

WORK BOOK SIX



# MANAGEMENT STYLES

**UNDERSTANDING WHICH OF THE FOUR CORE**

**MANAGEMENT STYLES ARE BEST SUITED TO YOUR BUSINESS**



**COACHING ACADEMY SPECIALIST**  
**Where Small Businesses Grow**

# The Four Core Management Styles

*“Every time you state what you want or believe, you’re the first to hear it. It’s a message to both you and others about what you think is possible. Don’t put a ceiling on yourself.”*

**– Oprah Winfrey, Media Proprietor**

## Introduction

In any organisation, managers perform many functions, play numerous roles and are responsible for handling a multitude of different situations. It is inevitable that these managers will adopt and use their own management styles.

A manager should be a dynamic person, who has the insight and an awareness of the many different styles which will help him or her handle different situations in the optimal way.

In short, a management style is a leadership method used by the manager. The following are the four main management styles practised by managers all over the world.

## The Four Core Management Styles

- Autocratic
- Democratic
- Laissez Faire
- Coaching and Development

## The Four Core Management Styles/ Continued

### Autocratic

Autocratic or Authoritarian: In this management style, the manager becomes the sole decision maker. The manager does not appear to care about the subordinates and their involvement in decision making. Therefore, the decisions reflect the personality and opinion of the manager.

The complete authority is in one person's hand, it is not open for discussion or question. It is also known as totalitarianism or dictatorship. It does forge an atmosphere of discipline in the organisation. The decision does not reflect the team's collective opinion. In some cases, this style of management can move a business towards its goals rapidly and can fight through a challenging time.

This style can at times, cause dis-satisfaction and a lack of "creative space" for the employees. The employees frequently feel that they are a replaceable resource and not the core of the organisation. The manager believes in top-down communication, wherein orders are given by the higher hierarchical level to the lower ones. The concept of "employee satisfaction" does not hold importance for such a manager.

An autocratic manager cuts an imposing and knowledgeable figure; decisions are made quickly and forcefully without involvement from anyone else. Other people's judgements and suggestions are usually neither listened to nor considered, a truly 'my way or the highway' attitude towards the employees is forever present.

If the manager has a great personality, experience and exposure, the decisions made by him or her could be better than collective decision making. On the other hand, subordinates may become dependent upon the manager's decisions and may require thorough supervision.

This is classic model of "military" style leadership – probably the most often used, but the least often effective. Because it rarely involves praise and frequently employs criticism, it undercuts morale and job satisfaction. It is only effective in a crisis, when an urgent turnaround is needed. Even the modern military has come to recognise its limited usefulness.

## The Four Core Management Styles/ Continued

### **Democratic**

In a democratic style, management will make decisions which are agreed upon by the majority of employees, therefore the workers feel involved and important to the organisation. By involving the employees, management will be better informed to make the right decisions and harvest new ideas from the people who are involved in the execution of the day to day business of the company.

This style draws on people's knowledge and skills, and creates a group commitment to the resulting goals. It works best when the direction the organisation should take is unclear, and the leader needs to tap the collective wisdom of the group. This consensus-building approach can be disastrous in times of crisis, when urgent events demand quick decisions.

The management allows the employees to voice their opinions freely. Most company policies, rules, protocols and regulations and decisions are made after taking the opinion of the employees into consideration. It is also known as 'participative style' management.

Meetings are held with representatives from each hierarchical level, In this style, the manager is open to other's opinions and welcomes their contribution into the decision making process, by majority's agreement.

This type of management is most successful when it comes to decision making on a complex matter where a range of expert advice and opinion is required.

## The Four Core Management Styles/ Continued

### **Democratic/Continued**

Before making a business decision, usually a series of meetings or brainstorming sessions take place in the organisations. These meetings are properly planned and documented.

This type of management encourages feedback from the workers to the leaders, essentially to maintain good morale and loyalty. When the management makes a decision, it is explained to the employees and obtains their support and. In the long run, this guarantees the loyalty of the employees.

Therefore, the organisation can always go back to the decision making process and see the reasons behind certain decisions. Due to the collective nature, this style of management gives more employee satisfaction.

If decision making through the democratic style takes too long for a critical situation, then it is time to employ autocrat management style before it is too late.

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## The Four Core Management Styles/ Continued

### **Laissez-faire**

The Laissez-faire management will take a back seat role in the company, providing guidance when needed, the employees are allowed to let their own ideas and creativity flourish in their specific areas. The manager is looked upon as more of a mentor than a leader.

In this type of management, the manager is a facilitator for the staff. The employees take the responsibility of different areas of their work and whenever they face an obstacle, the manager intervenes and removes it. In this style, the employee is more independent and owns his or her responsibilities.

When compared with other styles, a minimum communication takes place between the employees and the manager who has limited managerial tasks to perform.

This style of management is the best suited for technology companies where there are highly professional and creative employees. It is most appropriate when an organisation needs a new direction. Its goal is to move people towards a new set of shared dreams. "Visionary leaders articulate where a group is going, but not how it will get there – setting people free to innovate, experiment, take calculated risks,".

In this management style, the targets are communicated to the employees who can go about meeting those targets in whichever way they want in what is a very liberal environment.

However, there is a lot of chaos in the delegation of authority as well as responsibility where communication is free and more through the grapevine. This leads to the employees taking their work for granted. On the other hand, the manager evades his/her duty very conveniently.

