Keys to Effective Management Skills

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Keys to Success

Introduction

Mangers are responsible for employee efficiency and meeting organizational goals and objectives. Different keys to effective management will be discussed throughout this handbook. These keys focus on understanding employee needs, leadership styles, and motivation. Through practicing these principles, managers will gain crucial skills that will improve employee morale and productivity. As a result, the organization will increase its ability to accomplish goals and objectives. These keys will unlock the door to your organization's true potential.

Human Behavior Theories

"When we fail to achieve the results we desire, we tend to seek the cause everywhere but where it actually lies: in our choice of inappropriate methods of control." –Douglas McGregor

This chapter explores two basic theories on human behavior—Theory X and Theory Y. These theories have a practical application in the workplace. Understanding the five human needs, developed by American psychologist Abraham Maslow, will also help managers unlock the potential of their employees. The manager who understands basic human needs and human behavior theories can better help employees (and the organization as a whole) achieve goals and long-term success.

Theory X

The main focus of Theory X is authority and control. Managers who support Theory X generally prefer to keep tight control over their subordinates and subordinates' decisions. Theory X makes the following destructive assumptions about individuals:

> "There is a greater likelihood for success if assumptions about human behavior are optimistic."

- The average human dislikes work and will avoid it
- Most people must be coerced with punishment to achieve objectives
- The average human wishes to be directed and has little ambition

These assumptions create a negative workplace environment. Although it is natural for managers to have certain assumptions about human behavior, there is a greater likelihood for success if assumptions about human behavior are optimistic.

Theory Y

Unlike Theory X, the main focus of Theory Y is on the individual and the nature of relationships. Theory Y advocates the exploration and discovery of human potential. Theory Y makes the following positive assumptions:

- Expenditure of work is as natural as play and rest
- People do not hate work unless it is used as a punishment
- Commitment is associated with rewards
- The average person learns to accept and seek responsibility
- Many people are capable of being rewarded
- Most human potential is only partially realized

These assumptions create a positive workplace environment. If employees feel trusted and valued, they will be more likely to contribute to company objectives.

Human Needs

Understanding basic human needs is essential to creating a positive work environment. Although most employment opportunities satisfy physiologic and safety needs, several managers fail to recognize esteem and self-actualization needs in the workplace. Providing opportunities to recognize these needs will not only unearth an abundance of human potential, but also lead to successful execution of company goals and objectives.

Key Points

- The main focus of Theory X is authority and control
- The main focus of Theory Y is on the individual and the nature of relationships
- Few people reach their full potential
- Provide opportunities for employees to achieve goals that fulfill their esteem and self-actualization needs
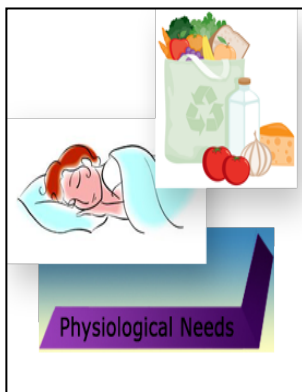
Maslow's Hierarchy of Needs

"The study of motivation includes the study of the ultimate human goals, desires, and needs." –Abraham Maslow

Abraham Maslow was a psychologist in the early 1900's who developed a Hierarchy of Needs based on his Theory of Motivation. Maslow said that the study of motivation included the study of the ultimate human goals, desires, and needs. Also, he proposed that the whole individual is motivated internally, not just parts of them. Therefore, the individual must be treated as an integrated whole when studying motivation. Maslow advised that humans have a series of needs that must be met in order for the individual to progress and grow. Those needs go from basic to complex. As it applies to management, managers must be aware of what needs are being met in the workplace. If basic needs are taken care of, then the employees are more likely to achieve more and more, eventually reaching the highest need: self-actualization and fulfillment.

Physiological Needs

The most basic need on Maslow's Hierarchy of Needs is physiological needs. Physiological needs include food, water, shelter, clothing, and warmth. Humans require these basic needs in order for their bodies to maintain homeostasis. This is the body's innate response at adapting to change. These needs must be met first in order for an individual to function properly. Other needs on the hierarchy will not be met if physiological needs are not taken care of first. Managers can make sure that employee physiological needs are taken care of by having access to food and water in the workplace as well as having breaks and adequate time off.

