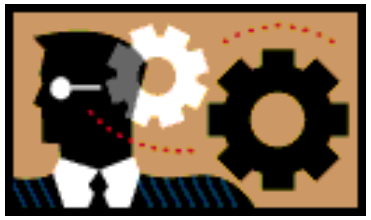
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Principles of Managing Organisations



7:

Managerial Behaviour and Effectiveness

Last time we.....

1. Defined management
2. Explained management's key functions
3. Looked at what managers do
4. Thought about why managers are needed
5. Considered their organisational impact
6. Assessed how the setting influences the job of a manager

Recap –
What are the 4 main functions of managers?

https://youtu.be/AeHuH39M4QQ?list=PLSJnyH6TwvIRSdMttTe9Dll4iXXiEVbtK

Today's Objectives

1. To consider how different managers see the workplace
2. To examine managerial styles/systems
3. To consider how best to manage people
4. To evaluate managerial effectiveness
5. To consider time management and activity v. effectiveness
6. To recognise the need for appropriate managerial behaviour

Do you agree?

‘People respond according to the manner in which they are treated. The majority of staff come to work eager to do a good job and to perform to the best of their abilities.

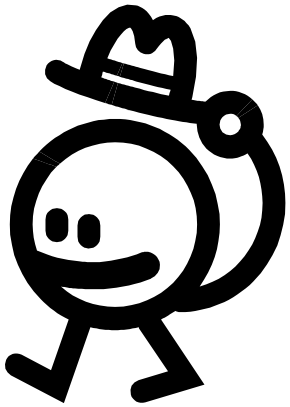
‘Therefore if individual performance fails to match the ideal, this is a result of poor management.

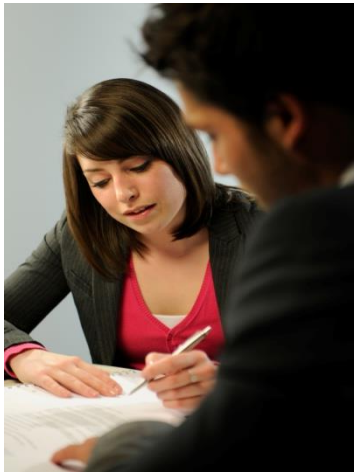
Managing people

‘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.’

Gratton

https://youtu.be/zJ4U5tQ6Ke8





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.

McGregor's X and Y Theory

How managers approach their jobs will affect their behaviour

Style of management is based on a manager's attitudes towards people and how they behave

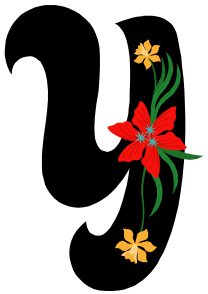
2 views: Theory X and Theory Y

Managers' attitudes towards people: **Theory X**

- Theory X management assumes that:
  - The average person is lazy and has an inherent dislike of work
  - Most people must be coerced, controlled, directed and threatened with punishments if the organisation is to achieve its objectives
  - The average person avoids responsibility, preferring to be directed
  - Motivation occurs only at the physiological and security levels

- The managerial implication is that direction should be based on control and authority.

Managers' attitudes towards people: **Theory Y**



- Theory Y management assumes that:
  - For most people work is as natural as play or rest
  - People will exercise self-direction and self-control
  - Commitment to objectives is a function of rewards associated with their achievement
  - Given the right conditions, the average worker can accept and seek responsibility
  - The capacity for creativity in solving organisational problems is distributed widely
  - The intellectual potential of the average person is only partially utilised

- The managerial implication is that direction should be based on motivational needs and co-operative relationships.

https://youtu.be/6qm_3saEo7o

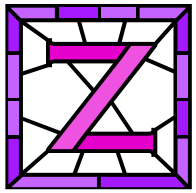
Demands of the situation

- Theory X and Y represent extremes of the natural inclination of managers towards a particular style of behaviour.

- In practice the actual management style adopted is influenced by the demands of the given situation.

X or Y?

