

# Does the style of management affect the way staff members carry out their work?

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## Abstract

The aim of the dissertation was to find out whether a certain style of management affects the way in which staff behave and carry out their work. Primary research has been based on two companies in order to gain a wider range of data from differing backgrounds. The companies which have been used are; Sheffield Hallam University and BHP Accountants, with the interviews and questionnaires being completed during October and November 2013.

The questions asked were based around whether a certain management style or method of communication affects how staff members work. The managers and staff answered different questions, however most showing strong links enabling results to be compared.

Analysis of the primary research results suggested that both managers and staff prefer the team managerial style, along with an adaptable manager and communication being based on an individual level. Many conclusions drawn from the points discussed within the literature review link with the primary research analysis, suggesting managers should be adaptable and engage with their staff. The hypothesis of this dissertation suggests the theory, 'a management style does affect the way employees work'. This is supported by the analysis of both the primary and secondary research.

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# 1. Introduction

## 1.1 The Question

The question that will be answered is: **Does the style of management affect the way staff members carry out their work?**

This question is being asked due to the amount of mixed opinions on how staff work and if it really is down to the manager.

There are a variety of different management styles that can affect employees, some positive, others negative. This dissertation seeks to discover how important management style is to employee motivation and working success.

A literature review has been written, about whether management style really is affecting how staff members work.

## 1.2 Methodological Model

Interviews have been conducted with managers at BHP Accountants, to get in depth information about how they manage and the reasons behind this. Managers at Sheffield Hallam University have been sent the same questions as used in the interview, however, in an online survey format. All managers have asked for their names to be kept anonymous. These questions can be found in appendices 1 and 2. All questions have been analyzed under the primary research section of the dissertation.

Staff at both companies have also been sent a set of questions via an online survey. Again these have been analyzed in the same way under the primary research section.

Secondary research has been undertaken (see sections 2 – 2.6) to gain an insight of a wide range of managerial areas, such as, motivation and employee engagement. All of the results gathered via secondary research have been analyzed in section 2.6.

## 1.3 Aims

The aim of this report is to explore whether a certain style of management affects the way in which staff behave and carry out their work. All employees work in different ways and want to be managed in their own preferred style. Managers also manage in different ways and this can affect the way in which a team works together.

## 1.4 Objectives

1. To identify leadership styles
2. To identify motivational theories
3. To discuss behaviour factors
4. To discuss culture structures
5. To establish if staff need a certain managerial style to work to the best of their ability
6. To establish if a manager feels they need to be adaptable and be process or people based

## 1.5 Hypothesis/Null Hypothesis

Here a hypothesis and null hypothesis has been made, throughout the dissertation via research methods outlined an answer has been given to find out if the correct hypothesis has been made.

Hypothesis – ‘A management style does affect the way employees work’ – Getting the most out of employees is wholly dependent on the managerial style.

Null Hypothesis – ‘A management style does not affect the way employees work’ – This is not the key to what affects how employees carry out their work.

## 1.6 Summary

Managers should strive towards being the best manager possible and getting the most out of their staff.

In this dissertation, factors which influence employee’s success have been outlined; this has been done through Primary and Secondary research.

The data collected has been analyzed and examined to find out if the hypothesis is true or not.

‘The History of management development is long and although that of development is probably shorter, the importance of both cannot be underestimated’ (Carmichael, et al., 2011). This citation emphasises how important management is, however, it may take a long time for a manager to learn correct ways to manage as within a team everyone has different preferences and personalities which would indicate that they would not all respond positively to the same managerial style calling for an adaptable manager.

## 2. Literature Review

This literature review examines what others have written about management styles and how they affect the way employees carry out their work. Throughout the review, there are six main points that have been focused on. These are;

- Management theories
- What motivates employees?
- Should managers be drivers?
- Does the culture structure affect managers and staff?
- Does being a manager make you an effective leader?
- Is communication key in making an effective manager?

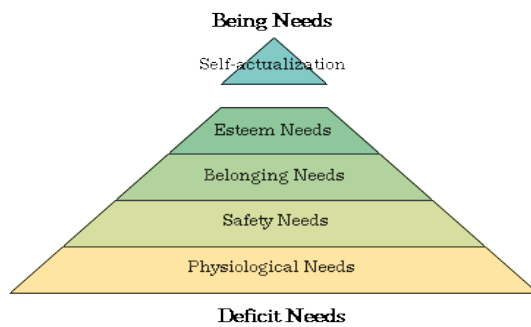
These six points are covered in great detail, exploring all aspects of managerial styles and employee behaviour.