Safety Needs

The next need to be met is safety, which includes security, stability, dependency, protection, and freedom from fear. Other needs on the continuum cannot be met if an individual feels threatened or afraid of outside forces. Managers must main a secure and structured

environment in the workplace in order for individuals to feel safe and protected. Safety needs in the workplace can be met by maintaining job expectation and security, offering proper training of new employees, and keeping a consistent and productive work schedule.

Love & Belonging Needs

After physiological and safety needs have been met, the next need is a feeling of acceptance, belonging, and love from others. This need for belonging and acceptance is especially important in social groups. Managers can help employees feel accepted by creating opportunities for teamwork and unity in the workplace. Also, managers can discourage cliques and gossiping between employees.

Esteem Needs

Following a feeling of acceptance and belonging within the group, an individual desires to have the support and esteem of others. Being accepted and valued by others leads the individual to gain self-respect and high self-esteem. Respect and recognition of worth brings confidence and increased capabilities to others. Managers can help their employees reach their esteem needs by conducting regular evaluations and providing positive feedback. If employees feel valued, then efficiency and effectiveness will improve.

Self-Actualization Need
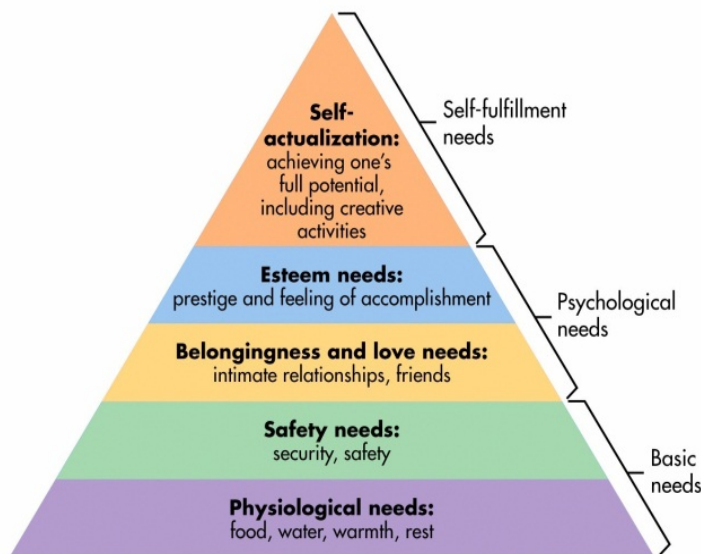
Once all the other needs in the hierarchy have been met, then an individual will long for self-fulfillment. This fulfillment can only come through meeting the self-actualization need. Self-actualization is when an individual realizes and is capable of reaching their full potential. This means becoming the most that one can be. With the proper mastery of the other needs that come before it, any individual who is seeking it can meet self-actualization. Managers must assure that the conditions in the workplace are conducive to employees meeting their primary needs so that self-actualization can be achieved.

🔑 Key Points

- Maslow's Hierarchy of Needs is a pathway to follow to achieve full potential
- Individual motivations are determined by which needs have yet to be met
- Once self-actualization is achieved, employees can begin to look outside themselves and help others.
- Managers should focus on how to help their employees fulfill their needs while in the workplace.
- Harmony and unity will exist in the workplace as needs are being met.

Employee-Centered Management

"My job is dealing with human beings rather than with the work." –Rensis Likert

Many companies base their operations on job-centered management, believing a manager's job is to break subordinates' work into simple, easy steps, hire employees that are capable to perform the work, and train them to do their respective tasks. Employee-centered management, however, puts the wants and needs of the employee first, making them feel influential and important to the organization, which results in higher production. Effective communication and work groups are important parts of employee-centered management.

What does an employee-centered manager do?

