

MANAGEMENT MODELS

Pocketbook



A pocketful of models
with eye-catching tips:
a great resource for
trainers and a ready-
reference for managers

Mike Clayton

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THE MANAGEMENT MODELS POCKETBOOK

By Dr Mike Clayton

Drawings by Phil Hailstone

"Invaluable both as a foundation to the subject for new managers and as a quick refresher for more seasoned managers and leaders."

Cryss Mennaceur, Head of Organisational Development, London Borough of Sutton

"If I wanted to know about the essence of leadership or motivational theory, or even just how to communicate more effectively, this is the book I would turn to."

Adam Wynard, Ministry of Justice, Justice Academy

"With so many daily challenges faced by managers, this book is a great way to refresh and enthuse yourself with some great management model thinking – a pocket-sized gem for managers."

Perry Timms, Head of Organisational Development, Big Lottery Fund



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GUEST FOREWORD

I met my first management model in about 1965 as a participant on a course based on Blake and Mouton's 'Concern for Task/Concern for People' grid. We spent a week exploring five management styles in depth and I came away convinced that the grid was The Answer. (This was when I was naïve and believed in Answers!). Since then I have come across numerous management models (and even invented some myself!) and learnt how to use them without falling into the trap of expecting them to provide a ready-made Answer.

Management is a complex business. It is rather like having to keep too many plates spinning simultaneously on wobbly bamboo canes. I have always thought of models as a convenient way to simplify complexity so that it becomes possible to prioritise and cut a path through the confusion. The Blake and Mouton model, for example, helped me to understand that there is a time and a place for different management styles.

Ever since this early, formative experience I have been drawn to management models. They appeal to the pragmatist in me. Experience has taught me that models are relatively easy to understand and that things that are understood are likely to be used and that things that are used make a difference (hopefully, for the better!). Appropriate action is always what counts.

I no longer swallow models whole. I prefer to use them as useful starting points and adapt them so that they become 'mine'. It is like taking a ready-made suit and having it altered so that it fits you snugly. Bitter experience has taught me that adaptations can annoy the originators of the model but, so long as they have been properly acknowledged, I don't care. What matters is to develop something that works for you. Models spawn techniques – nice, doable things that you can cling to as you become skilled. When a model stops short of offering ready-made, practical techniques, that's good; it provides you with an opportunity to fill in the gaps and make it your own. The sequence is: take a model; distil it into techniques you can use; test the techniques in practice; review and refine; keep practising until you become skilled. (I can feel another model coming on!)

So, I have no hesitation in commending this delightful pocketbook to you; ten promising starting points just waiting for you to cherry pick and turn them into something that helps you become an even better manager.

Dr Peter Honey, April 2009

AUTHOR'S INTRODUCTION

'There is nothing so practical as a good theory.' Kurt Lewin

Models are an important aid in effective management. They give us a way to simplify the world enough so that we can understand what we observe and predict what will happen. But an effective model must not simplify so much that valuable subtlety is lost. All models have descriptive power but each has its own strengths; it can fulfil one or more of the three principal purposes of models:

- Explanation: helping us understand what is
- Prediction: helping us anticipate what will be
- Process: helping us create a reliable outcome

This pocketbook presents ten valuable models. Each one can help you to learn and develop your management practice. As the saying goes, *'all models are wrong'*, but a good one is useful, while remaining simple. I believe these ten all achieve that balance.



LEADING PEOPLE AT WORK

- 1** Leadership Continuum
- 2** Action Centred Leadership
- 3** Tuckman's Group Development:
Forming, Storming, Norming,
Performing

LEADING PEOPLE AT WORK

THE PROBLEM



Many managers take on leadership roles without the chance to prepare adequately. Do you know what is expected of you as a leader? If you do, how will you achieve it? Many leadership models are immensely helpful. They focus on either:

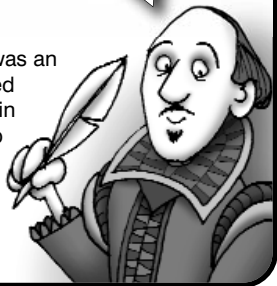
- Traits: personality and character traits that make a 'good leader'
- Styles: behaviours that support 'good leadership'
- Roles: the things a 'good leader' needs to do

Models based on traits: Personality Leadership

Earliest thinking focused on traits. People thought that leadership was an innate ability – one you were born with ...or not. This is the so-called 'Great Man' theory. At the very least, your personality formed early in your life. Therefore, this approach does not suggest that leadership can be learned when you need it. Fortunately, more recent thinking has created practical models of leadership that you can learn, practise and refine. Leadership is accessible to everyone.

'Some are born great,
some achieve greatness,
and some have greatness
thrust upon them.'

William Shakespeare



LEADING PEOPLE AT WORK

THE PROBLEM



Models based on styles: Situational Leadership

People have different strengths and lead in different ways. Some models look at different leadership styles and suggest which situations require which types of leader. Others show you how to use a range of styles and choose, according to circumstances.

Both approaches are known as situational leadership. Use the first when recruiting a leader to fill a particular role. The second approach offers ways a leader can get the best out of people, by focusing on two main skills:

- Sensing the needs of the situation
- Being able to adapt your style accordingly

Tannenbaum and Schmidt's Leadership Continuum is a situational leadership model, offering a range of styles and ways to select among them.

Models based on roles: Functional Leadership

The problem is that neither personality nor situational models of leadership describe what you need to do, as a leader. This is what functional models offer. They answer the question most new leaders ask: *'What am I supposed to do?'* Action Centred Leadership is a functional model. It says your role is to meet the needs of your team.

1 LEADERSHIP CONTINUUM

THE PROBLEM



Is there a right way and a wrong way to lead people? Management thinkers have been debating this for years. In the 1930s, Kurt Lewin, with others, examined the effectiveness of three styles:

- Autocratic – I'll tell you what to do
- Democratic – I'll work with you
- Laissez-faire – I'll leave you to it

Their conclusions were that, while each has its merits, democratic leadership was most effective and created the highest levels of morale. Laissez-faire leadership produced the poorest results. The biggest critique of this work was that Lewin and his colleagues were working with children!

What about the workplace?

For a manager in the workplace, you have a number of concerns to balance when deciding on a leadership style. Most managers cannot help thinking that there must be a *'right way'* to do things – if only they can find it.

'Today's manager is more likely to deal with employees who resent being treated as subordinate.'

**Robert Tannenbaum and
Warren H Schmidt**

1 LEADERSHIP CONTINUUM



THE PROBLEM

In distinguishing the 'right way' from the 'wrong way', managers often express a number of concerns. Here are six that come up frequently:

- *'How do I get the best results from my team?'*
I want them to work together and collaborate, harnessing everyone's capabilities
- *'How do I get the best results from each individual?'*
No two people are the same, so how can I please all of my people all of the time?
- *'How do I keep my people motivated?'*
I want a happy and enthusiastic workforce so what's the best way to treat them?
- *'How much should I use the power I have?'*
Some people like to be told what to do and anyway, I'm in charge: I carry the can
- *'How much should I delegate?'*
Which decisions should I make myself, and which should my team make?
- *'How should I adapt to the culture of my team or my organisation?'*
The prevailing culture will influence people's expectations of leadership

All of these concerns, and more, will bother a manager who wants to do right by their team and get the best possible results.