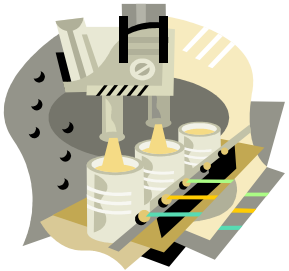
Japanese Theory Z: Ouchi



- Cross cultural analysis of management
- Emphasis on trust in organisations
- More worker involvement
- Less bureaucracy
- Distinctive company operating culture
- Japanese model of management
- Changing today due to globalisation

The Managerial / Leadership Grid

- Developed by Blake and Mouton
- Refined by Blake and McCanse
- Provides the basis for a description and comparison of managerial styles
- Involves two key dimensions:
  - Concern for production (horizontal axis)
  - Concern for people (vertical axis)



The Managerial / Leadership Grid

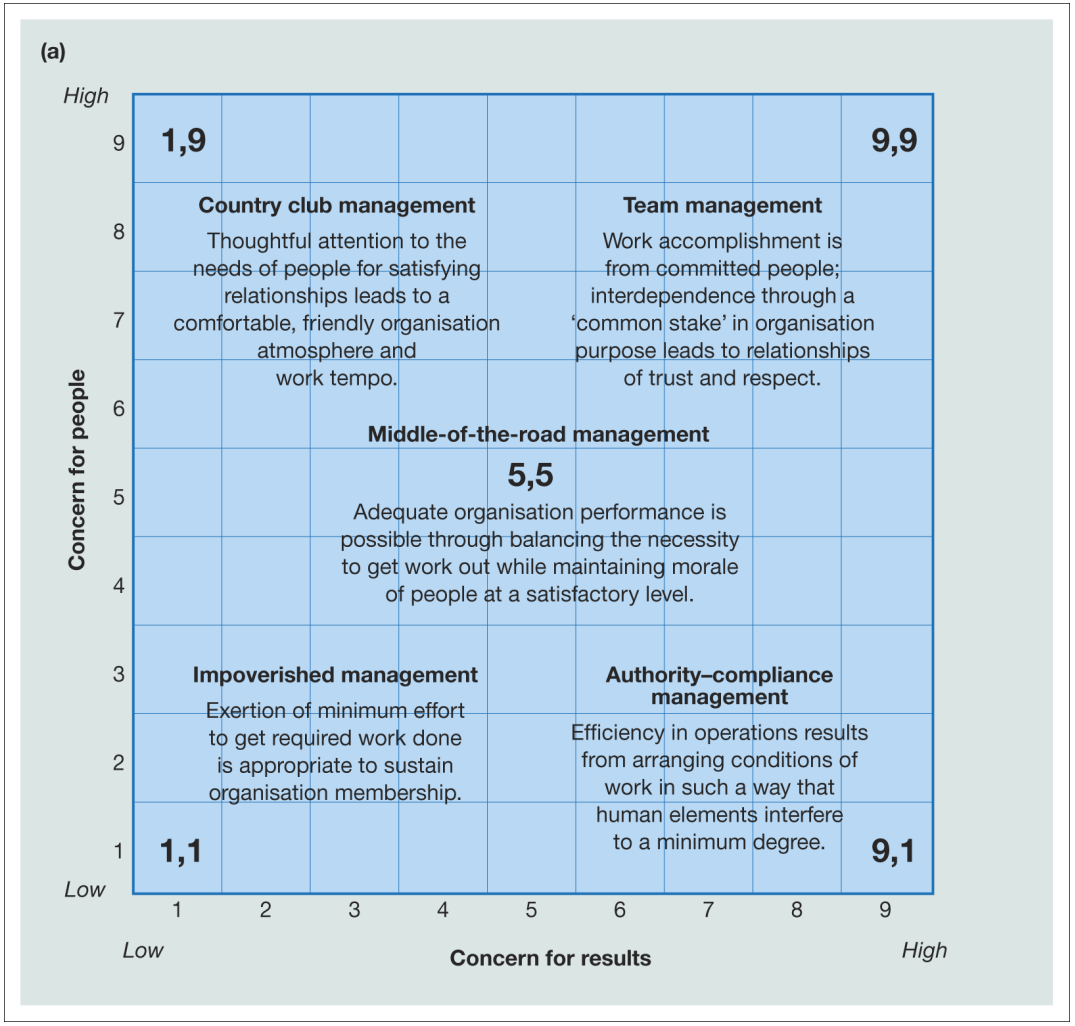


Figure 12.1a The Leadership Grid®

Source: Blake, R. R. and McCanse, A. A., *Leadership Dilemmas – Grid Solutions*, Gulf Publishing Co. (1991), Grid Figure, p. 29, Paternalism Figure, p. 30, Opportunism Figure, p. 31. Reproduced by permission of Grid International, Inc., Houston, Texas

