

2 Management styles 1

A Motivation 1



Yolanda – senior manager, car rental firm

I believe that all our employees can find **satisfaction** in what they do. We give them **responsibility**, which means that the decisions they take have a direct impact on our success, and encourage them to **use their initiative**, so they don't have to ask me about every decision they make.

We hope this gives employees the feeling that they are **valued**, with management knowing the effort they make. We believe that all this leads to a higher sense of **motivation** among employees.

When everyone feels motivated, **morale** is good and there is a general feeling of well-being in the organization.

B Motivation 2

I don't believe in all this talk about motivation. My **subordinates**, the people **working under me**, are basically lazy and need constant **supervision** – we have to check **what they are doing all the time**. Some people think this is **authoritarian**, but I think it's the only way of managing. Decisions must be **imposed from above** without **consultation** – we don't discuss decisions with workers, we just tell them what to do.



Xavier – factory manager

Note: Subordinate is very formal and can be negative.

C Theory X and Theory Y

Xavier has **conservative** views and believes in what the US management thinker Douglas McGregor¹ called **Theory X**, the idea that people dislike work and will do everything they can to avoid it.

Yolanda is more **humanitarian** and believes in **Theory Y**, the more advanced view that, given the right conditions, everyone has the potential to find satisfaction in work.

Others have suggested **Theory W** (for 'whiplash'), the idea that most work since the beginning of human society has been done under systems of slavery.

¹ *The Human Side of Enterprise* (McGraw Hill 1985)

- 2.1 Yolanda's employees are talking about her management style – see A opposite. Replace the underlined phrases with appropriate forms of expressions from A. (Pay attention to the grammatical context. The first one has been done for you.)
- 1 She knows exactly what's involved in our jobs. She makes us feel she understands the effort we make.
She makes us feel valued.
 - 2 She encourages us to do things without asking her first.
 - 3 The feeling among employees here is very good. We feel really involved and want to work towards the company's goals.
 - 4 We have a real sense of the idea that our efforts are important for the success of the company.
 - 5 We have a real sense of liking what we do and feeling good when we achieve specific goals in our work.
- 2.2 Look at the expressions in B opposite and say if these statements are true or false.
- 1 Authoritarian managers like listening to the opinions of their employees.
 - 2 If people need constant supervision, you have to watch them all the time.
 - 3 Authoritarian managers like the idea of consultation with their employees.
 - 4 If decisions are imposed from above, employees have no influence over them.
 - 5 Someone's subordinates are the people working above them.
- 2.3 Managers from different companies are talking about their employees. Look at C opposite and say whether each manager believes in Theory X or Theory Y.

1 You have to keep an eye on employees the whole time. I don't allow them to work at home.

2 It's important to let people work without constant supervision. They feel they're being treated like children otherwise.

3 I encourage employees to use their own initiative. That way you can see the potential future managers among them.

4 They must be here by 8.30 am and they can't leave before 5.30 pm. That way I can be sure they are doing the work we are paying them to do.

5 We encourage the workers at the plant to make suggestions for improvements in the processes they are involved with.

6 All they're interested in is getting to the weekend, doing as little as possible.

Over to you

Write a memo to the head of your organization or one you would like to work for, suggesting ways to encourage initiative among employees.