**Руководство к практическому занятию по теме**

**MANAGEMENT STYLES**

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**Starting up**

* **Mothers and fathers often have different ways of managing their families. How would you describe the management styles of your parents? If you have children, what about your own style?**

**Vocabulary Study**

* **management style (management styles)** *n-count*
* **management ability (management abilities)***n-count*

A person's **management style** or **management ability** is the way they behave as a manager or the qualities they have as a manager.

*Ware became increasingly unhappy at the new management style and he left to join Dunlop.*

*The only hard questions directed at the group concerned its poor management ability.*

* **hierarchy (hierarchies)** *n-var*

A **hierarchy** is a system of organizing people into different ranks or levels of importance, for example in society or in a company.

*Like most other American companies with a rigid hierarchy, workers and managers had strictly defined duties.*

*...those lower down the management hierarchy.*

***Common Collocations***

corporate hierarchy a strict hierarchy a rigid hierarchy

* **collective** *adj*

**Collective** actions, situations, or feelings involve or are shared by every member of a group of people.

*It was a collective decision.*

*...a more collective style of leadership.*

* **decision-making** *n-uncount*

**Decision-making** is the process of reaching decisions, especially in a large organization or in government.

*Much of the pioneering work was based on decision-making models borrowed from the social sciences.*

*She wants to see more women involved in decision making.*

* **crisis management** *n-uncount*

People use **crisis management** to refer to a management style that concentrates on solving the immediate problems occurring in a business rather than looking for long-term solutions.

*Today's NSC is overcome, through no fault of its own, by day-to- day crisis management.*

*...a crisis-management team.*

* **change management** *n-uncount*

**Change management** is a style of management that aims to encourage organizations and individuals to deal effectively with the changes taking place in their work.

*She is hoping to go into change management or IT management when she graduates.*

*A key part of change management is making sure the right information is available for people to make informed choices.*

* **leader (leaders)** *n-count*

The **leader** of a group of people or an organization is the person who is in control of it or in charge of it.

*...the leader of a great marketing team.*

*But he never won much praise as a manager, nor as a team leader.*

* **autocratic** *adj*
* **democratic** *adj*
* **laissez-faire** *adj*

An **autocratic** person or organization has complete power and makes decisions without asking anyone else's advice. Something that is **democratic** is based on the idea that everyone should have equal rights and should be involved in making important decisions. A **laissez-faire** style or approach is based on the idea that people should be allowed to make decisions themselves, without interference from those in authority.

*Weston's autocratic style at the family firm had its critics.*

*NBBJ also prides itself on an open and democratic management culture.*

*He's quite democratic in that he'll listen to ideas from anybody really.*

*"Technically; we have laissez-faire management, \* says Droege. "We all talk a lot over the Internet about what we might do."*

* **subordinate (subordinates)** *n-count*

If someone is your **subordinate**, they have a less important position than you in the organization that you both work for.

*Haig tended not to seek guidance from subordinates.*

*Nearly all her subordinates adored her.*

* **delegate (delegates, delegating, delegated)** *verb*
* **delegation** *n-uncount*

If you **delegate** duties, responsibilities, or power to someone, you give them those duties, those responsibilities, or that power so that they can act on your behalf. The **delegation** of responsibility is the act of giving the responsibility for something to another person.

*He talks of travelling less, and delegating more authority to his deputies in Britain and Australia.*

*Many employers find it hard to delegate.*

*A key factor in running a business is the delegation of responsibility.*

**Modern management styles**

Ken Manners is an expert on leadership and management styles:

*How have management styles changed in the last few years?*

‘Before, leaders were **distant** and **remote,** not easy to get to know or communicate with. Today, managers are more **open** and **approachable**: you can talk to them easily. There is more management by **consensus**, where decisions are not **imposed** from above in a **top-down approach**, but arrived at by asking employees to contribute in a process of **consultation**.’

*Do you think this trend will continue?*

‘Yes. There are more women managers now, who are often more able to build consensus than traditional military-style **authoritarian** male managers.’

**Empowerment**

*What, exactly, is empowerment?*

‘Encouraging employees to use their own **initiative**, to take decisions on their own without asking managers first, is **empowerment**. **Decision-making** becomes more **decentralized** and less **bureaucratic**, less dependent on managers and systems. This is often necessary where the number of management levels is reduced.