### 2.1 Management theories

Capon (2009) states that 'top management have responsibility for allocating task activities and resources, and determining the organizational structure which affects the power structures and control systems in the organization'. This indicates that within management the manager needs to be at the top of all tasks and hold ultimate responsibility.

There are many different management theories. Some managers believe that you should manage in a processed based way. This means that they are very systematic and they follow all rules and regulations. Others manage in a people based manner. This makes for a more adaptable manager, who manages their employees the way they want, and not necessarily the way that the company wants. This report carry's out both primary and secondary research to find out what is the best management style and if there is a correct theory to successful management.

### 2.1.1 Maslow's hierarchy of needs



**Figure 1 (McLeod, 2013)**

Maslow's hierarchy of needs has five levels. All five levels should be covered, when managing, to ensure employees work to the best of their ability. This, therefore, makes them happy in their working environment.

Starting from the bottom layer, physiological needs are the human basics that are needed to survive. This includes water, food, sleeping facilities and air. The next level is the safety needs; this can be anything from financial and personal security to feeling safe within their working environment. In the centre of the hierarchy, is belonging needs. Every employee wants to know that they feel welcome and have friends where they are spending the majority of their day. The next level is esteem needs, and this is the right for employees to be respected. The final part of Maslow's hierarchy is, self-actualization, which is when the organization works around the employees to help them reach their full potential. 'Maslow abided by these levels which he created so people can satisfy their self – actualization needs, these people are then powerfully motivated to strive for the good of their organization ' (Stacey, 2003).

When a manager is using this theory it is incredibly important that they adopt every level within the hierarchy and not just the top level. Even though it may be what a manager feels is most important in the work place, staff will not be motivated or engaged without any of the lower levels.

### 2.1.2 Douglas McGregor - Theory x y

There are two theories within Douglas McGregor, X and Y. For managers to get the most out of their staff members both should be adopted, as this will allow the employer to get the best employee engagement out of their staff.

Theory X: The majority of employees are disengaged, dislike work and any form of responsibility, they will go out of their way to avoid both.

- Answer: To ensure staff do not avoid both, the manager should; control, drive, punish and push their employees to the best of their ability.

Theory Y: These are the physical and mental aspects which come as easily as rest and play.

- Answer: Consult the employee so that they are continuously steering in the right direction towards fulfilling their full potential.

(Mcgregor, 1967).

With a manager adopting both theory 'X' and 'Y' Mcgregor (1967) suggests the employee will be engaged and working to their full potential.

### 2.1.3 Argyris

Employees have a very strong need to show managers their potential and to climb the ladder to success within the organization. The Argyris theory shows that the organization itself is a lot more likely to hold back the employees, preventing them from fulfilling their potential and making it harder for them to reach self - actualization within the work place (Argyris, 1960). Self - actualization is crucial to ensure employees are engaged, as mentioned previously in Maslows theory. Argyis has had two theories, the second, Argyis (1964), states 'the concepts of maturity and immaturity with that of psychological energy, increases with an individual's experiences of psychological success and decreases with psychological failure. Psychological success involves self-awareness , self – esteem and competence.'

Managers need to immediately realize the needs of their employees. If this is not the case there will be an increasing gap between the needs of the organization and the employees, which will demotivate and disengage staff members. Managers should do everything in their power to encourage employees to grow within the organization.

### 2.1.4 Herzberg - Content theory

'Herzberg (1966) pointed out that people are motivated to work in co-operation with others by both extrinsic motivators such as monetary rewards and intrinsic motivators such as recognition for achievement, achievement itself, responsibility, growth and advancement. Intrinsic motivation is the more powerful of the motivators and is increased when jobs are enriched, that is when jobs are brought up to the skill levels of those performing them' (Stacey, 2003)

There are the two sections within the Herzberg theory that are mentioned above: 'Hygiene' and 'Motivators'.