- Let employees do their job in the way and pace they would like to. A manager should set goals and objectives and let the employee decide how they would like to accomplish them.
- Let employees make mistakes. Either ignore the mistakes, letting the employee learn from them, or use them as educational experiences.
- Get to know the employees in an informal setting. Employees have hopes, dreams, and challenges just like everyone else. Getting to know your employees can gain their trust and loyalty.
- Let employees make decisions. This will empower the employee and help them feel more influential.

Communication

Communication is the most important function in management. There are three parts to communication: 1) transmission of information, 2) reception and interpretation of information, and 3) acceptance or rejection of the information. There are many things that can negatively affect communication, some of which include negative attitudes, high pressure, fear, and distrust. It is necessary to have effective communication (both upward and downward communication) to create a high-producing organization.

> 🔑 Good communication is essential for high production.

Upward communication is communication from subordinates to their supervisors. It has been found that most subordinates do not feel comfortable telling managers problems and would rather say things that will please the manager. After all, the manager is in charge of their well being within the company. Although managers think they know the roadblocks of their subordinates, it is very likely that they do not.

Downward communication is the information given to subordinates from superiors. In order for employees to best do their work, it is important for them to know what their job is and what is expected from them. Failure of a manager to communicate effectively with subordinates can cause problems that could otherwise have been prevented.

Upward
Communication

Superior

Subordinate

Downward
Communication
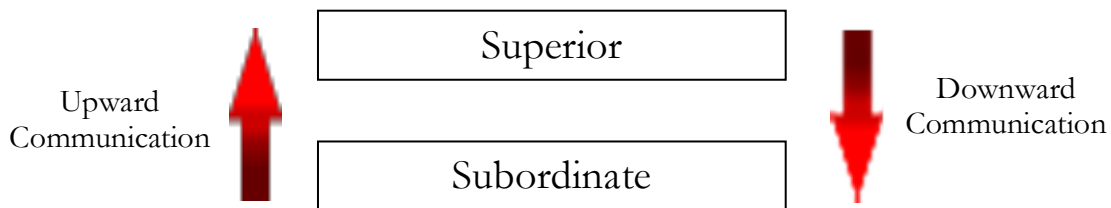
Highly Effective Groups

Groups have been and always will be an important part of an organization. A group's atmosphere can have either positive or negative effects on the individual members, which in turn affects the productivity of the group. Small groups are generally more productive than large groups. It is important to remember that groups are not isolated, but part of the larger organization. Because of this, ensure that all group functions are beneficial to many areas of the organization. Characteristics of highly effective work groups include:

- Members and leaders have confidence in one another.
- Members in the groups are motivated to act according to the values and goals of the group.
- There is a supportive atmosphere when making group decisions. This will help stimulate creativity.
- Members willingly and eagerly help each other.
- Members are motivated to communicate effectively.

Group Leadership. Without a good group leader, the group will never reach its full potential. A leader also links the group to the organization as a whole. Group leaders are responsible for creating a supportive atmosphere, listens to group members, never imposes a decision on the group, and accepts the blame when things go wrong. In order to accomplish the atmosphere needed to make an effective group, the leader must be "group-centered."

Key Points

- Employee-centered managers care about each employee as a person, which results in more productive organizations.
- Good communication, both upward and downward, is essential for high production.
- Positive and supportive atmospheres help form highly effective work groups.
- "Group-centered" leaders can create the atmosphere necessary for groups to become successful.

The Contingency Model

"Hypothesis that the effectiveness of a group depends upon the interaction between the leader's style of relating to his group members and the degree to which the situation enables the leader to exert influence over his group." –Fred Fiedler

The Contingency Model focuses on leadership as it relates to member relationships and task performance. The performance of a group is affected by the leadership style exhibited by the leader. First, it is important to define what a leader is. Fiedler defined leadership as, "a process in which one person controls and influences others for the purpose of performing a task". This theory categorizes leaders into two categories: task-oriented or relationship-oriented. In this chapter, both strategies will be discusses and examples of each type of leadership will be examined.

Leadership styles

Fielder identified two types of leadership: task-oriented and relationship-oriented. Depending on the situation, leaders will demonstrate different qualities depending on their leadership style. An individual's leadership style is based upon needs that the individual wishes to fulfill.

