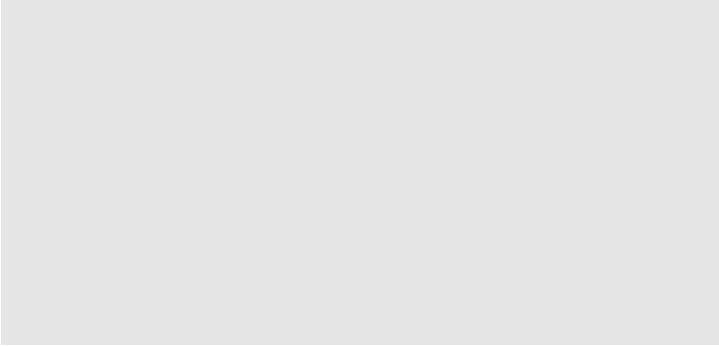


Management Styles



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Management Styles



What Is It And
Why Does It
Matter?

**Hard
Management
Styles**

**Soft
Management
Styles**

**Our
Management
Styles**



What Is It and Why Does It Matter?

Is it not just another 'buzz' phrase?



Management Styles

“are characteristic ways of making decisions and relating to subordinates.”

https://en.wikipedia.org/wiki/Management_styles



What Is It and Why Does It Matter?



As a manager your chosen management style influences the performance of your team.

There are many different styles which a manager can use to manage their employees.

These styles illicit different results depending on the circumstances.



What Is It and Why Does It Matter?



No one management style will suit every situation that a manager will face in their professional career.

It is not uncommon for a manager to have to consider changing their style to suit the tasks faced by them and their team.

What Is It and Why Does It Matter?



A proactive manager recognizes the need to change their management style when faced with challenges.

For example, when a task is time dependent a manager may choose to deploy an autocratic style to ensure the task is completed. The effect, however, of this style may be negative for employee engagement but increases the chances of task succeeding.

Hard Management Styles

What type of manager are you?



Hard Management Styles - Autocratic

This is a top down management style, which reflects the opinions of the manager.

All decisions are made by the manager.

There is no staff input into decisions.



Hard Management Styles - Autocratic

Positives

Extremely effective in times of crisis in an organisation.

Time efficient as the decisions are made by one person alone.

The instruction given is always clear and there is no ambiguity.

Negatives

Employees are expected to follow the instruction given.

No feedback opportunity for employees with this style.

There is no allowance for employee creativity.

Can reduce employee engagement.

Employees are ultimately reliant on their manager for direction.



Hard Management Styles - Persuasive

PERSUASION



The manager will attempt to spend time explaining the reasons behind decisions to the employee.



Hard Management Styles - Persuasive

Positives

Allows employees to have input into the decision making process.

Allows for the uncovering of hidden talent.

Potential to increase employee engagement.

Negatives

Time consuming due to manager having to meet with employees.

Decisions made using this style will still ultimately reflect the manager's opinion.

Potential to reduce employee engagement.



Hard Management Styles - Directive

Direct compliance is expected from an employee when given an instruction by the manager.

Effectively, the manager motivates employees by threats and discipline.



Hard Management Styles - Directive

Positives

It allows a manager to closely control the actions of employees.

Very effective in times of crisis when a manager needs to take control of a situation.

Beneficial for performance management of employees.

Negatives

Employees do not learn or develop under this style of management.

Skilled employees are likely to become frustrated and resentful when managed by a directive manager.

Reduced employee engagement.



Soft Management Styles

What type of manager are you?



Soft Management Styles - Affiliative



An affiliative manager aims to create harmony within a team and between employees and the manager.

Their primary focus is on the employee and the task comes second.

They motivate staff by aiming to keep them happy.



Soft Management Styles - Affiliative

Positives

Increased employee engagement comes as a by-product of the style.

A useful style when it comes to managing conflict between employees.

Can work well as a management style when used in conjunction with other 'soft management' styles.

Negatives

In times of crisis seen as a weak management style.

The style does not lend itself to performance management techniques.

Not time effective.



Soft Management Styles - Participative

A participative manager will engage will all employees.

They believe that everyone has to have input into making a decision and they will encourage all employees to take part.



Soft Management Styles - Participative

Positives

Increased employee engagement.

Increased team ethos amongst employees.

Negatives

Time consuming.