Leadership Grid style definitions

9,1 Authority–compliance management	Managers in this position have great concern for production and little concern for people. People are seen as 'tools' for production. They demand tight, unilateral control in order to complete tasks efficiently. They consider creativity and human relations to be unnecessary.
1,9 Country club management	Managers in this position have great concern for people and little concern for production. They try to avoid conflicts and concentrate on being liked, even at the expense of production. To them the task is less important than good interpersonal relations. Their goal is to keep people happy. (This is a soft Theory X and not a sound human relations approach.)
1,1 Impoverished management	This style is often referred to as *laissez-faire*. Leaders in this position have little concern for people or productivity. They avoid taking sides and stay out of conflicts. They do just enough to maintain group membership.
5,5 Middle-of-the-road management	Leaders in this position have medium concern for both people and production. They rely on tried and true techniques and avoid taking untested risks. They attempt to balance their concern for both people and production, but are not committed strongly to either. Conflict is dealt with by avoiding extremes and seeking compromise rather than sound resolution.

Table 12.1 Leadership Grid® style definitions

Source: Blake, R. R. and McCanse, A. A., *Leadership Dilemmas – Grid Solutions*, Gulf Publishing Company (1991), p. 29. Reproduced with permission from Grid International, Inc., Houston, Texas

Leadership Grid style definitions (Continued)

9+9 Paternalistic 'father knows best' management	This leader takes the high 9 level of concern from 9,1 and 1,9 to create a combined style of controlling paternalism. The paternalist strives for high results (high 9 from 9,1) and uses reward and punishment to gain compliance (high 9 from 1,9). The paternalist uses a high level of concern for people to reward for compliance or punish for rejection.
Opportunistic 'what's in it for me' management	The opportunist uses whatever Grid style is needed to obtain selfish interest and self promotion. They adapt to situations to gain the maximum advantage. They may use 9,1 to push their own goals with one person, and 1,9 to gain trust and confidence with another. Performance occurs according to a system of exchanges. Effort is given only for an equivalent measure of the same.
9,9 Team management	These managers demonstrate high concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They explore alternatives openly and aggressively. They are flexible and responsive to change. This style is considered ideal.

Table 12.1 Leadership Grid® style definitions (Continued)

Source: Blake, R. R. and McCanse, A. A., *Leadership Dilemmas – Grid Solutions*, Gulf Publishing Company (1991), p. 29. Reproduced with permission from Grid International, Inc., Houston, Texas