**Hygiene Factors:** The need to avoid unpleasantness

- Discrimination, Inequality, Conflict, Bullying, Personal Life

**Motivators:** The need for personal growth as a person and within the organisation.

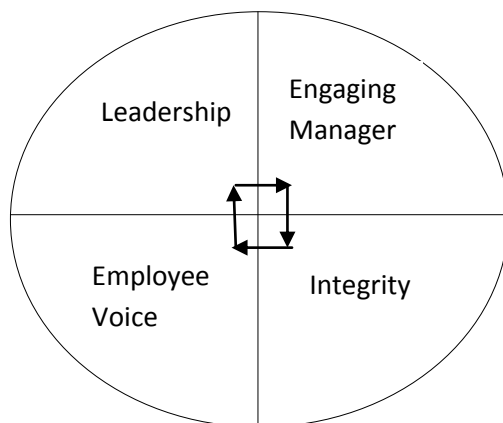
- Challenge, Accomplishment, Acknowledgment, Responsibility, Attentiveness, Social

Process: Employees calculate their work = **Satisfaction** and **Fulfilment** = Employee engagement.

## 2.2 Employee Engagement

*'Employers want engaged employees because, as well as being happier, healthier and more fulfilled, they deliver improved business performance'* (Anonymous, 2013). This statement identifies one of the points which will be investigated throughout this report. Both primary and secondary research has been used to collate the research.

A well recognised theory by MacLeod is that there are four sectors that need to be identified and completed to ensure there is high employee engagement. These are:



**Figure 2 MacLeod (2009)**

*'Management can drive performance by being honest and up front about goals and the company's ability to help people meet their goals'* (Scott, 2013). Scott (2013) is saying that a manager needs to also be a driver to ensure that their team succeed and perform to the best of their ability. One way of doing this is making sure that employees are engaged, motivated and performing all goals to the best of their ability.

### 2.2.1 Leadership

*'Leadership is associated with the role of a manager. However, a leader and manager are not necessarily equivalent, as providing a manager with a position and certain rights in an organisation is no guarantee that they will be an effective leader'* (Capon, 2009). This is one of the main points of



this study. Many people jump to the conclusion that being a great manager makes you a great leader, however, this is not always the case and this is something that the research for this study will focus on.

The data collected, via primary research, explores how different leadership styles affect the way staff feel, act and ultimately complete their work. Leadership is incredibly important in engaging staff members, the key characteristics stated by Prive (2012) are ;

- Clear communication (feedback)
- Clear goals with a vision
- Knowing how they will get there
- Where they are expected to go
- Engage with the employees
- Maintain a relationship with employees

(Prive, 2012)

### 2.2.2 Engaging Managers

Having engaging managers is a significant step forward in helping to engage employees. If the manager shows no interest in their staff members, then the employees are likely to have reduced motivation or engagement with their manager.

*‘Engaging Managers are those who; offer clarity, appreciation of employees’ effort and contribution, treat their people as individuals and ensure that work is organized efficiently and effectively so that employees feel they are valued, and equipped and supported to do their job’ (MacLeod, 2009).*

MacLeod (2009) suggests that engaging managers should be:

- Approachable/available
- Professional
- Empathetic
- Good translator – goals/aims from strategy
- Setting goals – appraisals/ key performance indicators (KPI) – Responsibilities (job description)
- Giving feedback
- Adaptable

### 2.2.3 Employee Voice

*'Employees feeling they are able to voice their ideas and be listened to, both about how they do their job and in decision-making in their own department, with joint sharing of problems and challenges and a commitment to arrive at joint solutions'* (MacLeod, 2009).

MacLeod suggests that making sure the employees voice is heard is a huge step forward into engaging your employees. He comments about ways in which employers can make sure that the employee's voice is heard is by:

- Implementing an employee survey
- Listening to feedback
- Holding company meetings
- Unions
- Team building events
- Appraisals
- Workshops (training)

### 2.2.4 Integrity

*'A belief among employees that the organization lives its values, and that espoused behavioral norms are adhered to, resulting in trust and a sense of integrity'* (MacLeod, 2009).

MacLeod (2009) believes that good managers:

- Inform staff – what to do/how to act
- Follow up – what has been said
- Listen -> action “you said – we did”
- Espoused values = “lived” do what we say we will do.

After analyzing the MacLeod theory, below are some figures that were found between engaged and disengaged employees (MacLeod, 2009).