> "Leadership style is determined by the needs the individual seeks to satisfy in the leadership situation"

First, let's figure out what type of leadership style you relate most to. Pretend you are the leader of a five-person team. On a scale from 1-10, how would you rate your least positive co-worker (LPC)? If you rated your least positive co-worker higher, you are considered a relationship-oriented leader. If you rated your least positive co-worker low, you are considered a task-oriented leader. The justification for this outcome will be explained in the following paragraphs about each style.

Task-Oriented Leadership (Low - LPC score)
Task-oriented leaders generally rate the least positive co-worker low in order to gain satisfaction and recognition through completion of the assigned task. A task-oriented leader is less likely to be concerned with relationships and outside recognition and more concerned with the completion of the task at hand.

Task Oriented

Task-oriented leaders tend to have the following characteristics:

- Interested in task performance
- Satisfaction through achievement in assignment
- Less concerned with relationships
- Intrinsic satisfaction

Task-oriented leaders will thrive in situations that are highly favorable to them, where people are seeking specific direction. Furthermore, task-oriented leaders will excel in situations that are unfavorable, where people may give up if given the option. The leaders ability to identify the task and direct people allows them to work well in these favorable and unfavorable environments.

Relationship-Oriented Leadership (High - LPC score)

Relationship-oriented leaders generally rate the least positive co-worker high in order to gain personal recognition and feel successful as a person. These leaders want to be liked and accepted by all employees. A relationship-oriented leader might be less concerned with the task and more concerned with interpersonal relations.

Relationship-oriented leaders tend to have the following characteristics:

- Interested in interpersonal relations
- Satisfied through gaining recognition
- Pleased by achieving a position of prominence
- Extrinsic satisfaction

Relationship-oriented leaders work best in situation where they have only moderate influence. Tasks that are unstructured or environments that are not well accepted favor this type of leadership to create a comforting environment that allows for an open discussion. The leader's ability to identify with employees allows a nonthreatening environment to be created, which will increase the productivity and performance in these specific situations.

Creating Effective Organizational Leadership

Effective organizational leadership depends on matching the proper leadership style with the right task and environment. It is difficult to change someone personality or leadership style but it is much easier to change the situation in order to match the leadership style. The following list includes examples on how to change the work situation to better fit the individual's personality or leadership style. Changing the work environment to better fit the leadership style can be known as organizational engineering. Organizational engineering ensures that leaders utilize their strengths to the fullest extent.

Examples on how to change the work situation to fit an individual:

- Change the individual's task assignment
- Change the leader's position power
- Change the leader-member relations in the group
- Place the leader with group member with similar interests

🔑 Key Points

- Leaders can be task-oriented or relationship-oriented
- Task-oriented leaders have a low- LPC score and seek intrinsic satisfaction
- Relationship-oriented leaders have a high-LPC and seek extrinsic satisfaction
- Organizational engineering is when a situation is altered to fit the leadership style

The Managerial Grid

"The more skilled a leader becomes in using a sound theory, the more capable that person is in reducing frustration, resentment, and other negative emotions." -Robert Blake

T he Managerial Grid was originally developed by Robert Blake and Jane Mouton in 1964. The Managerial Grid identifies eight leadership styles that focus on the amount of a manager's concern for an organization's people and production. If a manager is concerned for the organization's people, then the people's interests, needs, personal progression, and development is taken into high consideration. If the manager's main concern for the organization is production then emphasis will be placed on the productivity level and meeting objectives. In this chapter, the eight leadership styles will be discussed along with an illustration of the Managerial Grid.

By reading about each leadership style, you can better decide the best leadership style you can use as a manager to decrease disturbances, frustration, and other problems in your organization.

Leadership Styles

Below is the list and description of the main eight leadership styles contained in the Managerial Grid. Also, these styles can be referred to as benchmark styles. It is important to remember that there can be many other mixtures of each style, which vary in location on The Grid. While reading through each style description, decide which style you relate to most and which you think is the most sensible style to practice in your organization.

Country Club (1,9)
Concerns for people are highest priority through paying careful attention to relationships leading to a relaxed and happy atmosphere in the work environment.