If out of control, this management style can spell doom for an organisation. However, it has been adopted by many organisations and has worked well in conjunction with the other three styles.

## The Four Core Management Styles/ Continued

### Training and Development

Children crave discipline, it defines boundaries, provides security and is an active expression of a parents love. It prepares them for the challenges of adulthood. We should cherish and welcome the reality and opportunity presented to us when we recruit new staff who are children to our company. Staff will grow older and develop, and we need to get these staff to grow and develop in our image.

The management styles outlined above are closely linked to the personality and leadership qualities of a manager. They are based on the style and principles followed by a manager in particular and not by the organisation as a whole. If there is a change in a manager, an autocratically managed organisation can immediately change to becoming a democratic, a Laissez Faire or a combination of all three plus some.

As management encompasses man, money, and material needs, there are several aspects that govern and are governed by the different management styles forged.

Whilst these are the three core management styles the reality is that all successful managers will develop their own unique style which includes a number of elements from the above. Whatever style is adopted it is imperative that due respect is given to the following short list of factors which are universally accepted as the motivational issues which determine the level of job satisfaction for all employees..

## The Four Core Management Styles/ Continued

### Training and Development/Continued

The **Developmental Manager** helps and encourages employees to develop their strengths and improve their performance. The manager motivates by providing opportunities for professional development.

This style is very effective when a new skill needs to be developed and employees are motivated and wanting development.

The **Coaching Leader** focusses on the learning experience. When a team member proves to be particularly good at an aspect of the task, the leader has them demonstrate and teach the others. The team gets absorbed in the learning and people are often surprised to hear that the time is up. They are engaged with and proud of their achievements, even though they often don't fully complete the task. The leader often reports that they "really enjoyed working with the team and I'd love to have had more time, so we could finish because we were doing a great job".

This manager is performance driven with the focus on building commitment and consensus among employees. Encourages employee input in decision making and motivates by rewarding team effort with plenty of attention to **Appreciation** and **Recognition**.

## The Four Core Management Styles/ Continued

### Training and Development/Continued

#### Summary

If you have an **Autocratic** style, whereby you rarely seek opinions from your staff, you had better be absolutely correct in the direction you send your troops.

If your style leans more towards a **Democratic** style, you have to be very careful that when you seek the opinions and judgements of your staff that they do not consider you weak and indecisive.

For the **Laissez Faire** management style to work demands that all your staff are totally in tune with your Intellect, purpose and core values, or you will invite chaos.

The **Training and Developing** style, if worked properly, is extremely demanding on the business owners, but is also the most reliable in terms of outcome.

## Success Story and Positive Mental Attitude

### African Cup of Nations—Zambia v Cote d'Ivoire

In the hours leading up to the final of the African Cup of Nations Tournament on the 12th February 2012, Herve Renard did not need to avail of a motivational speaker or a sports psychologist to motivate his Zambian squad. God was surely on his side.

After all Renard's team had defied the odds in getting to the final - starting the tournament as a 40/1 rank outsiders; having replaced their seasoned coach with an amateur coach a short time before the start of the tournament; and they continued to miss their best player through injury.

**But facts don't always add up and rational thinking does not always prove to be correct.**

Yes, their opponents in the final, the Ivory Coast, had the much better team – not only were they ranked 1st on the African continent, many of the players earning their living amongst the millionaire footballers in Europe's elite clubs. Yes, they were the under-dogs but they had something more powerful in their dressing room.

### **Belief!**

What belief could be strong enough to overcome this last obstacle?

What belief had been strong enough to get them to this final?

After all, they are an average side.

## Success Story and Positive Mental Attitude

### African Cup of Nations—Zambia v Cote d'Ivoire/Continued

19 years previously, 18 players in their national squad were killed when their plane crashed just shortly after re-fuelling in the Gabonese capital, Libreville, en route to play a match in Senegal.

You need to appreciate that football is more than a sport in Africa. It is a way of life that enables so many to forget their poverty, the tribal wars, the politics, the devastation of the African continent. It is something that lifts the people from the ordinary and connects them with something vaster and transcendental. 10% of the capital's population turned out to mourn the loss of their athletes, who had all received state funerals, something only reserved for the President.

And yet here they were, playing in Libreville for the first time since that fateful crash, something that they could have only done, due to the tournament's complex scheduling system (spread over two different African host nations).

They had overcome Senegal, the tournament favourites and the team they were due to play on that fateful day in 1993, and had also beaten four times winner of the tournament, Ghana in the semi-final and now faced the Galácticos of the Ivory Coast.

## Success Story and Positive Mental Attitude

### African Cup of Nations—Zambia v Cote d'Ivoire/Continued

#### What greater motivation did his players need?

They could not just turn up and simply be presented with the cup. They still had 90 or 120 minutes (if the match had Extra Time) to play. They had to continue to play as ONE, as they had done during the previous five games and to feel the encouragement of the whole of Zambia, living and un-living and the entire continent of Africa coarse through their psyches.

After all a team playing cohesively together, motivated by a single feeling and utter belief that it is their time; an utter belief that the souls of the deceased needed to be honoured; an utter belief that this match was more than just football, is far more powerful than a group of talented individuals.

**Zambia won 8-7 on Penalties!**

**DON'T FORGET TO WATCH THE  
"MANAGEMENT STYLES" VIDEO.**