	Disengaged Employees	Engaged Employees
Number of sick days taken	6.19	2.69
Understanding customer needs	17%	70%
Leaving the company	Unknown	87%
Advocate the Company	3%	67%
Recommends the company to new employees	13%	78%

Table 1 (MacLeod, 2009)

From table 1 above, it is clearly noticeable that the percentages vary vastly within engaged and disengaged employees. ‘Within a year, disengaged employees cost the UK economy 60 billion pounds’ (MacLeod, 2009).

### 2.3 Culture structure

‘Culture compatibility is critical to ensuring the consolidation of business relationships’ (Capon, 2009). There are many different theories as to what culture is and what it should be, however, they all have the same outcome. Through research, Johnson and Scholes have constructed a culture web which includes six sections as shown in the diagram below. Each organization has its own culture and no two companies are the same. However, they might have some of the same traits within certain sections on the paradigm.

Below is a brief summary of each section of Johnson and Scholes culture web paradigm.

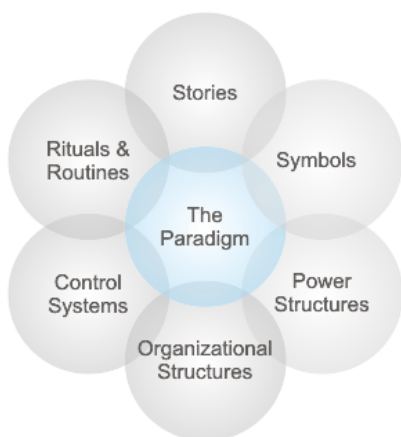


Figure 3 (Johnson, et al., 2011)

#### 2.3.1 Stories

Stories can be anything from myths to success stories. It can be used to praise and motivate staff members along with socializing inside and outside of the working environment.

#### 2.3.2 Symbols

Symbols are what allow people to recognize the organization. This includes uniforms and logos.

### 2.3.3 Control Systems

Control systems are systems which are used within certain organization. Within an organization there might be a system in place where members of staff have to use a card to allow themselves into buildings and offices or have an internal intranet which employees communicate via or recent news appears.

### 2.3.4 Power Structures

These are people who have power within the organization, such as unions.

### 2.3.5 Routines and Rituals

This is the section within the paradigm that is most likely to be unique. It is dependent on the managing director, and how things are run, as they set the routines and rituals that employees have to adhere to.

### 2.3.6 Organizational Structures

Organizational structures are departments within the company. One organization may have many different departments and many structures within this section.

## 2.4 Leadership styles

*'Leadership is the ability to influence a group towards the achievement of goals'* (Capon, 2009).

### 2.4.1 Charismatic

*'Many of history's most effective leaders are labelled charismatic'* (Riggio, 2012).

Charismatic leaders like to motivate their followers. They also, however, like to create an organizational culture in which the staff are self-motivated and confident. The leaders set a clear vision in which they bare all personal risk to achieve the vision.

### 2.4.2 Visionary

*'Every visionary leader manages differently, many of these leaders share a few common characteristics'* (Roberts, 2013). A visionary leader will develop the organisation beyond its current state. They will offer the organization and its members, a clear outlook of their vision and they will show a precise and substantial path to improvement. They will also motivate and communicate with their employees throughout the vision being completed.

### 2.4.3 Team

*'Managers who are effective team leaders will trust their team'* (Capon, 2009). Team leaders will always share information with all members of the team or organisation involved. The leader must understand their members so that they can decide when it is appropriate to leave them be or

intervene if there is a problem involving work or a team conflict which needs resolving. They will constantly develop the teams relationship including other teams or departments.

*'Team characteristics can affect strategic decision making differently'* (Kauer, et al., 2007). Every employee has a different personality; therefore there are a wide variety of characteristics within a department or team. The primary research for this study aims to find out if managers adapt their managerial style within the group, thus keeping all employees motivated.

Leaders are different to managers; managers might only have a small group of people to look after whereas a leader will lead numerous people. Leaders are not disciplining the staff members or delegating tasks but leading them to success. 'Management without leadership encourages an uninspired style, which deadens activities; leadership without management encourages a disconnected style, which promotes hubris' (Gosling, 2003). Here, Gosling has identified the requirements for both management and leadership skills to be effective. Gosling also states that 'most of us have become so enamoured of "leadership" that "management" has been pushed into the background' (Gosling, 2003). Management should not be pushed to the background as this will not benefit staff members.