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

The effective management of people

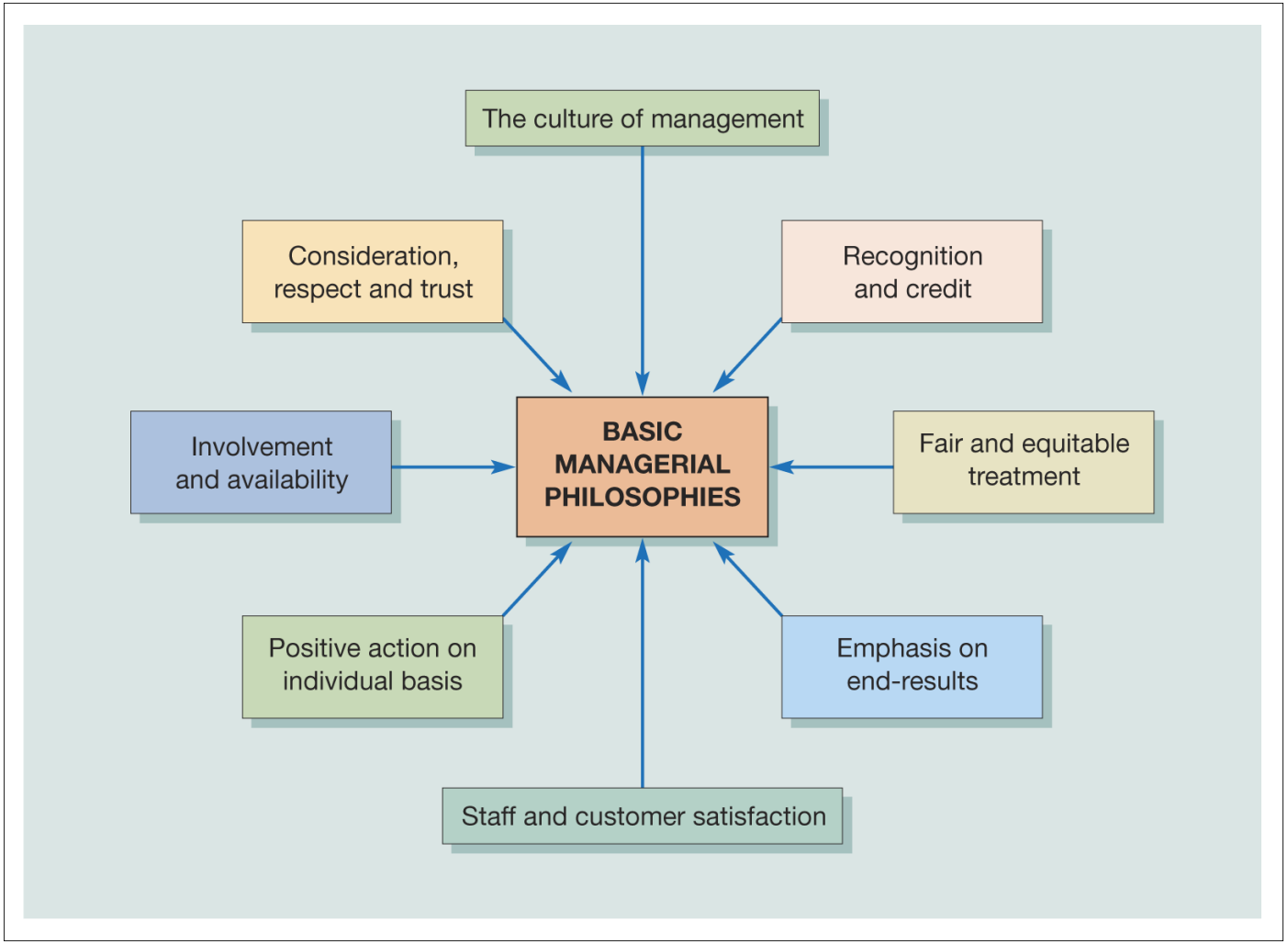


Figure 12.4

Golden rule management:
Mary Kay Ash

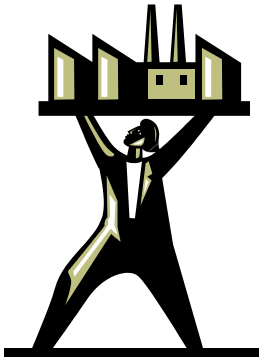
- Trust people fairly but according to merit
- Make others feel important
- Motivate people by praise
- Encourage feedback
- Sandwich every bit of criticism between two layers of heavy praise
- Have an open-door philosophy
- Help other people get what they want
- Never hide behind policy or pomposity

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



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

Activity

Think of a manager you know.

What makes them effective or ineffective?

Think

Effective and **successful** managers

Luthans makes the following distinction:

- **Effective managers:**
  - quantity and quality of standards of performance
  - satisfaction and commitment of subordinates.

- **Successful managers:**
  - speed of their performance within the organisation.

