

THE EXTRA POINT

BY JERRY ROBERTS



91 Management Styles – Part 2

What style of manager is your manager? I'm Jerry Roberts, today we get into the second part of this conversation and there's a little twist at the end. That's next up, on The Extra Point.

Yesterday we began our conversation on the six basic management styles seen in the workplace. We briefly discussed the directive, authoritative, and affiliative managers, and if you were with us maybe you recognized a few of the managers you've had in your career. If you didn't catch it you can get the transcript at guamtraining.com when you download #90. Let's get on to the remaining styles.

4. Participative. This is also called the "democratic" style. The goal here is that workers feel they have a voice in the direction of the organization and in the decisions that are made. The good participative manager encourages employees into getting involved.

One of the goals for employers who use this method is to reach a consensus among the workers.

This works well when workers are experienced and qualified to make the decisions needed. It's a great feeling when the team scores well together and contributes to a winning working environment. Group hugs all around.

However, when the talent level can't support the participative style, the manager has to be able to take over, switch to a different style, and make the decision. This can be devastating for a team that has seen itself as able to deliver on demand. In a crisis situation, the participative style is impractical as there just isn't enough time to get everybody involved.

5. Pacesetting. Here's where the objective is to perform at a very high level. It's common for sales managers in Guam to be pacesetters

because they carry an active account list, are often the company's top producer, and they expect other workers to follow their example.

Pacesetters are all about production and high standards but may not do much hand-holding. They like workers to be self-directed. When the team can support that and deliver independently of the manager's regular attention, overall results can be extraordinary. If the group can't do that and more direct managerial involvement is needed, the overall tone and environment of the operation can deteriorate.

6. Coaching. This style features the manager as completely focused on the development of each employee. People feel that the organization is investing in their future and long-term employment is possible. Delivering results today is important but emphasis is also strongly placed on growth and goals.

The coaching model gives workers the hope of tomorrow, which is incredibly powerful. However, it is based on managers being taught how to coach workers, which is a much different skillset than the daily supervision requirements.

Okay, now the twist I earlier referred to. Most managers occasionally slip out of one style and into another one. Don't panic if they do as each will have a dominant style. The challenge for workers is to recognize that dominant style and adapt to it, delivering the result that the manager and team are looking for.

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.

###

For information on training and consulting services from Jerry Roberts, please click this link: guamtraining.com

