

# Theories of Management



Kiwi Inc.



October 3, 2012

Volume 1, Issue 1

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*Theories of Management to help you become a more  
effective manager*

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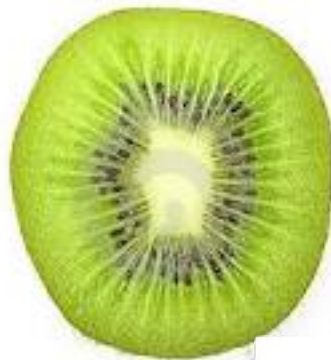
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# Mission Statement

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At Kiwi Inc., it is our mission to provide managers with the tools and information to improve their role as a leader and communicator. Our goal is to increase manager and employee effectiveness. This will result in satisfaction by enhancing interpersonal relations and personal performance.





Blair Harmon, McKenzie Driscoll,  
Ashlee Whipple, Julie Loveland,  
Brittney Scott, and Morgan Garlock

# The Human Side of Enterprise

Douglas McGregor

Becoming an effective manager is a complex learning process. Despite the difficulty, McGregor believes it is important for managers to improve their skills in controlling human efforts. He implemented this by developing two theories:

Theory X and Theory Y.





# Theory X

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Theory X states that human beings have an inherent dislike of work. Therefore employees need to be controlled, coerced, or directed in order to compensate for this human tendency. McGregor developed several assumptions that further explain his theory:

- Management needs to counteract the inherent dislike of work.
- Employees must be coerced, controlled directed, or threatened with punishment to get them to put forth adequate effort.
- The average human prefers to be directed, wishes to avoid responsibility, has little ambition, and wants security above all.

# Theory Y

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Theory Y states the average human is neutral to work. If employees do not feel like working the manager needs to adjust their methods.

He developed several assumptions to further explain this theory:

- Depending upon controllable conditions, work may be a source of satisfaction or source punishment.
- External controls and the threat of punishment are not the only means for bringing about effort toward the organizational objectives.
- The average human being learns under proper conditions not only but to seek responsibility.

Which theory suits your management style?

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Which theory would be most effective for your organization?

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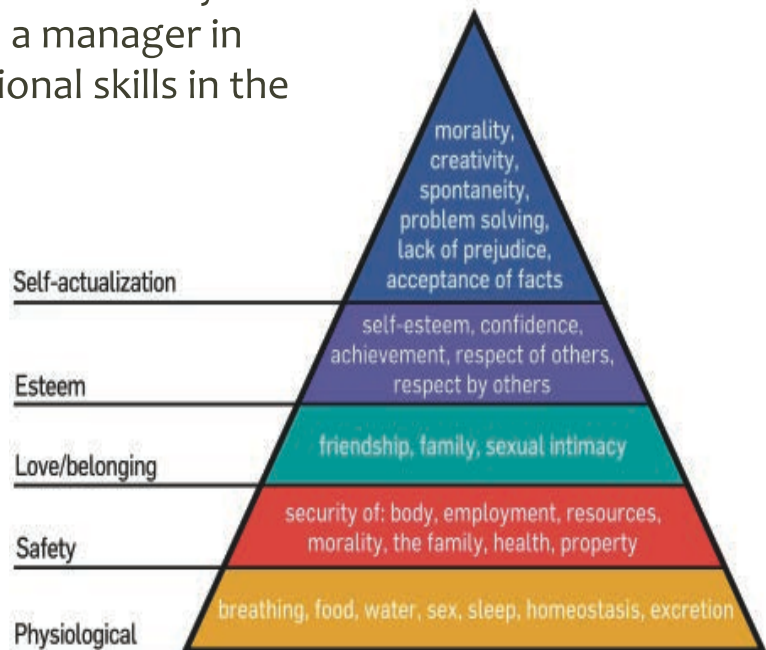
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# Motivation & Personality

A.H. Maslow

Understanding how to effectively motivate employees is essential to being a successful manager. An understanding of Abraham Maslow's hierarchy of needs and how that connects to his theory of motivation will help a manager in developing motivational skills in the workplace.







