

Managing v. Leading



**EASTERN PANHANDLE SOCIETY FOR HUMAN
RESOURCE MANAGEMENT**

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OBJECTIVES



Enhancing your managing and leading skills helps you be an effective professional that moves your organization forward.

- Understand concepts of managing and leading
- Learn about Theory X and Theory Y management / leadership styles
- Discuss impact of styles on your organization

MANAGING V. LEADING



What is the difference between managing and leading?

“Managers are people who do things right, while leaders are people who do the right things.” ~Warren Bennis

“Leadership is only one part of being a manager, and while a successful manager needs leadership skills, other abilities are equally important.” ~TooJays Publications

FUNCTIONS



MANAGEMENT

LEADERSHIP

A

D

B

C

E

G

F

H

FUNCTIONS



MANAGEMENT

- Produces order & consistency
- Planning & budgets
- Organizing & staffing
- Controlling & problem-solving

LEADERSHIP

- Produces change & movement
- Vision building & strategizing
- Aligning people & communications
- Motivating & inspiring

TENDENCIES



MANAGER

LEADER

C

E

A

B

F

D

G

I

H

J

TENDENCIES



MANAGER

- Focus on the present
- Maintain status quo
- Implement policies & procedures
- Maintain objectivity & distance
- Use position power

LEADER

- Focus on the future
- Create change
- Create a culture based on shared values
- Establish emotional link with followers
- Use personal power

PERSONAL REFLECTION



1. Think about your functions and tendencies as professionals. Are you acting as managers or leaders the majority of the time?
2. What are the pros and cons of your answers?
3. What impact do your answers have:
 - a. for you personally;
 - b. for your team;
 - c. and for the organization?

INTRODUCTION TO X & Y



- Theory X and Theory Y
- Theory by Douglas McGregor based on two approaches to motivate employees

THEORY X



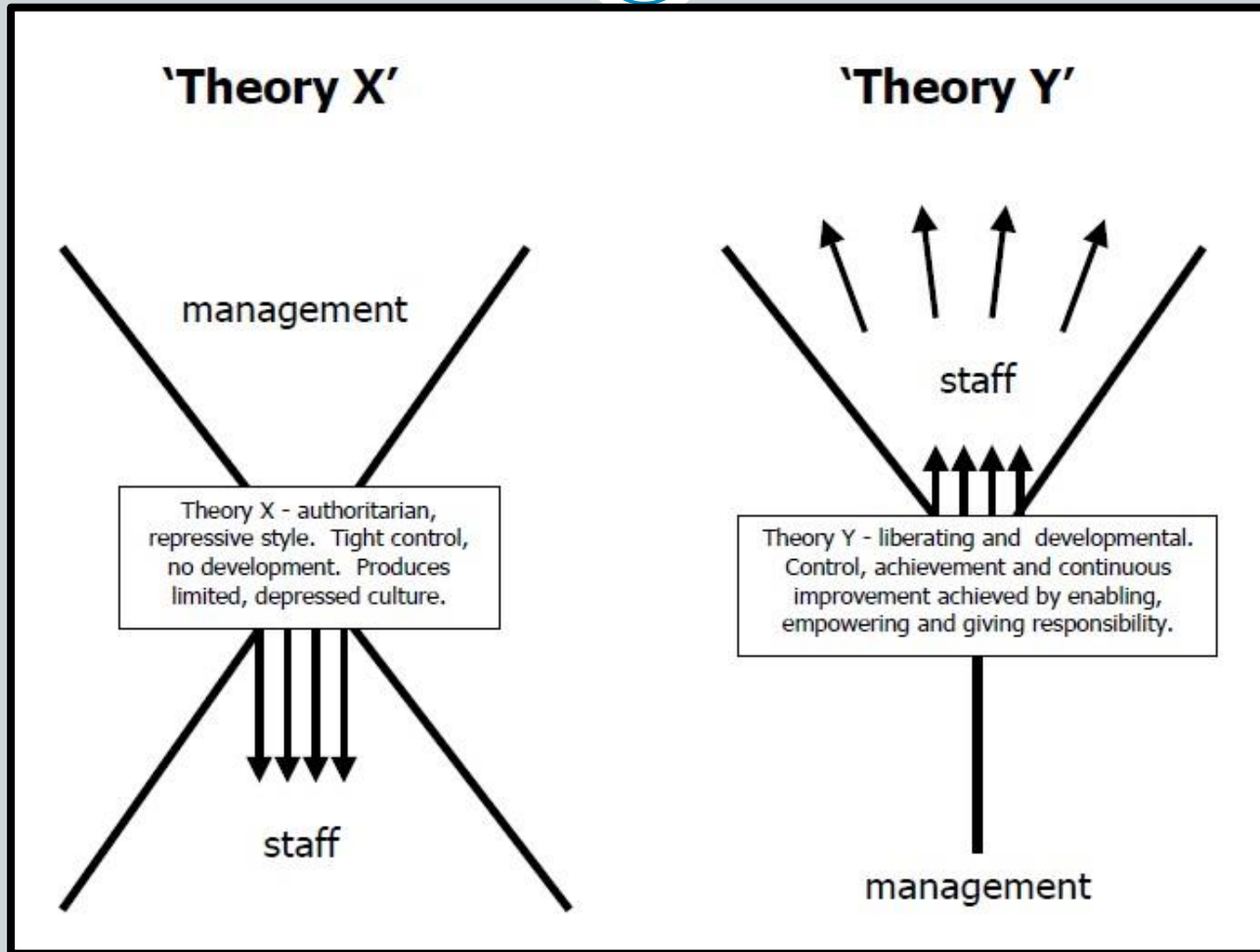
- Believes employees do not like to work and stresses importance of strict supervision, external rewards, and penalties
- Operate from an “authoritative” style where managers must actively intervene to get things done
- Style assumes workers:
 - Dislike working
 - Avoid responsibility and need to be directed
 - Have to be controlled, forced, and threatened to deliver what’s needed
 - Need to be supervised at every step, with controls put in place
 - Need to be enticed to produce results; otherwise they have no ambition or incentive to work

