

Management Styles

The Tug of war

In this game of strategy, participants pair up to explore alternative approaches to conflict.

Goals

To assist individuals in obtaining a glimpse of their personal style at approaching conflict.

Group Size

Minimum of 8-10 people

Time

5-10 minutes

Process

1. The trainer defines conflict and announces that during the next 5 minutes participants will join in an experiment to discover/rediscover how they typically approach conflict situations. She then asks everyone to stand up and find a partner.

2. Once everyone has a partner, the trainer gives each pair a piece of paper and describes the Tug of War.

- Decide who should hold the paper.
 - Playfair techniques could be substituted here. Instead of asking partners to decide who should hold the paper, ask them to decide who is the zucchini and who is the artichoke (or who is the penguin and who is the flamingo, etc). You can then announce that the zucchinis (or penguins) will hold the paper first.
- The person holding the paper should hold on to it and not let go under any circumstances.
- The person NOT holding the paper should attempt to get the paper from your partner, using any strategy you can imagine.
- You will have exactly one minute to accomplish this task.
 - During the exercise observe closely and note interactions that illustrate different styles of resolving conflict situations (eg, some people will grab, others will wheedle or sweet talk and some may even offer cash).

3. After one minute the trainer calls time and asks participants to switch roles and repeat the exercise.

4. At the end of one minute, time is called and the trainer invites participants to describe what they noticed about their style of approaching a conflict situation.

Turtle, Hare or Racehorse

In this energizing mixer participants take on the identity of the animal whose life patterns most closely resemble their own. These “habitat” groups discuss the eustress and distress caused by their lifestyle.

Goals

To affirm personal lifestyle patterns.

To identify lifestyle-related eustress and distress.

To promote interaction among participants.

Group Size

15-40 works best.

Time

20–30 minutes; more with larger groups.

Materials

Newsprint posters labeled Tortoise, Hare, and Thoroughbred; markers.

Process

1. The trainer introduces the exercise by noting some or all of the following points:

Over time people develop a lifestyle pattern that works for them. Some folks go at a slow and steady pace, others hop around from crisis to crisis or challenge to challenge. Still others seem to race through life in high gear taking everything in stride.

There is nothing intrinsically right or wrong about any of these lifestyle patterns. Each has its own stresses and strains, joys and rewards.

Hans Selye, one of the pioneer stress researchers, suggests that the key to effective stress management is to find out which pattern fits you—and then live it!

2. The trainer invites participants to consider their own typical life patterns, comparing them to the mythical tortoise, hare and thoroughbred. As the trainer reads the descriptions, each participant decides which of the animals she resembles most.

Tortoise

Likes to move ahead slowly and steadily.

Doesn't let others rush her.

Finds strength from pulling in her head.

Has a strong protective shell.

Doesn't take unnecessary risks.

Prefers life on an even keel without crisis.

Paces herself, takes one thing at a time.

Hare

Moves with quick starts and stops.

Produces well under pressure.

Finds strength in exploration and challenge.

Is fragile, agile and lucky.

Enjoys risks and adventures.

Hops from crisis to crisis, is easily distracted.

Always has many irons in the fire.

FH- Joanneum

Management Styles

Thoroughbred

Economy and grace of movement.

Varies pace according to situation.

Strength comes from top-flight conditioning.

Always under control.

Thrives on competition and challenge.

Has clear goals with mileposts to mark progress along the way.

Always has something left for the stretch.

3. The trainer designates separate areas of the room as “habitats” for the three animals, using newsprint posters to designate which is which. Participants move to the “habitat” of the animal whose lifestyle description most closely resembles their own.

You may need to read the descriptions a second time and insist that the “mixed breeds” make a choice, even if they don’t fit perfectly in any category. Can you imagine these animals cross-mating?

4. The trainer gives instructions for the introductions.

Take turns introducing yourselves by stating what influenced you to choose this animal group. After everyone in the group is introduced, brainstorm together all the real and potential positive benefits (eustress) of your lifestyle--the joys, delights, rewards, etc, of being a tortoise, hare or thoroughbred. List these benefits on the left side of the newsprint. Then on the right side, make a list of all the real and potential negative side effects (distress) of your lifestyle.