Team Management (9,9)
Concerns for people and production are balances. Trusting relationships are built as a result of employees being highly committed to accomplish the work.

Organization Man Management (5,5)
Through organization, a balance between concerns for people and production are at a satisfactory level.

Impoverished Management (1,1)
No concern for people or production is shown due to the minimum exertion of effort.

Authority-Obedience (9,1)
High concern for production is shown at the expense of employee satisfaction.

Paternalism (9,1 and 1,9)
Alternating between high concern for people and high concern for production by offering praise while demanding authority.
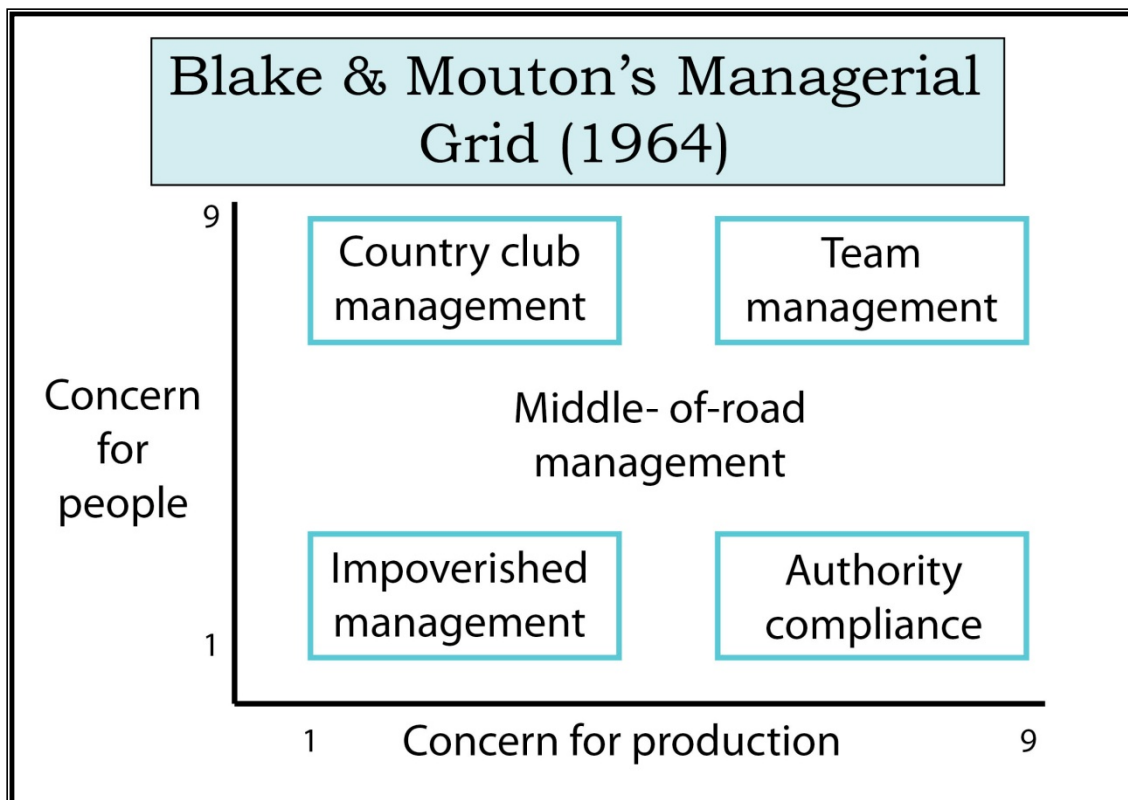
Opportunism
Combination of any style at any given time to achieve the highest personal reward.

Facades (false 9,9)
Pretending to be 9,9 is order to hide true motives.

Below is an illustration of the Managerial Gridwith the locations of each leadership style.

Blake & Mouton's Managerial Grid (1964)

🔑 Key Points

As a manager, you can use the Managerial Grid to select the best leadership style for you to meet the organization's goals. This can be done by determining how much emphasis you need to place on concern for the people or production of your organization. This will help you become a skilled leader by meeting organization goals while also decreasing possible frustration and resentment in your organization.