THEORY Y



- Believes employees dislike rigid controls and want to accomplish something
- Operate with a “participative” style that’s decentralized
- Assumes employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility
- Style assumes workers:
 - Take responsibility and are motivated to fulfill the goals they are given
 - Seek and accept responsibility and do not need much direction
 - Consider work as a natural part of life and solve work problems imaginatively

ILLUSTRATION



ACTIVITY: MANAGEMENT STYLES



- Answer the questions according to the following scale:
 - 0 = Never
 - 1 = Rarely
 - 2 = Occasionally
 - 3 = Often
 - 4 = Mostly
 - 5 = Always

MANAGEMENT STYLE



1. My boss asks me politely to do things, gives me reasons why, and invites my suggestions.
2. I am encouraged to learn skills outside of my immediate area of responsibility.
3. I am left to work without interference from my boss, but help is available if I want it.
4. I am given credit and praise when I do good work or put in extra effort.
5. People leaving the company are given an “exit interview” to hear their views on the organization.

MANAGEMENT STYLE



6. I am incentivized to work hard and well.
7. If I want extra responsibility my boss will find a way to give it to me.
8. If I want extra training my boss will help me find how to get it or will arrange it.
9. I call my boss and my boss' boss by their first names.
10. My boss is available for me to discuss my concerns or worries or suggestions.

MANAGEMENT STYLE



11. I know what the company's aims and targets are.
12. I am told how the company is performing on a regular basis.
13. I am given an opportunity to solve problems connected with my work.
14. My boss tells me what is happening in the organization.
15. I have regular meetings with my boss to discuss how I can improve and develop.

MANAGEMENT STYLE



Results

60 – 75	Strong Theory Y Management (effective long and short term)
45 – 59	Generally Theory Y Management
16 – 44	Generally Theory X Management
0 – 15	Strongly Theory X Management (autocratic leadership may be effective in the short term but not for the long term)

ACTIVITY: YOUR PREFERENCE



- Answer the questions according to the following scale:
 - 0 = Never
 - 1 = Rarely
 - 2 = Occasionally
 - 3 = Often
 - 4 = Mostly
 - 5 = Always

YOUR PREFERENCE



1. I like to be involved and consulted by my boss about how I can best do my job.
2. I want to learn skills outside of my immediate area of responsibility.
3. I like to work without interference from my boss, but be able to ask for help if I need it.
4. I work best and most productively without pressure from my boss or the threat of losing my job.
5. When I leave the company, I would like an “exit interview” to give my views on the organization.

YOUR PREFERENCE



6. I like to be incentivized and praised for working hard and well.
7. I want to increase my responsibility.
8. I want to be trained to do new things.
9. I prefer to be friendly with my boss and the management.
10. I want to be able to discuss my concerns, worries or suggestions with my boss or another manager.

YOUR PREFERENCE



11. I like to know what the company's aims and targets are.
12. I like to be told how the company is performing on a regular basis.
13. I like to be given opportunities to solve problems connected with my work.
14. I like to be told by my boss what is happening in the organization.
15. I like to have regular meetings with my boss to discuss how I can improve and develop.

YOUR PREFERENCE



Results

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Poll



Directions

1. Start a new text message
2. In the “to” section type: 37607
3. In the body of the message type: courtneycarr566
4. You will receive an automatic message signing you into the poll
5. Hit reply
6. In the body of your reply enter the letter that represents how you want to vote

*For 2nd poll, hit reply and enter the letter for vote

GROUP DISCUSSION



- 1. IS THERE A NEED TO CHANGE THE BALANCE OF THEORY X & THEORY Y MANAGEMENT STYLES IN YOUR ROLE? WHY OR WHY NOT?**
- 2. HOW DOES THE BALANCE OF THEORY X & THEORY Y MANAGEMENT STYLES HELP OR HINDER YOUR MISSION AND OVERALL SUCCESS?**
- 3. HOW WILL YOU USE THE INFORMATION FROM THIS SESSION IN YOUR WORK?**

RECAP



- Learned functions and tendencies associated with managers and leaders
- Discussed the impact of manager and leader functions and tendencies in your departments or organizations

FINAL QUESTIONS / COMMENTS?