

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.

Robbins, Management and Organisational Behaviour, 10th Edition, © Pearson Education 2013

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
 - Motivation occurs at the affiliation, esteem and self-actualisation levels
- The managerial implication is that direction should be based on motivational needs and co-operative relationships.

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Self-reflection exercise:

Think of a place where you have worked or somewhere you've been supervised.

How well do you think you were managed, and why?

Was your manager Type X, Y or both?

Where would you place them on the managerial/leadership grid?

Which of the 'golden rules' did they exhibit in their behaviour?