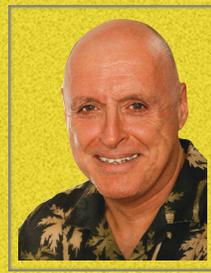


# THE EXTRA POINT

BY JERRY ROBERTS



## # 90 Management Styles – Part 1

Every manager is different in his/her own way. Each approaches the job with a unique combination of beliefs, ideas, strategies, behaviors, as well as personality-based advantages and disadvantages. If you like buffets and mixed bags, then “management styles” are for you. I’m Jerry Roberts and that’s today, on The Extra Point.

Maybe you played along last week as we looked back on the people who have managed us through our career.

All fell into one of six key management categories, according to consultant firm Hay-McBer. They are: directive, authoritative, affiliative, participative, pacesetter, and coaching.

We’ll look at the first three today. Let’s see if you recognize any of your managers in these descriptions.

1. Directive. Some people call this the “my way or the highway” method. The level of control over workers can vary, but micromanagement is usually a big part of it. Highly skilled workers resent that.

The manager may use coercion, threats and discipline to keep people in line. Team members don’t grow much in this system and frustration can be high, leading to trouble retaining talent.

When fear is a primary by-product of a manager’s style, workers are often reluctant to make any substantial decisions. In addition, the fact that only one person is doing any thinking will almost certainly be detrimental to the organization.

2. Authoritative. On the surface this one looks pretty good and can be. Most workers like to be led by someone who seems to have all the bases covered. It gives us confidence and in a world where a lot of shaky stuff is going on, feeling that your boss/company/job is on solid footing is a nice bonus.

This manager is a visionary, providing long-term direction and a glimpse into the future. Direction is clear and tied to the vision, and management is firm but fair. Feedback on performance is consistent.

This style can work when talent is fairly well developed, when everyone adheres to the standards set forth, and when the manager is viewed as credible and worth following. When that’s not the case, you’ve got a problem.

3. Affiliative. This manager’s main focus is to create harmony and keep everybody happy. Conflict is generally avoided and actual performance may be emphasized less than team members getting along with each other.

The affiliative approach can be useful in low stress workplaces without exact deadlines to meet and high production required. It would certainly be less effective in a crisis.

See anyone you recognize in those three examples? Tomorrow, the other three styles and a twist at the end.

That’s The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I’m Jerry Roberts.

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