Measures of effectiveness

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

Possible indicators of managerial effectiveness

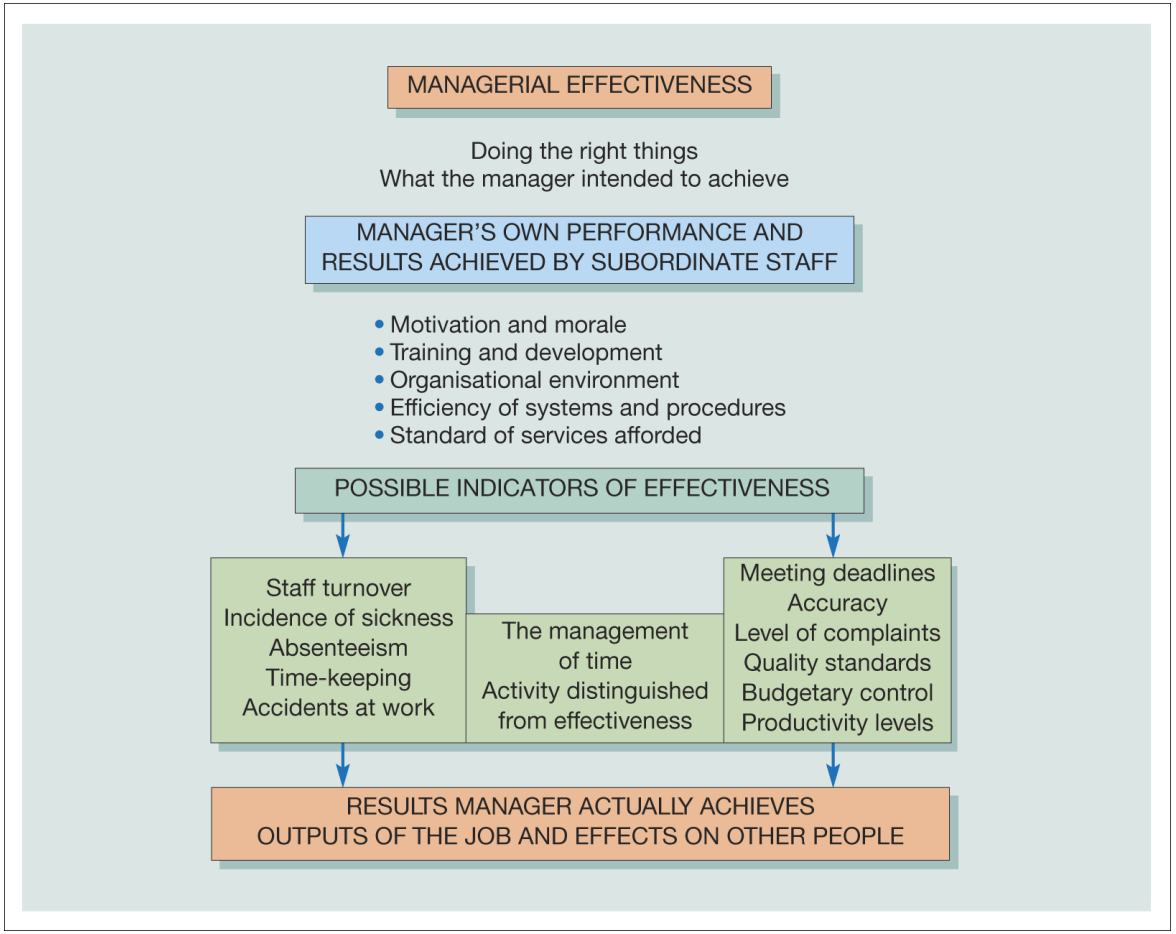


Figure 12.5

Management Standards Centre 2008

6 key functional groupings of managerial activity:

- Managing self and personal skills
- Providing direction
- Facilitating change
- Working with people
- Using resources
- Achieving results

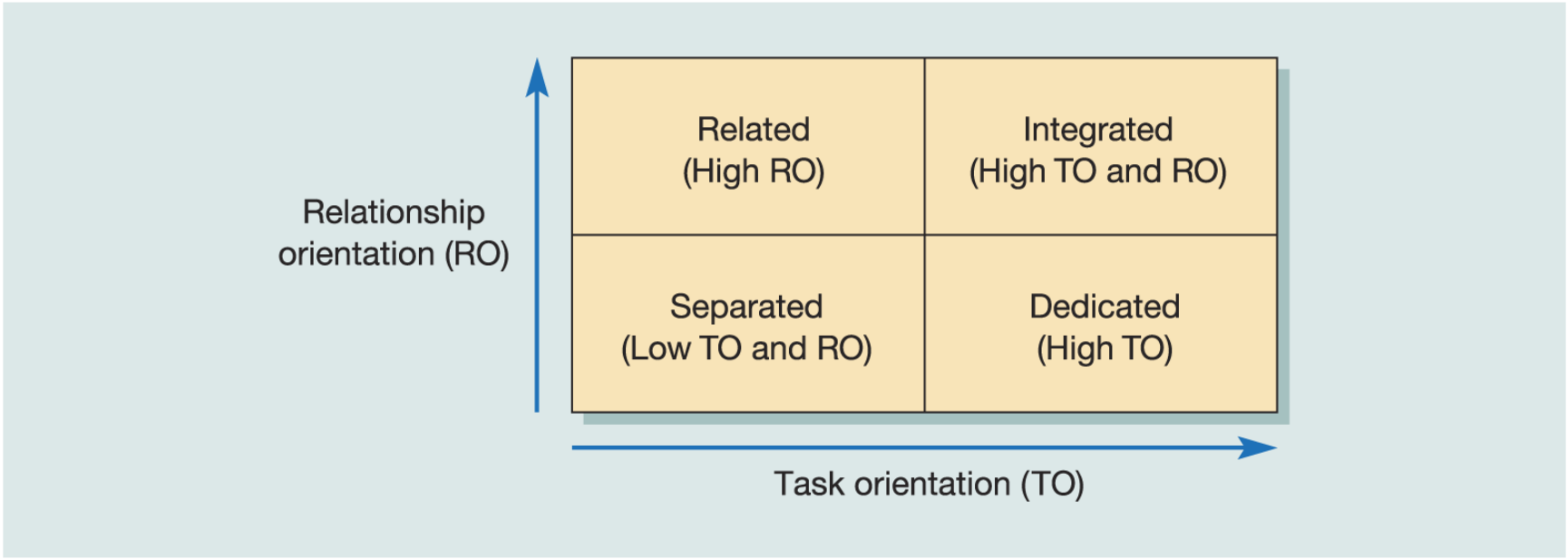
http://www.management-standards.org/sites/default/files/F2%20-%20Manage%20a%20programme%20of%20complementary%20projects_0.pdf