To empower employees, managers need the ability to **delegate**, to give other people responsibility for work rather than doing it all themselves. Of course, with empowerment and **delegation**, the problem is keeping control of your operations: a key issue of modern management.’

*Quotation*

*‘****Empowerment*** *- the idea that decisions, where possible, should be made by employees who are close to the issues or problems to be solved, without having to* ***consult*** *their managers further up in the* ***hierarchy****. In other words, managers have to* ***delegate*** *as much as possible.’*

**Trends in management**

In some Asian cultures, there is management by consensus: decisions are not **imposed** from above in **a top-down approach**, but arrived at in a process of **consultation**, asking all employees to contribute to decision making, and many western companies have tried to adopt these ideas. Some commentators say that women will become more important as managers, because they have the power to build consensus in a way that the traditional **authoritarian** male manager does not.

One recent development in consensual management has been **coaching** and **mentoring**. Future senior managers are ‘groomed’ by existing managers, in regular one-to-one sessions, where they discuss the skills and qualities required in their particular **organisational culture**.

Another recent trend has been to encourage employees to use their own **initiative**: the right to take decisions and act on their own without asking managers first. This is **empowerment**. **Decision making** becomes more **decentralised** and less **bureaucratic**, less dependent on managers and complex formal management systems. This has often been necessary where the number of management levels is reduced. This is related to the ability of managers **to delegate**, to give other people responsibility for work rather than doing it all themselves. Of course, with empowerment and delegation, the problem is keeping control of your operations, and keeping the operations profitable and on course. This is one of the key issues of modern management style.

Empowerment is related to the wider issue of company **ownership**. Managers and employees increasingly have shares in the firms they work for. This of course makes them more **motivated** and **committed** to the firm, and encourages new patterns of more responsible behaviour.

* ***What are the recent trends in management styles?***

**Practice your vocabulary**

1. **Put these four terms into the correct place in the table:**

**a** laissez-faire **b** democratic **с** autocratic

|  |  |
| --- | --- |
| **management style** | **method** |
| **i** | Leader makes decisions. Others are informed and carry them out. |
| **ii** | Leader discusses with others before the decision is made. The group can influence the decision that is made. |
| **iii** | There is no formal structure to make decisions. The leader does not force his or her views on others. |

1. **Choose the correct answer to each question.**

**a** If management delegate responsibility, to whom is it given?

**i** superiors **ii** subordinates **iii** no one

**b** Which of the following is least likely to delegate responsibility?

**i** an autocratic leader **ii** a democratic leader **iii** a laissez-faire leader

**с** Which of these leaders is most likely to develop a strong hierarchy?

**i** an autocratic leader **ii** a democratic leader **iii** a laissez-faire leader

**d** Which of these leaders is most likely to involve staff in collective decision-making?

**i** an autocratic leader **ii** a democratic leader **iii** a laissez-faire leader

**e** Which of these leaders is most likely to leave decision-making to individual members of staff? **i** autocratic leader **ii** a democratic leader **iii** a laissez-faire leader

1. **Match these pairs of contrasting management styles.**

|  |  |
| --- | --- |
| 1 autocratic | a) collaborative |
| 2 centralising | b) controlling |
| 3 directive | c) delegating |
| 4 empowering | d) democratic |
| 5 hands on | e) people-orientated |
| 6 task-orientated | f) laissez-faire |

1. **Which book would be useful for each of these people?**
2. ***Democratic Management: You Can Reap the Rewards***
3. ***Delegate: The Way to Clear Your Desk and Your Head***
4. ***Crisis Management Systems: Planning to Cope***
5. ***Change Management: The Manager's Handbook for Interesting Times***

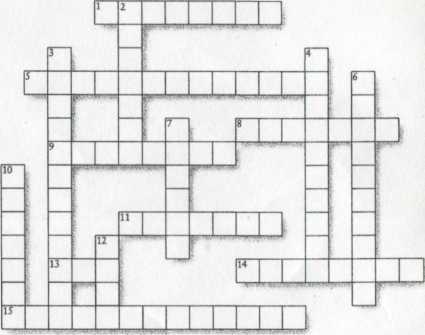
**Bob** *“There are lots of new developments in our field. We need to be prepared to cope with their effect on our firm.”*

**Sally** *“I'm always worrying that something might go wrong at the factory, or with our delivery system. What would happen if it did?”*

