

Essence of directing

Directing - these are activities that aim to modify the behaviour of other people.

Acting on others is possible, provided that the person is equipped with a set of qualities that we can call entrepreneurial:

- acting independently, showing initiative,
- convincing others,
- responsibility for taking action,
- exploiting emerging opportunities,
- creative problem and conflict resolution,
- taking "risky" actions in a changing environment,
- coping with uncertainties,
- reacting flexibly to changes,
- looking for solutions aimed at achieving the objectives.

Tasks of the manager

An organization's performance is largely influenced by a manager. He or she is effective when he or she uses resources wisely and achieve goals.

Tasks of a manager according to Henry Mintzberg (1939 -):

Interpersonal role - i.e. the role of the organisation's leading representative, the role of the head of personnel, the role of liaison with the external environment.

Role of information - is to collect in the external and internal environment information needed for management activities, disseminate information needed to implement the strategy, provide information about the organisation to the members of the organisation, other organisations.

The decision-making role - is to ensure the organisation's favourable position among competitors, to act as an arbitrator in the event of internal disputes, as a financier who distributes funds, as well as the role of a negotiator in internal and external disputes.

Manager effectiveness

Manager's effectiveness depends on covering 14 key dimensions of management:

1. **Global thinking** - understanding the impact of globalisation on the global economy, making decisions taking into account global trends:
2. **Predicting future opportunities** - broadening knowledge about market behaviour in the future (forecasting), transforming ideas into products and services.
3. **Creation of common visions** - communication of a clear vision of the company in the future, its implementation, integration of the team to make decisions together. Development of ideas into products and services.
4. **Development and empowerment of staff** - serious and dignified treatment of all employees, training of staff, listening to the needs of employees, giving confidence to inspire trust.

Manager effectiveness (cont.)

5. **Accepting cultural differences** - avoiding discrimination based on skin colour, gender, age; helping to accept other cultures.
6. **Team building and partnership** - employees are partners, part of the team; building alliances with other organisations.
7. **Fostering change** - perceiving change as a new opportunity rather than a problem; flexibility, creativity and innovation.
8. **Enthusiasm for new technologies** - using modern technologies, hiring expert specialists, orientation on investments, harnessing modern technology in order to increase productivity.
9. **Supporting constructive challenges** - appreciating the opinions of employees, improving the efficiency of their own actions, expressing and justifying their opposition, the ability to make the necessary changes.

Manager effectiveness (cont.)

- 10. Ensuring customer satisfaction** - taking care of customer opinion and satisfaction, measuring customer satisfaction, perception of business from the customer's point of view.
- 11. Achieving competitive advantage** - expecting the highest standard of performance, reducing costs and waste, providing the customer with a product with a clear competitive advantage.
- 12. Demonstrating personal strength and competence** - recruiting people who are better than each other in areas where we feel less competent; investing in our own development and employees.
- 13. Sharing leadership** - sharing competencies with colleagues and taking reasonable risks associated with employee decision making.
- 14. Acting in accordance with values** - acting honestly and ethically in all situations, avoiding selfish needs, setting an example to the whole organisation.

Directing styles

There are many typologies of steering styles. Some of them are presented below:

Autocratic - the manager himself sets the group's goals and tasks that are to lead to the achievement of the goal. He or she mainly tries to influence the employees through penalties and the use of awards. It is effective when we have to do quantitative work without obtaining high quality and originality. It leads to apathy and aggression in a team whose members are not satisfied with their work and after the manager leaves them, they often slow down the pace of work or do not work at all.

Democratic - encourages the group to take their own actions and divide them. Contacts co-workers, participates in the work of his team. It relies on good communication. The democratic style is usually accepted by the team. The amount of work is smaller than in autocratic style, but the results are of a higher quality and more original. The results of the group's work do not depend on the presence of the manager.

Directing styles (cont.)

Non-invasive manager - leaves a lot of freedom to plan and execute the team's activities. He tries not to make any decisions himself. He or she does not participate in the work of the team, does not control, does not motivate to work. This style of leadership is not effective because it is accompanied by poor quality and small amount of work done. Team members are often frustrated and dissatisfied with leaving themselves. This forces the group to emerge as an informal leader.

Directing styles (cont.)

Further steering styles are, for example:

Task-oriented steering style - only takes care of the task completion.

People-centred style - the manager takes care of people.

Situational style - the management style depends to a large extent on the situation we are in, which unit we manage, who our subordinates are. It is important to be flexible in adapting organisational structures, company technology and management methods to the requirements of the environment. It is characterized by decentralization of organizational forms and high employee participation, direct contacts, innovation, developed communication, collegiality.