5. The trainer reconvenes the total group and asks for comments, insights and observations. If the idea doesn’t arise spontaneously, the trainer should remind the group how important it is for each person to respect, rather than resist, her own pattern.

Variation

For adventuresome people, after Step 4 the trainer may instruct the three groups to race around the room as a group at the pace, and with the “style” of their animal. Allow two minutes for planning, then give the starting signal.

Leadership cf. management

Distinguish between leadership and management

Leadership	Management
Earned by the individual	They know they are in a good position
Inspires others to follow	Demands that others work
Leaders may change depending on circumstances?	Managers change only rarely

Leadership cf. management

The two ideas are closely related, but...

"Management is usually viewed as getting things done through other people in order to achieve stated organisational objectives.

"The emphasis on leadership is on interpersonal skills in a broader context. It is often associated with the willing and enthusiastic behaviour of followers.

"Leadership does not necessarily take place within the hierarchical structure of the organisation.

"Leadership can be seen primarily as an inspirational process."

(Mullins, 1996)

Theory X and Theory Y

Douglas McGregor (1960) polarised (caricatured?) managers' attitudes

Theory X:

- Average person has an inherent dislike of work
- People must be coerced, controlled, directed, threatened with punishment
- Average person prefers to be directed, and wishes to avoid responsibility

McGregor suggested:

Theory Y

- Physical and mental effort is as natural as play or rest
- Man will exercise self-direction for objectives to which he is committed
- Commitment to objectives is a function of reward
- Average person learns to accept and seek responsibility
- Imagination and creativity is widely distributed
- People's potentials are only partially utilised

Theory X and Theory Y

One IT manager canvassed described how his boss would show displeasure by emptying the contents of the wastepaper bin all over his desk (Lewis, 1995)

Stress drives people towards X

- Coming down hard on juniors when one's own boss is overbearing
- Introducing rules for every eventuality
 - Elaborate security rules after theft
 - Written procedures after clerical error

Cf. Californian Earthquake

Theory X: The lurch to the right

The litany of failed, over-budget, late projects is legendary and seems to be added to every week.

The solution usually proposed is more and better management. Few people propose the opposite: less management.

(The former) approach requires a great deal of resources for planning, coordination and monitoring.

Highly qualified and skilled people do not generally respond well to being closely managed. They prefer to be set objectives, provided with the necessary resources and left to deliver the goods.

(Howard, 1995)

Theory X investigated

Harry's boss was a hard taskmaster, driving his employees to exhaustion. In the middle of a project, Harry dropped dead.

The boss visited a medium to see if he could contact Harry's spirit. "You may speak to him now," said the medium.

"Harry, how is it going?" shouted the boss.

"It beats the office," Harry answered.

A bit miffed by his response, the boss asked, "Can you see from heaven where you left the Wilson cost study?"

"Heaven?" replied Harry. "Who says I'm in heaven?"

(Phil Hartman, quoted in Reader's Digest, December 1995)

Populist approaches

"The One Minute Manager", Kenneth Blanchard etc, 1980s

Three secrets of management

- One minute objective setting
- One minute praising
- One minute reprimand

The ABCs

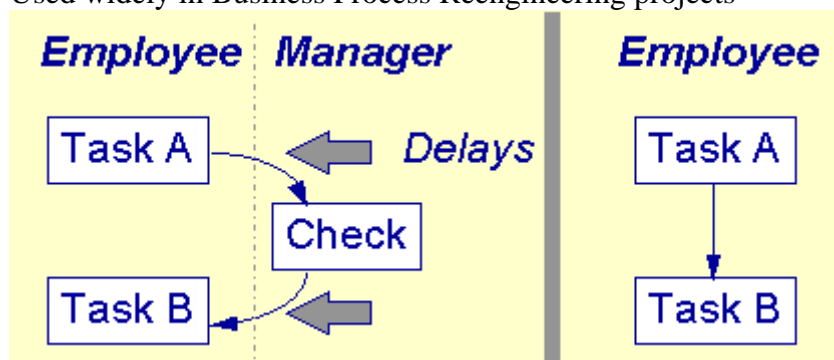
- **A**ctivators - actions taken by manager before some can accomplish a goal
 - **B**ehaviour - what the person says or does
 - **C**onsequences - actions by manager (praising / reprimand / new objective)
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Empowerment