**Ian** *“My boss finds it very hard to accept ideas. I need to convince her that this can be good for the firm.”*

**Geoff** *“I'm simply overloaded. I spend all day making decisions and meeting all kinds of people so I never have any time to actually manage the firm.”*

1. **Complete the crossword with the correct forms of words from active vocabulary.**



***Across***

1, 7 down What managers do, with or without talking to employees. (8,6)

5 Adjective to describe leading without consultation. (13)

8 Not easy to talk to. (7)

9 See 13 across.

11 What the type of boss in 5 across does not do. (7)

13, 9 Managers deciding without talking to employees is a……………. -

down (3,8)

14 If managers ask employees to take on responsibility, they………………(8)

15 If all the decisions are not made in a company’s head office, it is………………. (13)

***Down***

2 To allow employees to decide things for themselves. (7)

3 An organization where there are a lot of rules and procedures is………………… (12)

**Listening**

***Management styles***

**Listen to the interview with Niall Foster about the key points on the ways managers can get the best out of people.**

*Vocabulary notes*

recognition – признание, одобрение

incentive – стимул, побуждение

rumours – сплетни

commitment – обязательство

enhance – усиливать, усугублять

1. **First listening: How many key points does Niall mention?**
2. **Second listening: Note down Niall’s key points.**
3. **Do you agree with Niall’s points? Which points can you add? Which management style do you think gets the best of the team and its people?**

**Discussing**

* Different business situations call for different management styles. Which kinds of situation need to be tightly managed and which loosely managed?
* Which management styles have you experienced? Which do you prefer?
* Do you think you have the qualities of a good manager? If you are a manager, how would you describe you own management style? Would you be authoritarian or approachable?

**Reading**

***Management styles***

1. **Before you read the article answer one of these questions.**

* If you are a manager, what sort of style do you have?
* If you were a manager, what sort of style do you think you would have?

1. **Work in groups of three. Each of you lead about one of the management styles - *Directing, Discussing or Delegating* - and decide which of the following statements are true for your style.**

1 It is up to employees to keep the manager up to date on progress.

2 Managers set strict time limits.

3 Managers encourage staff to put forward their ideas.

4 Managers and employees decide together what needs to be achieved.

5 Decisions are made by managers and their staff.

6 Employees get precise instructions.

7 Managers do not want employees to avoid making decisions which employees should make.

8 Managers have tight control of employees’ movements and work schedules.

9 When employees are given tasks, they decide how to complete them.

1. **Meet as one group and summarise the main features of the style you read about to the others in your group.**
2. **Which of the three management styles would you prefer to: a) use as a manager? b) experience as an employee?**
3. **Match the word partnerships in groups l and 2, then check your answers in the article.**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
| **Group l** |  | **Group 2** |  |
| l establish | a) feedback | 1 present | a) action |
| 2 monitor | b) goals | 2 achieve | b) employees |
| 3 provide | c) decisions | 3 direct | c) ideas |
| 4 set | d) performance | 4 take | d) performance |
| 5 make | e) roles | 5 improve | e) goals |
| 6 assign | f) standards |  |  |

1. **Check the following word partnerships. Find the odd one out in each group.**

|  |  |
| --- | --- |
| **l** check / assess / look | performance |
| **2** make / achieve / establish | goals |
| **3** reach / do / implement | decisions |
| **4** meet / set / get | standards |
| **5** establish / assign / make | roles |
| **6** reach / deliver / achieve | goals |
| **7** come up with / make / present | ideas |
| **8** achieve / direct / guide | employees |

**The Big Three Management Styles**

***by Paul B.Thornton***

*Management literature describes numerous management styles, including assertive, autocratic, coaching, country club directing, delegating, laissez-faire, participatory, supportive task-oriented and team-based. Are there really that many styles? I believe there are three basic styles - directing, discussing and delegating, the 3-Ds of Management Style.*

DIRECTING STYLE

Managers using this style tell people what to do, how to do it and when to have it completed. They assign roles and responsibilities, set standards and define expectations.

***Communicating*** - The manager speaks, employees listen and react. Managers provide detailed instructions so employees know exactly what to do. The ability to communicate in a clear, concise and complete fashion is critical. The only feedback managers ask for is, ‘Do you understand what needs to be done?