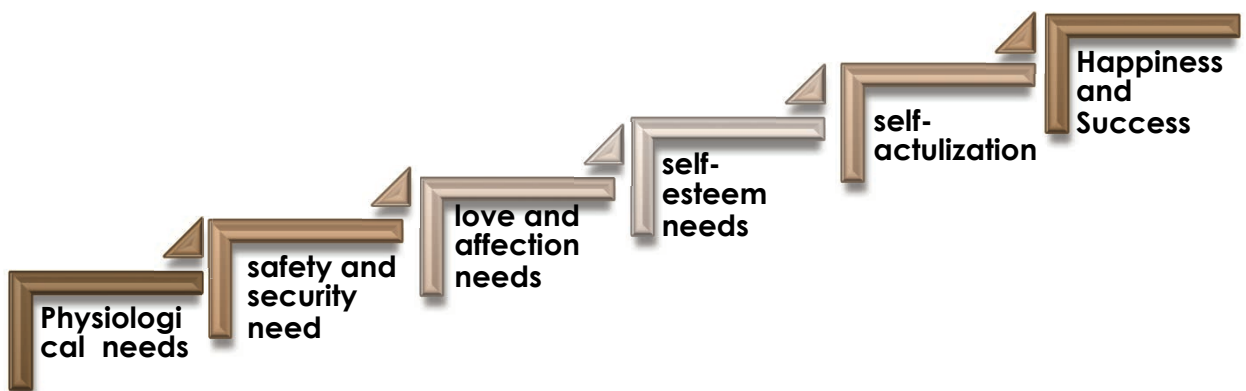
## The Five Basic Needs for Human Motivation:

Physiological, safety, love/belonging, esteem, and self-actualization.

Humans are not motivated to fulfill other needs or complete other tasks until these needs are met.

### As Manager:

You are responsible for creating a work environment that meets and respects these basic needs and in turn, allows employees to perform at their best ability.



### Self-actualization

The last of the five basic needs is a state of peace and self-fulfillment in which a person has reached their full potential. Managers should work to meet employee needs so that they can reach a self-actualized state and be motivated to perform at that level. While the individual himself is responsible for fulfilling all of his own physiological needs, the manager can help fulfill safety, love/belonging, esteem, and self-actualization needs in the workplace.



### **Safety:**

A manager should ensure a safe work environment for employees. Buildings and equipment should be up to code, with established emergency plans in place should they be needed.



### **Love/belonging:**

Managers should create an environment where employees feel like they belong. Team building, unity, or trust exercises may be used to strengthen this sense of belonging.



### **Esteem:**

Employees yearn to feel that they are respected both by their co-workers and their manager. Managers should create an environment where different ideas and view points are not only welcome but encouraged.





As a manager, do you feel that your own basic needs are being met so that you can perform to your best ability?

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What can you do to ensure that the basic needs of your employees are being met?

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# One More Time: How Do You Motivate Employees?

By: Frederick Herzberg

Managers lead their employees to produce results by motivation, but often times managers mistake *motivation* for *movement*.

## **What is movement?**

- Movement is a function of fear of punishment or failure to receive extrinsic rewards. Putting employees in positive or negative situations can push an employee to do what you want. For example: Making a dog sit before giving it a biscuit (this is movement, NOT motivation). Movement requires constant reinforcement, has short-term results, and the manager must constantly enhance extrinsic rewards to get a reaction out of employees.

## **What is motivation?**

- Motivation is a function of growth from challenging work that is internally rewarding. Its benefits show up over a long period of time. Employees who are properly motivated do not need to be rewarded incrementally because their ultimate reward in motivation is personal growth.



## Motivation-Hygiene Theory

*the role of hygienes and motivators...*

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In the workplace, to provide optimum motivation to employees, encourage more *motivators* than *hygienes*.