## **2.5 Communication**

*'International managers or those interacting on a regular basis with cultures different from that of their home country must ensure that messages between headquarters and subsidiary operations are clearly understood'* (Capon, 2009). Communication is key within any business and it needs to work both ways for it to work effectively. Making sure that the message has been clearly received is essential. If staff members are not receiving effective communication from their managers it may demoralise them.

The styles of communication, are, formal and informal. They both follow different rules, dependent on the managerial style, and the staff member concerned. The communication style chosen should be one that would suit them best. Primary research will show how staff members like to communicate and what style gets the best out of them.

### **2.5.1 Formal Communication**

'Formal communications include all of the paper-based and electronic communications that are available to members as well as the meetings that take place' (Anon., 2013).

Formal communication is normally in a vertical format (hieratical). It follows the authority of the company, starting with the managers all the way to the lower end staff, such as shop floor assistants

in a shop. In a formal communication network this should be followed strictly and no levels should be skipped. Normally the communication network is only task related, the company itself might adopt the formal network, however, within the company the informal network may appear within a certain project. This is dependent on the style of management as the manager may not get the best out of their staff if they feel that the manager is unapproachable. Figure 5 below shows what a formal communication network may look like within a company. The yellow lines show who the employees are allowed to directly communicate to.

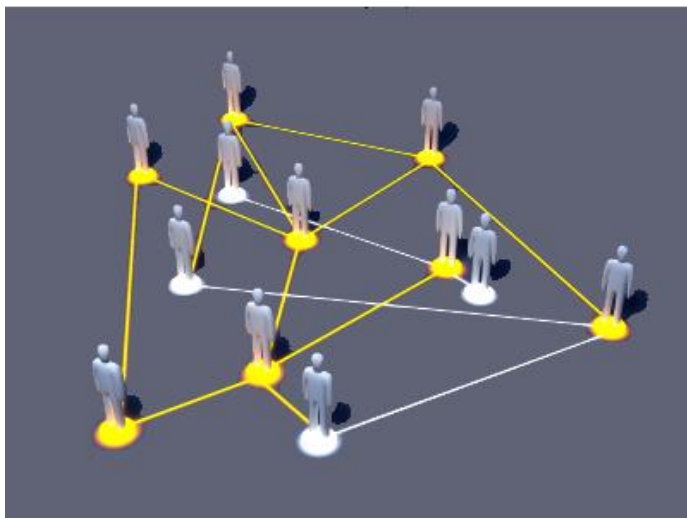


Figure 4 (Davis, 2013)

### 2.5.2 Informal Communication

*'Informal communication is based on informal relations (like friendship, membership of the same club, the same place of birth, etc.) and, therefore, is free from all the organizational formalities'* (Pujari, 2013). Informal communication can move in any direction throughout the company. This allows everyone to talk to anyone they wish. This makes every staff member feel welcome and a part of the company as they do not have communication restrictions. The informal network structure skips authority and means you do not have to go via certain lines to talk to the relevant person, if they are at the top of the authority chain, such as a director. The informal network structure is very sociable, it allows everyone to communicate, make friends and socialize with all staffing levels inside and outside of work.

Figure 6 below is what an informal network communication may look like within a company. As you can see the lines are going to everyone showing that even people at the very bottom of the staffing hierarchy can talk to someone at the very top, such as the Division Manager.