Authorising employees to do their work without the need to seek approval from supervisors

- gives a sense of responsibility and achievement to employee
- reduces delays in flow of work
- reduces work-load on manager
- exception reporting

Used widely in Business Process Reengineering projects

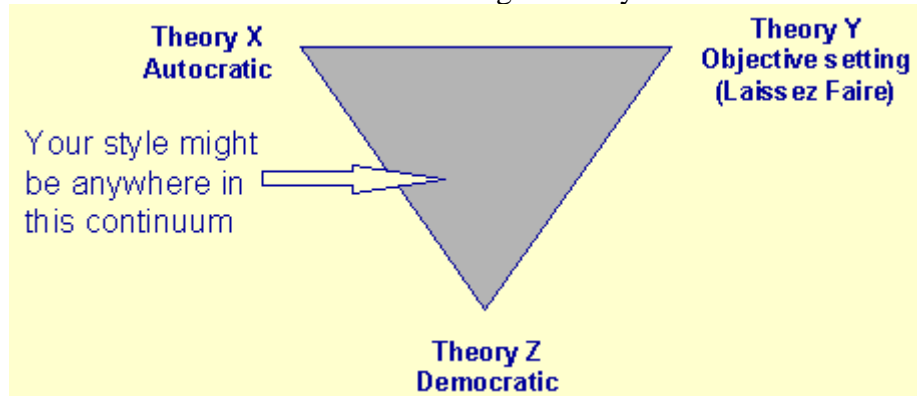


Empirical approaches

Theory Z: WS Ouchi, 1980s

Well managed companies in US and Japan had lifetime employment, collective decision making, promotion from within, non-specialised career paths

Characterised as a "democratic" management style



An American rowing team challenged a Japanese team to a 10-mile race

The Japanese wins by more than a mile.

A management consultant is called in to help the Americans. He finds that the Japanese boat had two people overseeing six rowers, while the Americans had seven managers and one rower. The consultant suggests a radical reengineering program, then calls for a rematch.

This time the Japanese team defeats the Americans by two miles. More consultants are called in. They find that the Japanese team were now using one manager and seven rowers, while the U.S. team employed six management consultants, one senior manager and one rower.

The U.S. team immediately fires the rower and calls for another restructuring.

Categorisation

Decide whether each of these is mainly Theory X, Y, or Z

Approach	Theory
Scientific Management	___
Universalism	___
Bureaucracy	___
Human relations	___
Motivation	___
MBO (M. by objectives)	___
One minute manager	___
Empowerment	___

Management Styles

We have heard about two styles of management. Now there two stories about different styles of management and we will discuss their impact on people, the ways in which people work together and the results of the different styles.

Consider the following two stories. The first is about a civil servant:

When a very senior civil servant retired to his country cottage, he caused a stir in the village. Every morning one of the local boys would call and disappear for a minute or so into his cottage. They persuaded the boy to reveal what was going on: "I am paid to knock on his bedroom door and shout a few words and then he shouts a few words". He finally told them what these words were. He said: "I shouts 'The Secretary of State wishes to see you', and he shouts back 'To hell with the Secretary of State'."

The second story is about a man who is working as a foreman in the garage of a Municipal Forestry Commission.

The garage wasn't efficient but since he started working for them things run much more smoothly. If a spare part is needed but cannot be obtained, if anything goes wrong, he is the one who sorts things out in his own quiet and effective way. For example, when the garage was told that it would take some six months for a new radiator to be delivered to them, he simply telephoned the factory to confirm this disturbing news. The radiator was delivered beautifully wrapped the next day by special messenger.

You probably know the name of this foreman. It is Alexander Dubcek, the man who led his country in a bid for freedom in 1968. This is what he was doing a few years ago.

What he gets from those with whom he comes into contact is not just esteem and respect but also co-operation and as a result 'things run much more smoothly'. Compare this with the attitude to his work of the retired civil servant whose idea of blissful retirement is to be able to shout every morning 'To hell with the boss'. This kind of frustration with management and workplace indicates internal conflict and struggle, indicates considerable lack of identification with the organisation and its objectives.

People live and work together. Important is that the way in which they feel about their place of work, and the way in which they co-operate, depends on controllable factors, depends on the style of management.