Ineffective in time of crisis.



Soft Management Styles - Coaching



A manager who uses a coaching style is primarily working to develop their employees' skillset and they motivate employees by providing opportunities to develop.

This will prove to be successful as a style if there is a scenario where the organisation needs its staff to be developed.

The success of this style is dependent on the employees' buy in. A coaching manager will only be successful if their employees have the desire to be developed.



Coaching Management Style

Positives

Increased employee engagement.

Excellent for the development of individual employees.

Negatives

Relies on managerial experience of coaching.

A weak style of management for performance management of employees.

Time consuming for the manager.

Relies on employees wanting to be coached.

Only works when there is a need for employee development.



Our Management Styles

What type of manager are you?



Management by Fear

Managers use threats to instil fear into employees.

Employees are controlled by the threat of what the manager can do to them and work in fear of disciplinary action if they do not perform.



Management by Fear

Positives

Generates high productivity within the team because of the employees fear of failure.

Increased competition within the team as everyone is trying to please the manager.

Negatives

Uncomfortable working environment.

Increased risk of grievances and bullying allegations against other employees and the line manager(s).

Can be counterproductive by causing demotivation amongst employees which in turn leads to decreased productivity.

Poor employee engagement.



Buffer Management Style



The manager acts as a buffer between employees and senior line managers.

The line manager protects their staff by handling interactions and communications with more senior managers on behalf of their employees.

The manager effectively protects their team from increased pressure and negativity, allowing the team to concentrate on their daily tasks.



Buffer Management Style

Positives

Increased employee engagement within the team caused by less stress.

Manager perceived to be a champion of the team.

Increased productivity as the team concentrate on the task alone.

Negatives

A risk that the message / decisions get distorted or manipulated by the manager when communicated to the employees.

Lack of engagement and communication between employees and senior decision makers.



Management by Favouritism

This arises when managers form close friendships or relationships with subordinates.

It occurs when managers running a team directly and indirectly express favouritism to an individual or a group of people within the team and chooses said individuals for performing what is seen as high profile or preferred tasks.



Management by Favouritism

Positives

Increased employee engagement and productivity in the chosen few.

Negatives

Leads to very disengaged employees.

Increase in number of complaints against the manager.

Not guaranteed to deliver the best results as the primary tasks are performed by the few and the skills of the ignored employees go unused.

Fractures the fabric of a team.

Potential for increase in staff turnover.



Management by Conflict



This occurs when a manager plays employees (or groups of employees) off against each other to achieve a desired result.

Commonly, in our experience, this occurs in contact centre environments (with the publication of KPIs) or in sales driven environments, where high performers are put on a pedestal of being better than other employees because of their success.

Management by Conflict

Positives

Creates a highly competitive, results driven environment.

Can potentially drive productivity and performance of a team.

Negatives

Causes a constant state of disharmony within a team.

Creates conflict between employees.

Reduces overall employee engagement.

Increased risk of staff turnover.

Increased risk of complaints against the manager and employees alike.

Time consuming for manager as they will spend their time managing the employee conflict.



Management by Micromanaging

Managers work closely with employees and excessively control their work.

A micromanager will make continual and detailed requests for feedback / reports on the team's outputs.

The micro management style can be common in big, modern organisations.



Management by Micromanaging

Positives

It creates a control mechanism and prevents errors being made in a team within an organisation.

Allows for clear communication down the organisational structure.

Negatives

Reduces employees' creativity and stifles talent.

Time consuming for the managers.

Reduces productivity of manager.

Reduces employee engagement.

Increases complaints from employees as the behavioural tendencies of the manager can be perceived as victimisation.



Management by Friendship



This occurs when a manager attempts to be the friend of everyone on their team.

The style is expressed in a personable approach to all, combined with an element of micro-management.

A manager using this style would attempt to pacify any conflicts within the team.

Management by Friendship

Positives

Good employee engagement.
Potentially high productivity within the team.
Friendly working environment.

Negatives

Hard for a manager to perform their managerial duties if they are too close to the employees.
Time consuming and emotionally draining for the manager concerned.



Summary



Different managerial styles will illicit different results depending on the situation.

No one style is the correct style for a manager to have.

A key to being a good manager is to recognise the best style to use in specific situations in order to get the performance you need from your employees and the best results for your organisation.