- **Motivators** are factors that influence people to be happy and properly motivated on the job. Motivators help satisfy employee needs and the ability to achieve psychological growth (which is the primary cause of employee satisfaction).
- Examples of motivators include:
  - Achievement
  - Growth
  - Improvement
  - Work
  - Responsibility
  - Advancement
- **Hygienes** are environmental factors in the workplace that create no dissatisfaction when present and create dissatisfaction when absent.

Examples of hygienes include:

- Supervision
- Relationships
- Work Conditions
- Personal Life
- Status
- Security



Reflect on how you interact with your employees. Identify how you motivate. Identify how you cause movement.

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Reflect on the Motivation-Hygiene Theory Identify some motivators. Identify some Hygienes.

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# New Patterns of Management

Rensis Likert

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## Job centered managers

These types were found to be the less productive and tend to focus on the job at hand.



## Employee centered managers

These types managers are more productive and tend to focus more on human effort.



Employee Centered Managers:

- Let their employees do the job the way they want to do it
- Value their employees as individuals and take interest in them
- Let their employees make decisions (delegate decision making)



Managers are successful when they effectively supervise their employees as a group.

**As the group leader, the manager should:**

- Act genuinely interested in the subordinate's ideas and prepare to act on them.
- Maintain a supportive attitude towards the group.
- Constructively use group meetings to develop group pride and loyalty.
- Create high performance goals.

**Groups with High Peer Loyalty**

- Increased identification with the group and a greater feeling of belonging to it.
- More friends in the group and in the company, rather than outside the company.
- Better interpersonal relations among the members of the work group.
- A more favorable attitude toward their jobs and their
- Higher production goals and more production with less sense of pressure.





## Communication

Communication is one of the most important processes of management.

- The manager must have the ability to create a group of well-knit employees.
- The more favorable the group loyalty, the more accurate the communication becomes, with less errors of perception.

High-producing managers develop their organizations into highly coordinated, motivated, and cooperative social systems.



### Why is this important?

An organization making the greatest use of human capacity consists of highly effective work groups with high performance goals. Managers should link these groups together in an overlapping pattern by other effective groups throughout the organization.



Do you consider yourself an employee centered manager or job centered manager?  
Why?

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In what ways are you a group leader? What are your strengths and your weaknesses?

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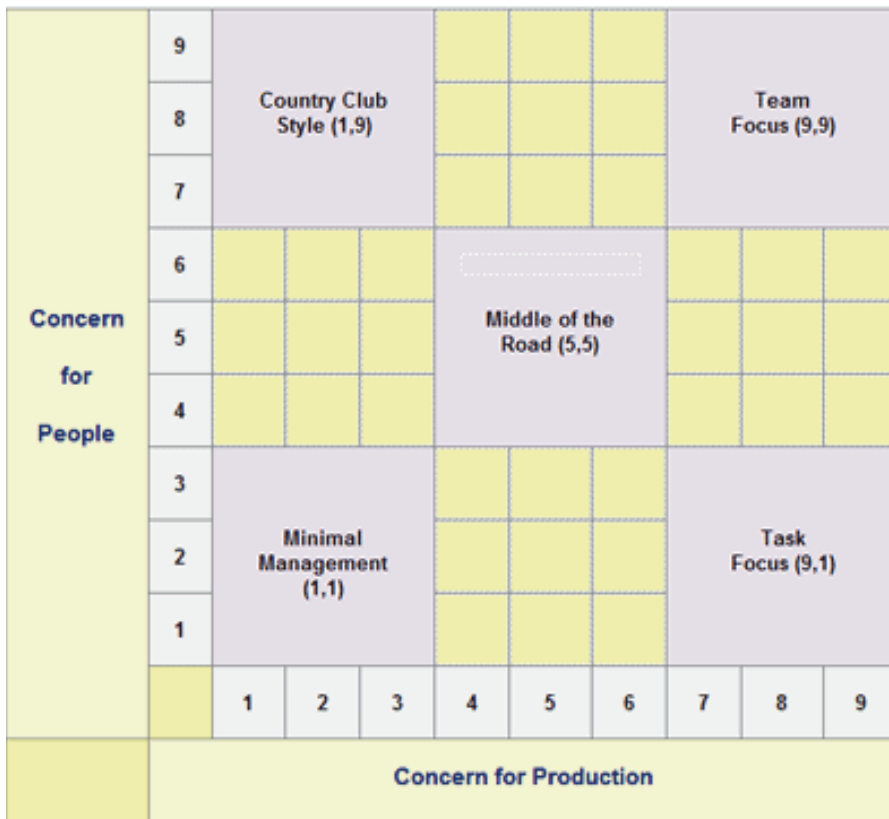
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# The Managerial Grid