Key

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How to Motivate Employees

T his chapter discusses ineffective and effective ways to motivate employees. It has been shown that changing responsibilities of employees is an effective way to get employees who work inefficiently to work and contribute to the workplace in more effective ways.

KITA

KITA is what takes place when action is wanted. In a sense, kicking someone into action. There are lots of forms of KITA that have been used to motivate, but have been found ineffective. One form of KITA is *negative physical KITA*. This form deals with the literal form of KITA, which can be found unprofessional and can cause an employee to kick back. This does not help accomplish anything for the organization as a whole. Another negative form of KITA is psychological. This form can produce results similar to the physical form, but it is hurtful on the inside, rather than the outside.
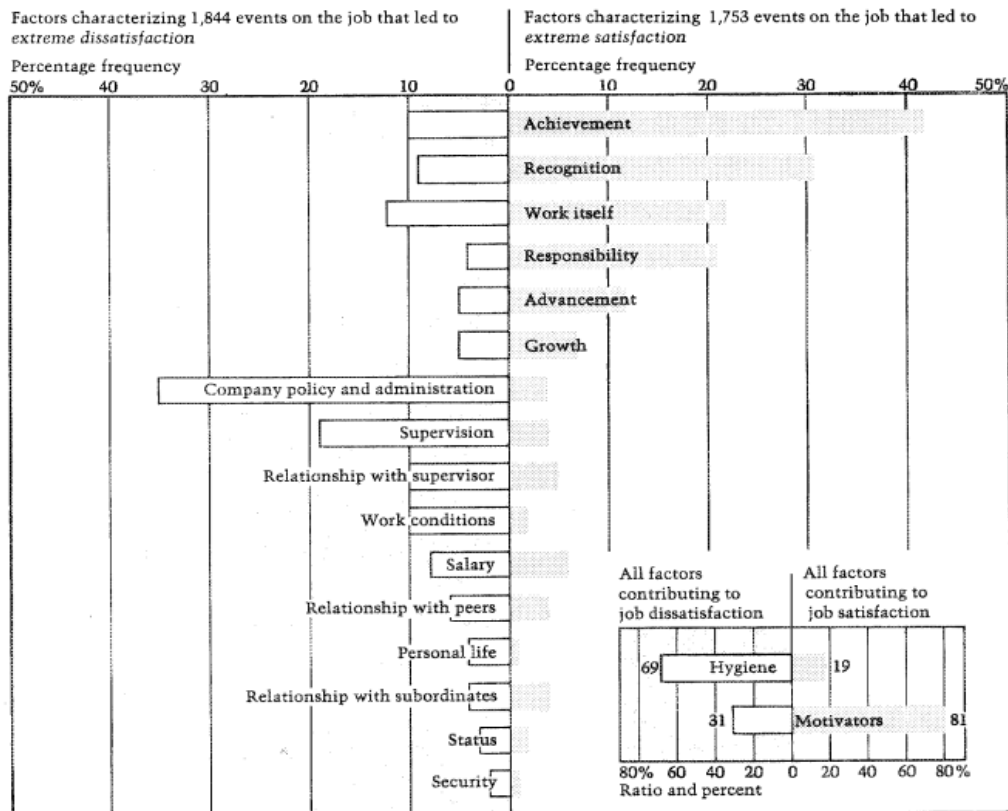
There are also positive forms of KITA that deals with giving employees incentives in order to accomplish something for an employer. Incentives were thought be a motivator along with the negative forms of KITA, but all KITA does is get people to move. The employers are motivated when they want an employee to do something, but it is up to the employee to want to move. The want to move is the motivation managers are seeking from employees. KITA is not an effective way to motivate employees, as it has once been believed to be.

Motivation-Hygiene Theory

The motivation-hygiene theory talks about motivators increasing job satisfaction in the workplace and hygiene factors increasing job dissatisfaction in the workplace. Motivators are described as elements such as achievement, recognition, responsibility, the work that a worker is responsible for, and moving upward in learning or position. Hygiene factors are known as things like relationships, salary, position, personal life, security, and among other things.