Managerial Effectiveness: Reddin

- Four possible styles of basic managerial behaviour
- Each can be effective or ineffective given the particular situation

Effectiveness based on outputs not inputs – achievements rather than duties

The Four Basic Styles of Managerial Behaviour (Reddin)



Managerial Effectiveness: Task/Relationship Orientation:

Task (TO): direction via planning, organisation, control
Relationship (RO): consideration for workers' feelings, mutual trust, encouragement

TO+RO = manager's basic style of behaviour / 4 basic styles

3-D model of managerial effectiveness

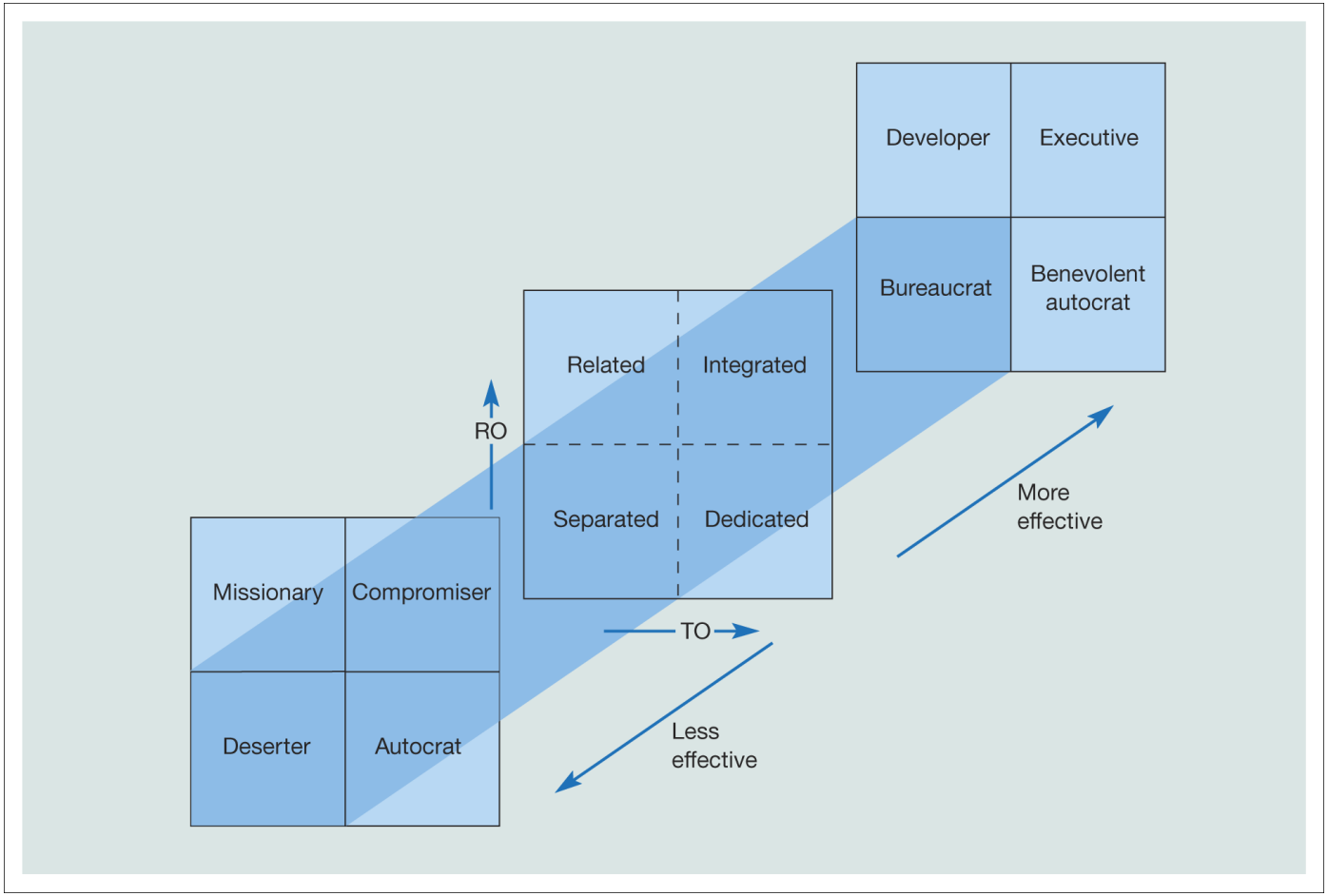
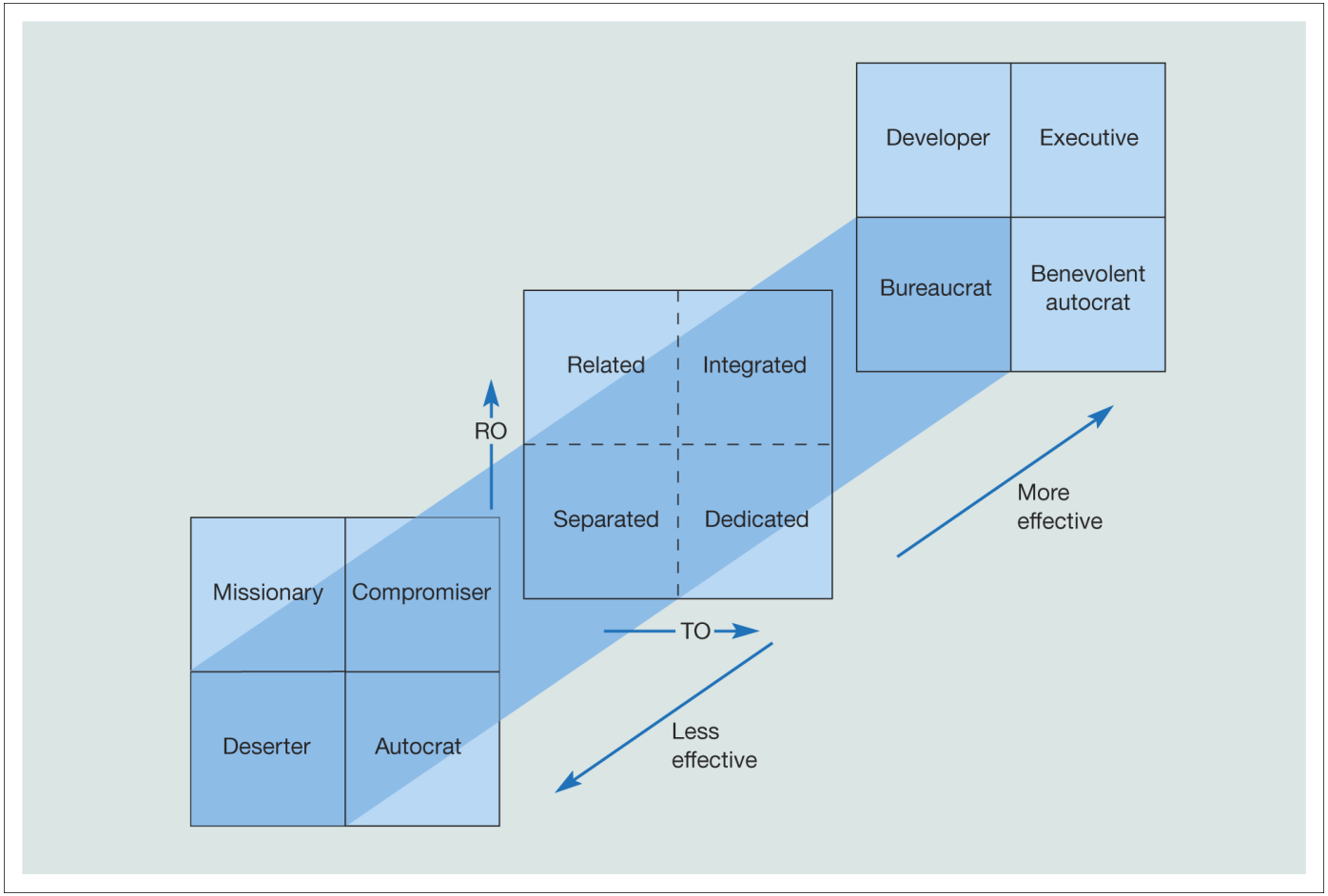