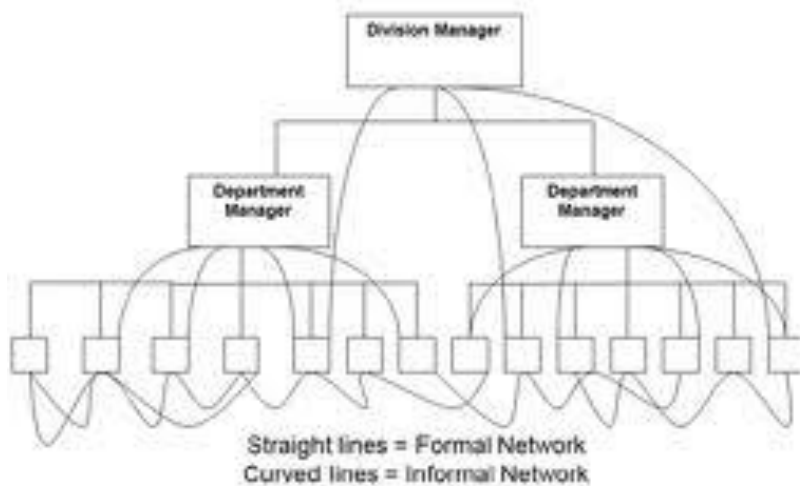


Figure 5 (Anon., 2012)

**Fig 1: Formal and Informal communication Networks in a Division of a Small Business.**

## 2.6 Literature Review Conclusion

The focus points of the literature review have all been covered. These are:

- Management theories
- What motivates employees?
- Should managers be drivers?
- Does the culture structure affect managers and staff?
- Does being a manager make you an effective leader?
- Is communication key in making an effective manager?

The conclusions that have been reached are still unclear and, need to be studied in more detail; however, this will be done via the means of primary research. The methods that have been used are mentioned in section 3, The Methodology.

The literature review has examined a number of management theories which, although all adopted in a different manner, reach the same outcome. Managers gain the best out of their employees even though they can go about it in different ways, sometimes process and other times people based.

Every employee is different and they all work to the best of their abilities in different ways. This subject has been mentioned, however, without conducting primary research a concise answer cannot be reached, primary research will therefore focus on this.

Should managers be drivers, this is linked with employee engagement. Again, it is wholly dependent on what managerial style is being adopted.

Culture hugely affects the way managers are allowed to manage. They could have plenty of ideas which have not been practically applied being restricted by the culture structure which has been put in place. If managers disagree with the organizational structure, they are very likely to disagree on everything else. This will de-motivate employees along with beginning to disengage them.

The process of finding out if being a manager makes you an effective leader involves a lot of primary data rather than secondary research. This will be conducted later on in the report so a definitive conclusion can be reached.

Many communication theories have been covered so far in this report that seek to find out if it is necessary to help staff members carry out their work in the best possible way. As mentioned before it can be both informal or formal. This again will also be covered in the primary research, in more detail to help come to a final answer. The secondary research shows that communication is a key aspect of being an effective manager and a key to engaging employees.

### **3. Methodology**

There are two different types of research methods, Primary and Secondary. These research methods can be either Qualitative or Quantitative.

#### **Quantitative**

Quantitative data is 'hard information and more in-depth than qualitative' (Doole, et al., 2005). It is numerical data which can be gathered through both primary and secondary research.

#### **Qualitative**

Qualitative data 'allows the company to find out why a particular situation exists. Qualitative data is particularly useful when examining behaviour, motivations, attitudes and perceptions' (Doole, et al., 2005). This method of research examines people's attitudes, behaviour and interactions with other people. As this report is examining the relationship between staff and their managers, it will include qualitative data collected via the means of questionnaires and face to face interviews.

### **3.1 Research Methods**

#### **3.1.1 Primary Research**

Primary research is research that is collected by the researcher. Examples include surveys and interviews. Data can be collected from many different sources, such as companies, managers or employees. For this study, data has been gathered through interviews and questionnaires to find out



what people think about management styles and what motivates them to work hard. It has been suggested that the purpose of research is 'about trying to discover something that was not known before and then communicating with others' (Bassey, 1999)

The aim of research is 'to obtain as representative a range of responses as possible to enable you to fulfill the objectives of your study and to provide answers to key questions' (Bell, 2010). To do this, two different methods of data collection will be used; questionnaires and interviews.

### **3.1.2 Survey Samples**

Bell (2010) states that the aim of research is to get a large range of responses. This allows the researcher to fulfill the objectives of their study and to provide answers to key questions. The staff questionnaires were sent to two organizations, Sheffield Hallam University and BHP Accountants. The data collected from managers was also collected from these two companies. All the managers were asked the same set of questions but managers at Sheffield Hallam University filled in questionnaires, while the managers at BHP Accountants were interviewed. Collecting research from two companies has allowed for a wider range of opinions from different market areas.

