



ACTIVITY 5: QUESTION

Managing and developing self

Managing tasks and solving problems

The three ways of examining management style looked at so far, could be said to be observations of individuals' attitudes rather than specific managerial traits. On this basis, each of us possesses attitudes in one form or another even if we are not currently managing anybody or anything.

With this in mind, and as an exercise in self-awareness, identify your style in each of the three theories described in this section.

- Are you predominantly theory X or theory Y?
- Are you an autocrat or democrat?
- Are you task-oriented or people-oriented?

Attempt your self-analysis in the context of a current or recent activity you have undertaken with others, either as a manager or as a student.



ACTIVITY 5: ANSWER

There are some broad correlations between the three theories which should show in your self-analysis.

If you identified yourself as predominantly Theory X then one would expect a judgement on participation to lead towards the autocratic end of the spectrum. Equally, your style assessment on Blake's grid would lean towards 1.9 rather than 9.1 or 9.9.

If on the other hand you identify as a Theory Y person, then your Blake's grid position would be 9.1 or 5.1 and you would probably see yourself as democratic.

A more complex mixture of these theoretical types might suggest that you have a more flexible, situational style.

Reddin's 3D grid

The 3D management style is a Canadian theory of management behaviour and is based on similar principles to Blake's grid in that two key characteristics are task orientation and people orientation. Reddin, however added a third dimension of effectiveness, so that each predominant task/relationship mix also has an alternative in less or more effective behaviour. This is an interesting nuance since all the other style theories mentioned so far do not make any reference to effectiveness, only to broad behaviour.

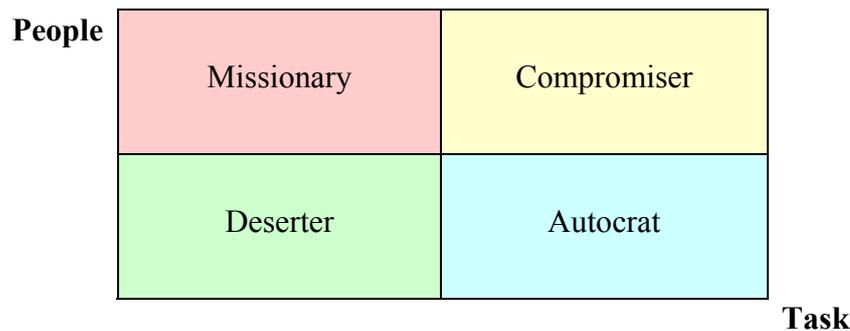


Figure 1.4: Reddin's grid -- the less effective matrix

In the less effective matrix shown in Figure 1.4, the four styles are: deserter, missionary, autocrat and compromiser.

1. Deserter

These managers often display lack of interest in both task and relationships with people, and are ineffective not only because of their lack of interest but also because of their effect on morale. They may not only desert, but may also hinder the performance of others by withholding information.

2. Missionary

The missionary managers put harmony and relationships as an overriding priority to such an extent that in order to ensure that they feel good about themselves, and in an attempt to make others feel good about them, they are prepared to risk ignoring the task.

3. Autocrat

This type of manager sees the task as the overriding priority; they are almost totally unconcerned about people and relationships. They have no confidence in others; people dislike them, and so are only motivated by the autocrats when direct pressure is applied to them.

4. Compromiser

While having a concern for both task and people, these managers find it difficult to make decisions. They are usually influenced by the most recent or heaviest pressure, and tend to compromise rather than find the optimum answer.