R. Blake and Jane Mouton



There are five basic styles of management. A manager may not be in the extreme of any, but you will be able to identify characteristics in yourself to determine your own style on the grid. A manager must be concerned about people, production, and power. To what extent you care about each, affects how you manage. A 1 is lowest concern and a 9 is the highest concern.



How would you describe your upbringing and father and mother's parenting style?

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**Compare your upbringing to the following in order to determine your most likely natural management style**

Childhood Environment	Linked Management style
Overly critical parents who restricted the child's development of initiative	1,1- Impoverished or Minimal Management
Child sought to do parent's bidding in return for love and affection from them	1,9 Country Club
Child expected to perform and achieve in order to receive love	9,1 Task Focused
Parents encouraged child to belong to gain status instead of being unique	5,5 Middle Man
Parents allowed for child's self-management and growth and encouraged spontaneity within limits of safety	9,9 Team Focus



1,1

# Impoverished Management-

low production, low people focus



## Characteristics of Managers:

Emotionally withdrawn and indifferent

Blames others

Ignores problems and avoids creating them

Lacks direction



1,9

# Country Club Management-

Low production, high people focus

## Characteristics of Managers

- Believes “If I am nice to people, they won’t hurt me.”
- Values attitudes and feelings of subordinates
- The ultimate people-pleaser
- Avoids conflict at all costs
- Will not say “No”





5,5

# Organization Man Management

Mediocre performance and some focus  
on people

- “Groupthink” where subordinates come to an agreement in order to avoid disagreements and expression occurs frequently
- Relies on traditions and past practices
- Seeks acceptance and social approval
- Managers struggle with identity “Who am I?”
- Employees feel suppressed in that they cannot excel to their very best





9,1

# Authority-Obedience

High production, low people focus

- Desire to produce and win outweighs all other considerations.
- Authority and obedience are of utmost priority in relationships.
- Subordinates are seen as incapable and unwilling to work and thus must be pushed.
- Manager expects resentment.



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In what order do you, as a manager, prioritize the importance of production, people, power and hierarchy?

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9,9

## Team Focus

high production and high people focus

### Characteristics of Managers

- Pursues personal and corporate goals and objectives
- Desire to solve problems with commitment to people and production
- Excellent teamwork occurs as manager seeks out ideas and shares his convictions
- Solid character and integrity



Which part of the managerial grid best describes your style and why?

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What part of the managerial grid would you like to apply to your management style?

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# A Theory of Leadership Effectiveness

Fred Edward Fiedler

This theory researches conditions under which one **leadership style** or another will be more conducive to **group effectiveness**. To promote effectiveness within the group, consider the following two variables in predicting the success of a group endeavor:

1. The leader's personality attributes
2. The favorableness of a group situation





## Leader's personality attributes

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For the sake of this theory, there exist two personality tendencies. The types were determined by the leader rating how he got along working with fellow coworkers.

### Relationship-oriented (RO):

- Works well with others
- Considers other's opinions
- Facilitates discussions
- Evaluates co-workers personalities and work separately

### Task-oriented (TO):

- Works well with a task schedule
- Works well alone
- Specific to directions
- Evaluates co-workers personalities and work as the same



What personality type do you gravitate towards?

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Think of project leaders that you have assigned in the past. What personality type do you consider them to be?