Leadership

Leadership is the ability to influence a group to achieve goals.

Managers have **formal leadership** in an organisation, but this alone does not make them real leaders. **Informal leadership** is equally important - leaders are appointed or selected from the group.

Theorists have tried to describe the common features of leaders, the features of effective and ineffective leaders. Unfortunately, this research did not result in a set of leadership traits. Better results were achieved by developing a set of leadership traits. These include zeal and ambition, willingness to lead and influence others, honesty and integrity, self-confidence, intelligence and accountability.

Types of leadership - charismatic leadership

Charismatic leaders have the following characteristics:

- **Self-confidence** - they trust in their own strength and abilities.
- **Vision** - an idealised, distant goal, the more improbable it is, the more subordinates judge the leader as a visionary.
- **Strong belief in his own vision** - very committed to what he does.
- **Unusual behavior** - he takes action that is abnormal, unconventional.
- **The image of a change agent** - they are perceived as people changing reality and not trying to maintain the status quo.

Types of leadership - visionary leadership

The visionary leader has features such as the ability to create an attractive vision of the organization, but at the same time achievable.

A vision is an innovative improvement of the organization, but it is anchored in tradition. A vision proposes a better organization for the future for its members, it must be seen by them as difficult but accessible. It speaks clearly to the imagination.

A leader - a visionary is effective if he or she presents the vision to the other members of the organization. The leader needs to be credible, to confirm that the vision can be achieved, and to extend the vision to various aspects of management.

Trust and leadership

Trust is the belief that the other party will not cheat. It is created on the basis of experience, requires time and knowledge about the other person. Dimensions of trust are honesty, competence, consistency, loyalty, sincerity.

Honesty - reliability and truthfulness in contacts with others. If we do not believe in someone's moral spine there is no point in talking about other dimensions of trust.

Competences - the person we trust knows what he or she is talking about, it is possible to fulfill what he or she promises.

Consequence - there must be no contradiction between words and actions. The person is predictable, reliable.

Loyalty - readiness to defend the good name of the other person.

Rectitude / straightness - faith that someone told us the whole truth.

Characteristics of the manager

A manager should also have the following characteristics:

Openness of action - leads to confidence and trust. Decisions should be justified, problems should not be concealed and information should be provided honestly.

Fairness - this is important for the distribution of awards. Think about employees' sense of justice, be objective.

Sharing feelings - makes the manager more human and authentic. People will respect him more when they know what he is and what he feels.

Telling the truth - it is better to tell even the worst truth than to lie. A boss who lies loses the trust and respect of employees.

Characteristics of the manager (cont.)

A manager should also have the following characteristics:

Consequence - the boss should be predictable. If an employee does not know what to expect, he does not trust his boss.

Fulfillment of promises - helps to develop a belief that a person can be trusted,

Discretion - it is the domain of people with trust. They will not trust a person who discloses secrets.

Competences - arouse respect and recognition of others. The art of communication, negotiation and other social skills are particularly useful.

Power / Authority

The concept of leadership is related to the concept of power.

Power is the ability of a person A to influence B's behaviour in such a way that B does something he wouldn't do himself. Power is a possibility. It doesn't have to be realized, it's only about the ability to create a situation.

Power /Authority (cont.)

The power of coercion - a person is obedient to power because he is afraid of the consequences of his disobedience, i.e. physical punishment, pain, loss of security, restriction of freedom of movement, forced control of physiological needs. This type of power is very often used. Strong states use their military and legal power to intimidate other nations or their citizens. Individuals use physical force. At the organizational level, the boss uses coercive power when he can dismiss, degrade or assign duties that he does not like, or treats him humiliatingly.

The power of rewarding is the opposite of the power of coercion. People behave according to a person's wishes because it benefits them. The power to reward doesn't have to belong to a manager - anyone who can give us something valuable or deprive us of something unpleasant has the power to reward us. A reward can be kindness, acceptance, praise, etc.

Power /Authority (cont.)

Other types of power:

Power of law (legal) - is obtained by occupying a specific position in the formal hierarchy of the organization. It is also connected with the power of rewarding and coercion, but the basis is the formal authority of a given position.

Competence authority - a person has influence through the recognition of his or her competence, knowledge or skills. It gains importance in the world of technology and specialisation. This power is vested in specialists such as doctors, tax advisors, etc.

Power of reference (referent power) - its basis is the identification of a person due to his or her personal characteristics. The person has power over me because I want to please him/her and I behave as if he/she wished. The authority of reference explains why people known and admired e.g. idols are employed to advertise goods. People admire them and try to identify with them, so behave and dress like their idols, so they buy goods that they praise.