Figure 12.7 The 3-D model of managerial effectiveness

Source: Reddin, W.J., *Managerial Effectiveness*, McGraw-Hill (1970), p. 206

3-D model of managerial effectiveness



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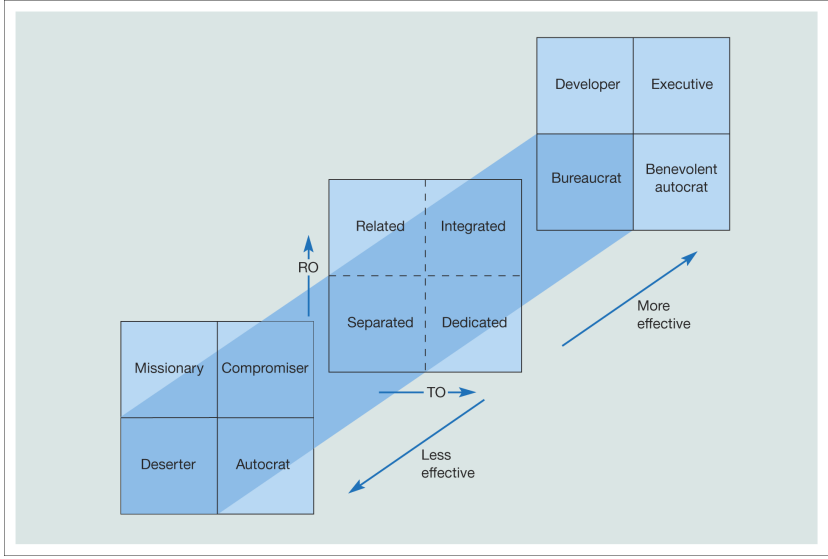
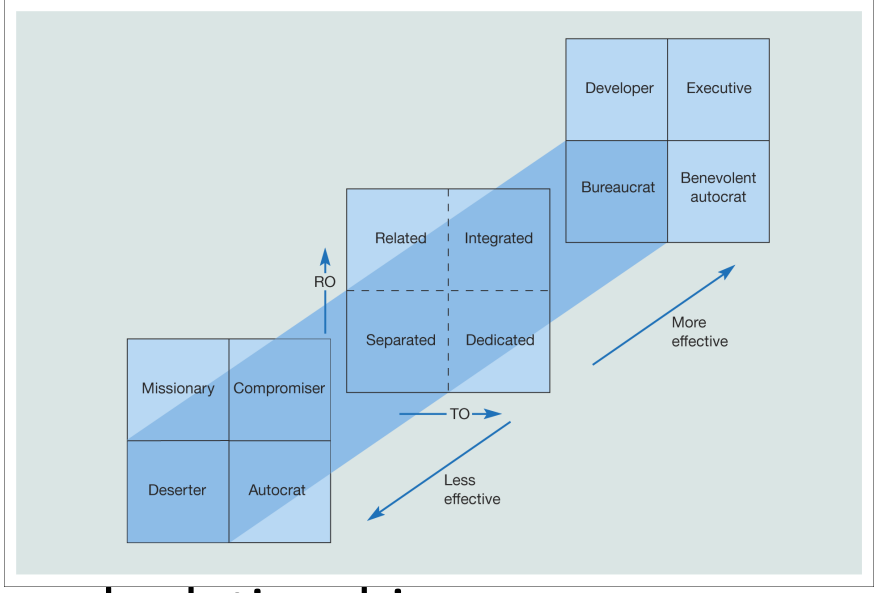
3-D model



- **More effective** styles are:
  - **Bureaucrat**: low concern for tasks and relationships, but conscientious.
  - **Benevolent autocrat**: high concern for task and low concern for relationships, can achieve aims without causing resentment.
  - **Developer**: high concern for relationships and low concern for task, but has trust in individuals.
  - **Executive**: high concern for task and relationship, sets high standards and favours team management.

3-D model



- **Less effective** styles are:
  - **Deserter**: low concern for task and relationships, manager lacks involvement
  - **Autocrat**: high concern for task and low concern for relationships, manager seems to lack confidence in others
  - **Missionary**: high concern for relationships and low concern for task, focus on harmony
  - **Compromiser:** high concern for task and relationships but poor decision-making

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

Pareto Principle

80% of your output arises

from 20% of your input

e.g. 20% of customers create 80% of turnover

Time is a scarce managerial resource

Managers are busy, but are they effective?

Time challenges for managers

CMI survey highlighted these common problems:

Prioritising work 84%

Finish tasks 71%

Time to think 63%

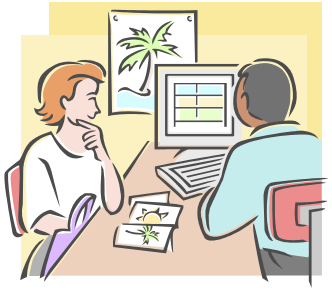
Get home on time 54%

Plan 53%

Time for staff 49%

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 del

Today's Objectives

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Tutorial :

Are you X or Y?

Next time:

Introducing Leadership