These four management styles have some similarities to those which may be derived from the Blake's grid theory:

- Deserter: 1.1
- Missionary: 5.1
- Autocrat: 1.9
- Compromiser : 5.5

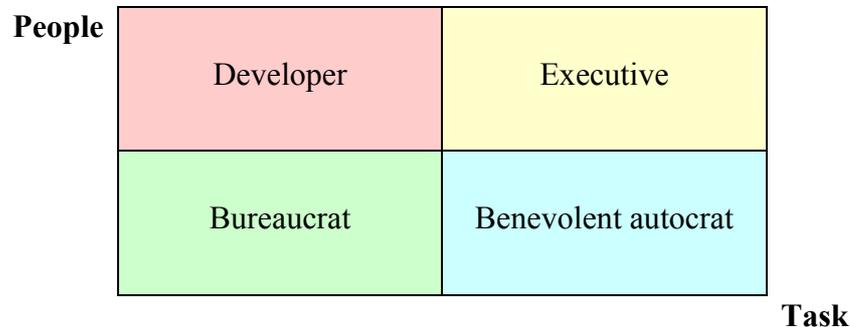


Figure 1.5: Reddin's grid -- the more effective matrix

In Reddin's more effective manager styles (Figure 1.5) we have four more descriptions: bureaucrat, developer, benevolent autocrat and executive.

- **Bureaucrat**

These managers are more effective than deserters in that they at least follow rules and procedures (though often to minimum effect), while at the same time giving little attention to people or task. They follow regulations, appear to be involved and try not to let it affect morale.

- **Developer**

These managers can be seen as the facilitators and empowerers since they see their role primarily to develop the skills of others and to provide a workplace environment which ensures motivation and job satisfaction. While these managers are usually very effective through other people, occasionally their focus on relationship issues may temporarily lead them to avoid dealing with important tasks.

- **Benevolent autocrat**

These managers are fairly common in that they strive to achieve the tasks before them while appearing to be concerned about people. Their people concern however, is often a more manipulative one rather than reflecting a genuine participative approach. They have a basic implicit trust in their own ability to resolve matters.

- **Executive**

This style is the one which embodies the maximum attention to both task and people as they see their role as maximising the effort of others in relationship to the short- and long-term tasks. They set high standards but equally recognise that people are different and have different expectations. Their commitment to both task and people is evident to all and they are therefore powerful motivators.

Finally, Reddin links the less effective and more effective styles in his 3D grid in terms of task orientation (x), relationship orientation (y) and effectiveness (z).

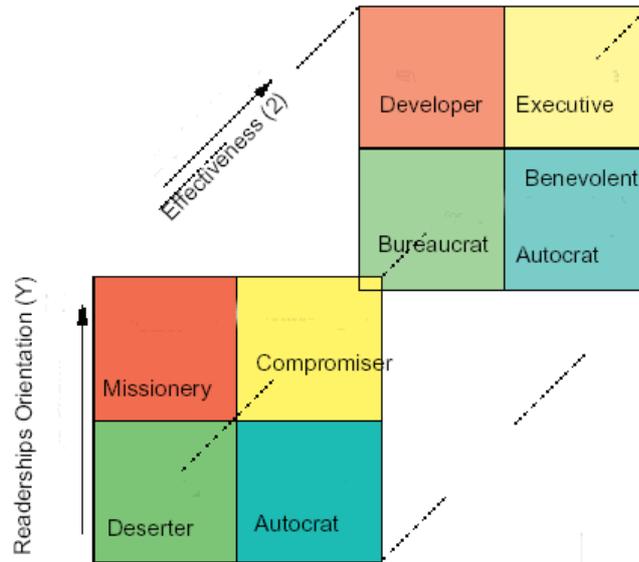


Figure 1.6: Reddin's 3D grid

Situational style theory

Leaning heavily on some of the previous theories for its emphasis on task and relationship orientations, the situational style theory suggests that no one style is best. Successful managers are those who can choose to adapt their behaviour to meet the demands of their own unique situations.

The model developed from this theory is based on two factors:

- The amount of task behaviour and personal relationship behaviour the manager must provide.
- The level of development apparent in the subordinates' behaviour.

Task behaviour is the extent to which the manager engages in one-way communication, explaining what each subordinate is to do as well as when, where, and how tasks are to be performed. Relationship behaviour is the extent to which managers engage in two-way communication by providing support and encouragement.

The subordinates' level of development is defined by:

- The extent to which they are motivated to achieve the task.
- Their ability and desire to accomplish the task.
- Their knowledge and skills available in order to complete the task.