships.
- It helps to direct the organisation towards the achievement of organisational goals.
- Provides order and systems.

THE IMPACT ON MANAMGEMENT

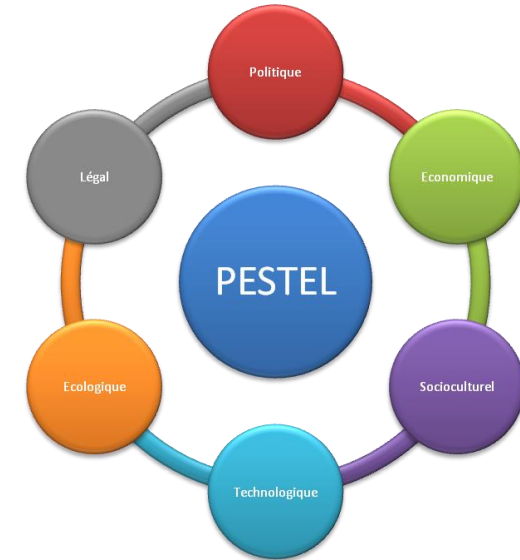
Organisational design can have an impact on the behaviour of people within organisations.



The Environment

External environment affects organisations as the result of:

- Technological and scientific development
- Economic activity
- Social and cultural influences
- The impact of government actions



THE IMPACT ON MANAGEMENT

Management needs to assess and manage the opportunities and risks presented by the external environment to the achievement of goals.

3 Basic Attitudes to work

1. **Instrumental orientation:** Work is not central to life, just a means to an end.
2. **Bureaucratic orientation:** Work is central to life and there is a sense of obligation both to the work and the organisation.
3. **Solidaristic orientation:** Work is about being part of a group and these relationships are more important than the organisation

Which are you???

Goldthorpe et al.

International and cultural influences

'The 'British version' of the work ethic prevails, implying heads-down work, focused agendas, punctuality, efficiency.

In French and Spanish offices, it takes **the first hour to kiss everyone, the second to discuss local gossip** and the **third to pop out for a coffee and croissant**.

In Britain, these activities would count as **sexual harassment, time-wasting** and **absenteeism**.'

Reeves



The People – Organisation relationship

People generally respond in the manner in which they are treated.

Many problems in the people–organisation relationship arise not so much from what management does, but how it is done

... The psychological contract



INDIVIDUALS' EXPECTATIONS OF THE ORGANISATION

- Provide safe and hygienic working conditions.
- Make every reasonable effort to provide job security.
- Attempt to provide challenging and satisfying jobs, and reduce alienating aspects of work.
- Adopt equitable human resource management policies and procedures.
- Respect the role of trade union officials and staff representatives.
- Consult fully with staff and allow genuine participation in decisions which affect them.
- Implement best practice in equal opportunity policies and procedures.
- Reward all staff fairly according to their contribution and performance.
- Provide reasonable opportunities for personal development and career progression.
- Treat members of staff with respect.
- Demonstrate an understanding and considerate attitude towards personal problems of staff.

ORGANISATIONAL EXPECTATIONS OF THE INDIVIDUAL

- Uphold the ideology of the organisation and the corporate image.
- Work diligently in pursuit of organisational objectives.
- Adhere to the rules, policies and procedures of the organisation.
- Respect the reasonable authority of senior members of staff.
- Not to take advantage of goodwill shown by management.
- Be responsive to leadership influence.
- Demonstrate loyalty, respect confidentiality and not betray positions of trust.
- Maintain harmonious relationships with work colleagues.
- Not to abuse organisational facilities such as email or Internet access.
- Observe reasonable and acceptable standards of dress and appearance.
- Show respect and consolidation to customers and suppliers.

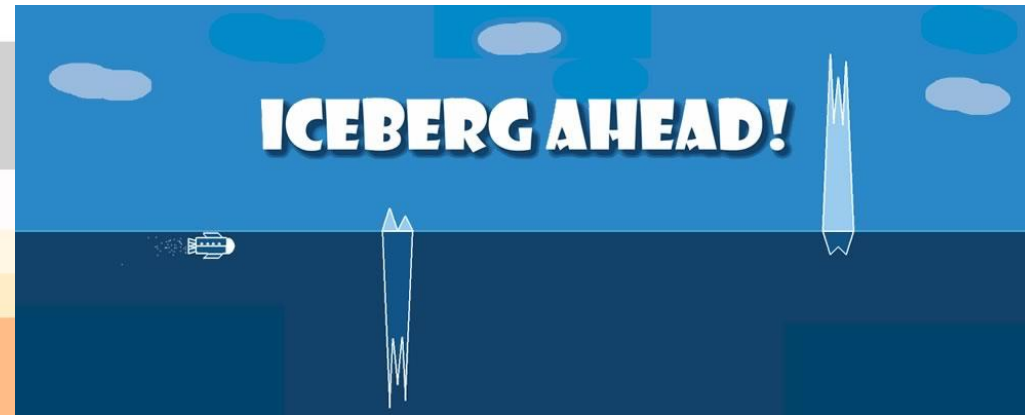
The psychological contract:

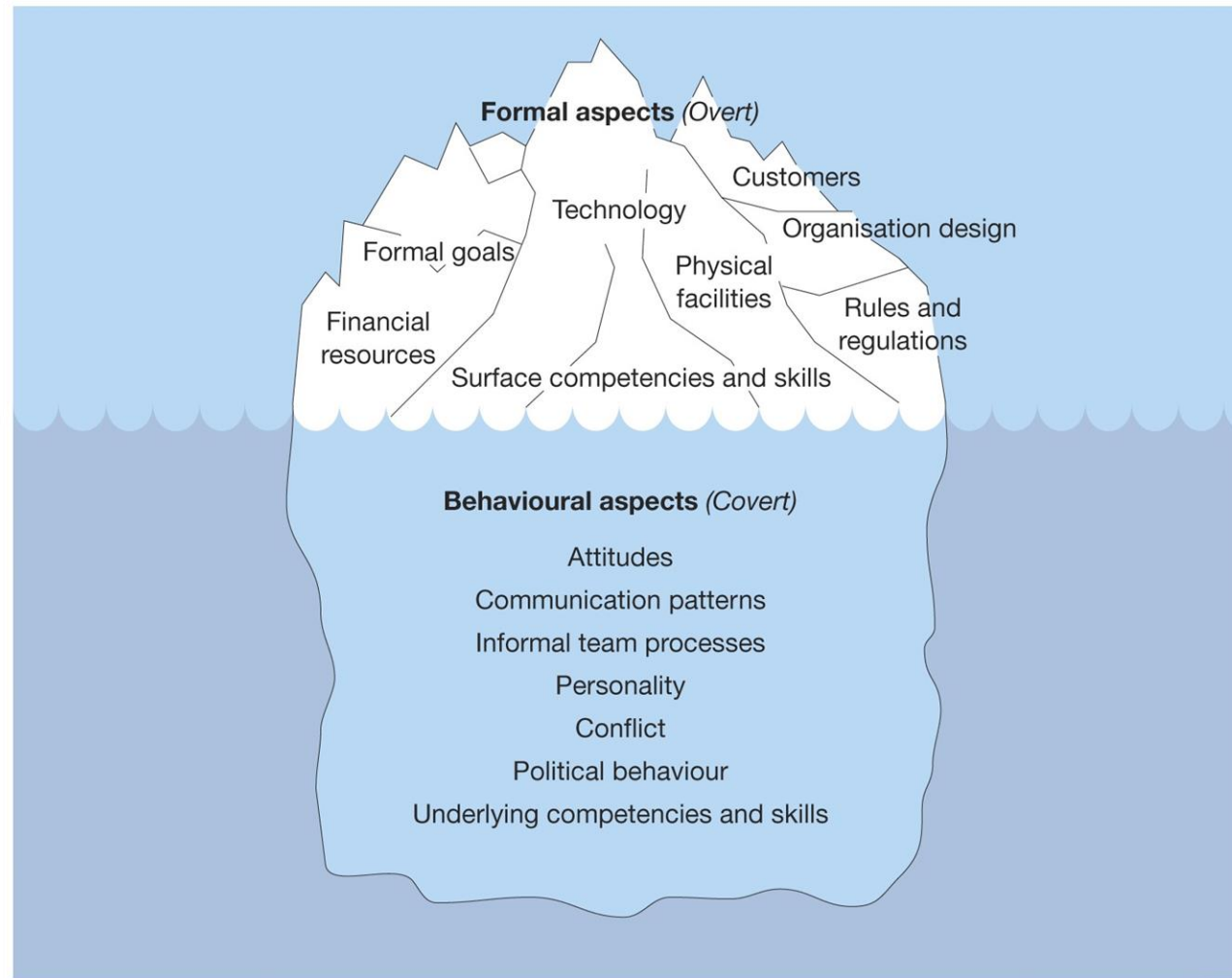
Possible examples of individual and organisational expectations

Importance of people and organisational behaviour

*"One way to recognise why people behave as they do at work is to view an organisation as an **iceberg**. What sinks ships isn't always what sailors can see, but what they can't see."*

Hellreigel, Slocum and Woodman





Hellriegel, D., Jackson, S.E. and Slocum, J. W., Jr., Management, Eighth Edition, South-Western Publishing (1998), p. 6. Reprinted with the permission of South-Western, a division of Thomson Learning (www.thomsonrights.com / Fax: 800-730-2215)

Assignment 1 - Essay

Title – ‘Assess the impact of different leadership styles on team effectiveness and employee morale in the hospitality industry’

Due – Friday 18th October by 23:59



Thank you all and see
you next week

Any questions, please
contact your lecturer