***Goal-Setting*** - ‘Your goal is to sell 15 cars per month.’ The manager establishes short-term goals When goals are specific and time bounded, employees are clear on what is expected of them. Goals and deadlines often motivate people.

***Decision-Making*** - I want you to stop what you are currently doing and help Sue set up the room for the seminar'. The manager makes most if not all decisions. When problems arise the manager evaluates options, makes decisions and directs employees as to what actions to take.

***Monitoring Performance and Providing Feedback***

Managers establish specific control points to monitor performance. ‘Get back to me at 11:00 a.m. to brief me on what you have accomplished.’ Managers provide frequent feedback including specific instructions on how to improve performance.

DISCUSSING STYLE

Managers using this style take time to discuss relevant business issues. What happens in a good discussion? People present ideas, ask questions, listen, provide feedback, challenge certain assumptions and coach as needed. It’s important to make sure ideas are fully discussed and debated. Managers often perform the role of facilitator, making sure the discussion stays on track and everyone has a chance to contribute.

***Communicating*** - Two-way communication is the norm. ‘Let’s go around the table and give everyone a chance to discuss their ideas.’ Managers spend as much time asking questions and listening as they do talking and sharing their ideas. The right question focuses the discussion and draws out people’s ideas.

***Goal-Setting*** - ‘Ingrid, what do you think our sales target should be for the fourth quarter?' After adequate discussion, goals are then established. Utilizing a participatory style generally helps to increase employees’ commitment to achieve their goals.

***Decision-Making*** - ‘We have a problem with the amount of inventory we’re currently carrying. What action do you think we should take?’ Decisions are made collaboratively. Both manager and employee play an active role in defining problems, evaluating options, and making decisions.

***Monitoring Performance and Providing Feedback*** – The manager and employee monitor performance and discuss what actions need to be taken. This works best when both parties are open and make adjustments as needed.

DELEGATING STYLE

Managers using this style usually explain or get agreement on what has to be accomplished and when it must be completed. The how-to-do-it part of the equation is left up to the employee. Responsibility and authority are given to employees to get the job done.

***Communicating*** - Regarding what has to be accomplished, communications may be one­-way: ‘I want you to deliver a 15-minute presentation on our new compensation program at Tuesday’s meeting.’ In other situations if may be two-way: Let's discuss what needs to be accomplished in the marketing brochure you’re designing,’ Additional communication tikes place to review what has been accomplished and obstacles preventing progress.

***Goal-Setting*** - As stated above, specific coals may be established by the manage' or may evolve after a discussion between manager and employee. Failures in delegation can often be traced back to a lack of understanding of the desired output or deliverable. ‘I thought you only wanted recommendations, not an implementation plan.’

***Decision-Making*** - ‘Barbara, that’s your decision to make,’ Decisions as to how the task will be accomplished are eft to the employee. Employees have the power to take appropriate actions to achieve the desired goals. Managers must avoid ‘reverse delegation ’ when employees try to give back decisions that they should be making.

***Monitoring Performance and so Providing Feedback*** - ‘I want a weekly update on plan accomplishments.' Managers decide how much monitoring is necessary. The amount of monitoring depends on the priority of the task and the person doing it. Providing feedback is the responsibility of the employee. Keeping the manager informed, especially when the plan is off track, is critical.

**Tapescript *Management styles***

**Tapescript 1**

*I = Interviewer*

*NF = Nail Foster*

***I*** Which management style do you think gets the best out of its team or its people?

***NF*** The first style, the first point in that style is to really show recognition, compliment staff or any others, publicly or in face-to-face situations as often as they can. Basically the more you compliment the less you need to have to criticise.

Second point is then is to communicate very clearly your decisions. Management have decided, I have decided. And this is always important because managers are there to actually deliver, they have that responsibility.

Then the third point is then to give very specific reasons why a decision has been taken and in any organisation it is very important that the senior management team agree together what reasons they are going to give right across the organisation. This we find stops rumours.

Fourth point should be then to explain the benefit of this decision to the individual, to the organisation, to its customers. Er, we find that that really gives clarity and, you know, very clear understanding erm, as to why decisions are made and this is very important.

The fifth point is then often to ask for people's commitment to working with management to realise the goal and we find that when you ask for somebody’s commitment. ‘Can I count on you working with me on it?’ ninety nine people say yes. The role of the employee is now enhanced and their motivation is improved and enhanced by the manager now asking ‘what are you going to do to help me realise this?'