Job satisfaction tends to correlate with motivators and job dissatisfaction correlates with hygiene factors. It also may be helpful to think about the opposite of job satisfaction, which is the lack of job satisfaction and not job dissatisfaction. The same goes for job dissatisfaction as well when considering opposites. An increase in job satisfaction and a decrease in job dissatisfaction can create positive attitudes and increase motivation.

Factors characterizing 1,844 events on the job that led to *extreme dissatisfaction*

Factors characterizing 1,753 events on the job that led to *extreme satisfaction*

Percentage frequency

| 50% | 40 | 30 | 20 | 10 | 0 | 10 | 20 | 30 | 40 | 50% |

Achievement

Recognition

Work itself

Responsibility

Advancement

Growth

Company policy and administration

Supervision

Relationship with supervisor

Work conditions

Salary

Relationship with peers

Personal life

Relationship with subordinates

Status

Security

All factors contributing to job dissatisfaction

All factors contributing to job satisfaction

| | 69 | Hygiene | 19 | |
| | | 31 | Motivators | 81 |

| 80% | 60 | 40 | 20 | 0 | 20 | 40 | 60 | 80% |

Ratio and percent

Eternal Triangle

Three philosophies are discussed to manage employees more effectively and deal with the happiness and better attitudes from employees. The first is organizational theory, which discusses that employees may be happier and better workers when there is a better organization to the workplace. The second talks about industrial engineering and discusses finding a way of working that works best for employees, so they are able to accomplish a lot and be able to develop better attitudes toward their jobs. The third puts the focus on the person, the group, and the environment of the workplace and teaches lessons about human relations in hopes that the education given will help to better behavior and attitudes.

The motivational-hygiene theory is similar to the industrial engineering philosophy, but is a little different. The motivational-hygiene theory advises that employees' jobs be changed, so the employees can grow and develop better attitudes toward their jobs and responsibilities.
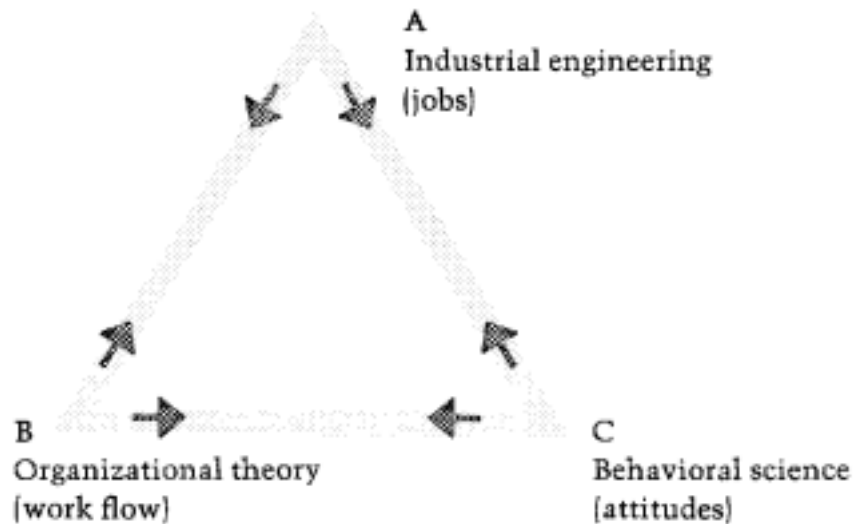
Job Enrichment

Job enrichment is meant to provide a greater satisfaction to employees through motivation by creating new responsibilities for employees. Horizontal job loading deals with giving employees tedious jobs to do that lighten the load of their superior, but can just take from the superior's to-do list and add to the employee's to-do list and not really promote any growth. Vertical loading encourages motivation. It is more effective to give lower level employees jobs that are of more importance to the facility and give employees a chance to grow and feel important along with more trust from their superior.

🔑 Key Points

- Do not harm physically or emotionally in any way
- Do not use incentives to promote movement of employees
- Create an environment that provides opportunities for growth in employees, so they can become motivated and progress to higher levels of learning
- Eliminate some of the stress of higher authority positions in a facility by given lower level employees responsibilities that they are capable of performing on their own

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