

3 Management styles 2

A Hygiene factors

Yolanda, the car rental manager we met in Unit 2, went on a management course. She looked at the work of Frederick Herzberg¹, who studied what motivates employees, and took these notes.

There are aspects of work that are not in themselves enough to make employees satisfied, but that can cause dissatisfaction if they are not right.

These are hygiene factors:

supervision - the way you are managed

policy - the overall purpose and goals of the organization

working conditions - the place where you work, hours worked, etc.

salary

peer relationships - how you relate to and work with others at the same level in the organization

security - level of confidence about the future of your job



Other aspects of work can give positive satisfaction.

These are the motivator factors:

achievement - the feeling that you have been successful in reaching your goals

recognition - the feeling that your employers understand and value what you do by giving positive feedback

the work itself - the nature and interest of the job

responsibility - when you are in charge of something and its success or failure

advancement - how far you will be promoted in the organization; how far you will go up the career ladder

personal growth - how you develop personally in your work, and your opportunities to do this

B Motivator factors

C Empowerment

On the course, Yolanda also looked at a related but more recent idea.

Empowerment - the idea that decisions, where possible, should be made by employees who are close to the issues or problems to be solved, without having to consult their managers further up in the hierarchy. In other words, managers have to delegate as much as possible.

¹ Work and the Nature of Man (Staples Press 1968)

- 3.1 Look at the job advertisement. Match the circled items 1–6 to the hygiene factors in A opposite.

Duval and Smith

Legal Translator English-French

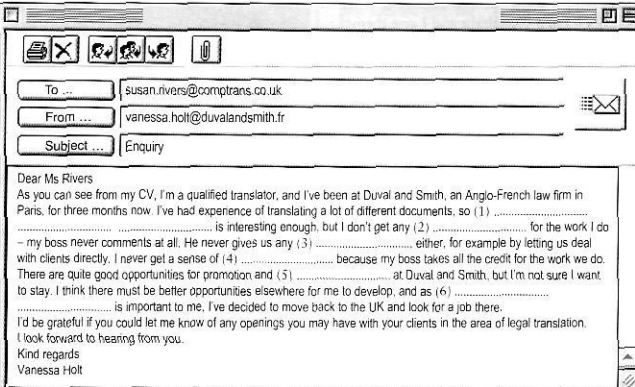
Paris (1) €50,000

Large Anglo-French law firm seeks legal translator to translate and correct French and English legal documents. Legal qualifications and experience essential.

Based in the firm's busy translation department, you will work (2) under the head of translation (3) as part of a team of five translators (4) in line with the overall policies of the firm, you will work (5) a 35-hour week, with a (6) one-year contract in the first instance.

Email CV to jmartin@duvalandsmith.fr

- 3.2 Vanessa Holt got the job advertised above. Three months later, she writes an email to an employment agency. Complete the email with expressions from B opposite.



To ... susan.rivers@comptrans.co.uk

From ... vanessa.holt@duvalandsmith.fr

Subject ... Enquiry

Dear Ms Rivers

As you can see from my CV, I'm a qualified translator, and I've been at Duval and Smith, an Anglo-French law firm in Paris, for three months now. I've had experience of translating a lot of different documents, so (1) is interesting enough, but I don't get any (2) for the work I do – my boss never comments at all. He never gives us any (3) either, for example by letting us deal with clients directly. I never get a sense of (4) because my boss takes all the credit for the work we do. There are quite good opportunities for promotion and (5) at Duval and Smith, but I'm not sure I want to stay. I think there must be better opportunities elsewhere for me to develop, and as (6) is important to me, I've decided to move back to the UK and look for a job there.

I'd be grateful if you could let me know of any openings you may have with your clients in the area of legal translation. I look forward to hearing from you.

Kind regards
Vanessa Holt

- 3.3 Complete the table with words from C opposite and related forms. Put a stress mark in front of the stressed syllable in each word. (The first one has been done for you.)

Verb	Noun	Adjective
con'sult	con'sultation, con'sultancy con'sultant	con'sultative, con'sulting
delegate		
empower		
		hierarch'ical

Over to you

Talk or write to a new employee about your own organization or one you would like to work for, in relation to Herzberg's motivator factors.