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# Favorableness of a Group Situation

**Favorableness** measures the degree to which the situation enables to leader to exert influence over his group. A group with high favorableness is easily influenced by the leader; a group with low favorableness resists influence from the leader.

Three factors determine favorableness:

1. Leader-member relations  
Good, moderate, or poor relations
2. Task structure  
Unstructured or structured task outline
3. Position power  
Strong or weak leader authority



Favorableness	Leader-Member Relations	Task Structure	Position Power
1	Good	Structured	Strong
2	Good	Structured	Weak
3	Good	Unstructured	Strong
4	Good	Unstructured	Weak
5	Moderate or Poor	Structured	Strong
6	Moderate or Poor	Structured	Weak
7	Moderate or Poor	Unstructured	Strong
8	Moderate or Poor	Unstructured	Weak

**1:** A leader with good relations, a high position of power and a clear cut task has the **highest** group favorableness.

**8:** A leader with weak authority coordinating a group that has bad relations with him for an unstructured task has the **lowest** group favorableness.





Describe the leader-member relations of your last group project.

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Was the task structured or unstructured?

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Did the leader have strong or weak authority over the group?

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What level of favorableness did your last group have?

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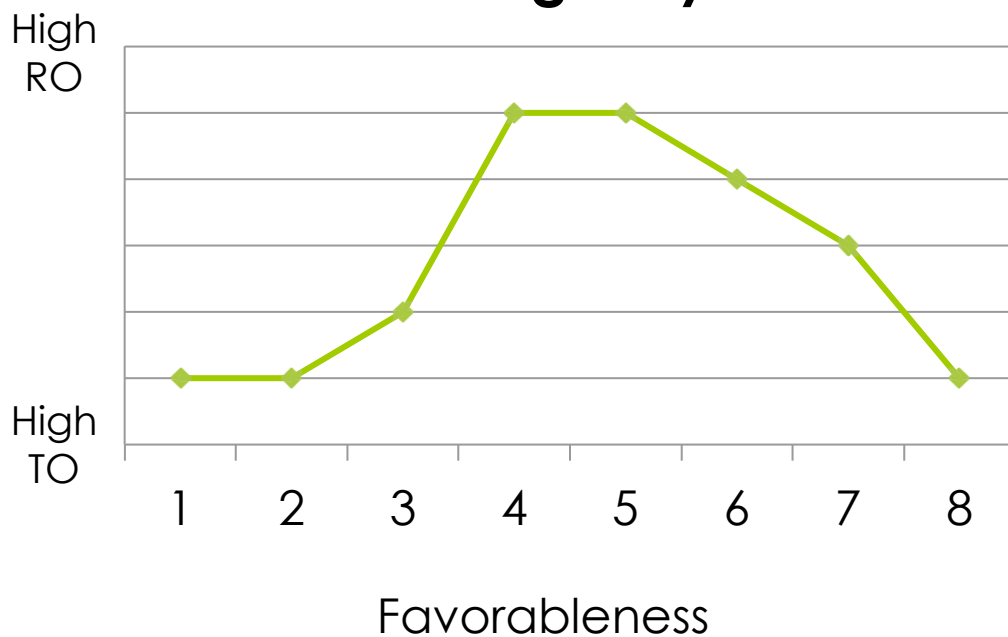
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# Contingency Model

The Contingency Model correlates **RO** and **TO** personalities against the eight degrees of favorableness to maximum **group effectiveness** among the different combinations.

## The Contingency Model





# Organizational Engineering

According to the Contingency Model, **TO** typed-leaders promoted the most group success at **both extremes** of group favorableness situations.

**RO** typed-leaders promoted the most group success in a **moderate** favorableness situation.

**Selecting a leader** with the appropriate personality type can help **promote** group success according to the task situation.



In what group favorableness is RO leadership style most effective?

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Think of your last group project. Based on the amount of favorableness, what personality type of leader would have been the most effective?

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Based on what you know now, who would you assign to lead your next group project?

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