### **3.1.3 Questionnaires**

Cotgreave et al, (2000) states that questionnaires are 'economical in time, materials and cost and easy to arrange'. This was important as data had to be collected in a relatively short period of time and information needed to be gathered from enough people to make the research meaningful. This meant that interviewing everybody involved was not possible, as interviews would be too time consuming. Questionnaires have the advantage of supplying standardized answers. This means that data is less likely to be incorrect due to the participants misunderstanding of the question. However, Cotgreave et al (2000) did point out that questionnaires can have problems. Pre-coded questions can be restrictive and frustrating for those answering; people feel they cannot really say all they want to. This can lead to a low response to the questionnaire or poorly completed answers. Taking all this into consideration, when designing the questionnaire a lot of thought went into the questions, to ensure that the questions asked were meaningful and would, therefore, give the data needed for the analysis section of the report. A copy of the questionnaires can be found in Appendices 1 and 2.

### **3.1.4 Interviews**

The interviews have been conducted face to face and all the people interviewed will be anonymous. There are many advantages to using interviews; the main advantage being that if a question is not answered in enough detail, another leading question can be asked, to ensure the question is answered in more detail, and allows the overall question to be evaluated more efficiently. The main

disadvantage of using face to face interviews for collecting data, is that, it is extremely time consuming.

### **3.1.5 Focus Group Interviewing**

Another form of conducting primary research is by using focus group interviews. There are many characteristics of focus group interviewing, as identified by Krueger (2002) which need to be considered before the research can be carried out. Firstly the participants need to be considered; only a small selection, around 6-8 people need to be recruited carefully. Secondly the environment where the interview will be taking place needs to be researched. The environment needs to be comfortable and seated in a circle so all participants are in the same situation. Thirdly, the moderator (interviewer) needs to have the correct skill sets to ensure they can get the most out of the focus group interview. They should use pre-determined questions and also establish a permissive environment. Finally the analyzing and reporting of the interview needs to be considered. The analysis should be systematic.

## 3.2 Discussion

After considering the different research methods, questionnaires, face to face interviews and focus group interviews, the decision was made to collect data for this report using interviews and questionnaires. A lot of thought went into this decision to ensure that the best methods were used to obtain the most relevant data.

An advantage of using interviews is that it allows the researcher to ask additional questions and for more conversation to take place. This means extra information can be collected and the researcher can dig deeper. Of course there is also the danger that the researcher can ask leading questions and that the person being interviewed gives the response they think is wanted by the researcher rather than what they really think. Organising and holding each interview takes time but the cost in time is offset by more detailed responses that can be recorded which will be beneficial when analyzing the dissertation question. This allows for more accurate conclusions to be made. However, as the views of a fairly large number of employees, from the two companies, were to be sought for this report, interviewing them all was not going to be possible. Questionnaires, therefore, were also chosen as a research method.

Questionnaires are useful tools for collecting information as they can be completed without the presence of the researcher. Using Survey Monkey means that anonymity can be guaranteed. This means that people completing the survey will not be inhibited in their responses. If constructed carefully the data collected from questionnaires can also be comparatively easy to analyse. Unfortunately, planning and piloting a questionnaire can be time consuming as it is essential to ensure that the questions asked are the ones that will provide the data needed for the analysis section of this study. The questionnaires used in this report were piloted on a random selection of people. They offered advice on the wording of ambiguous questions. Through the piloting, it was possible to ensure that the questionnaires were attractive to look at, easy to understand and reasonably quick to complete. Most people are familiar with questionnaires and will have completed them in the past and therefore they should be comfortable doing so.

The decision was made not to use focus group interviews as it would take a lot of organizing to get groups of employees together to interview. This would also be costly for the two companies who would have had a number of their staff not working for a lengthy period of time. There is also the problem of selecting a venue where people would feel comfortable speaking honestly. In the work place people may feel inhibited and to rent a venue carries a cost. Another disadvantage of focus

group interviews is that, the comments made will not be anonymous and staff may not speak openly or honestly in case their boss is told what they have said.

### 3.3 Ethics

Research has been conducted via face to face interviews and questionnaires. Therefore there has been human contact and ethics has been taken into consideration. Before any research was carried out it was explained to everybody involved in the interviews and the questionnaire the purpose of the research and also they were assured that the information given will be anonymous, unless they give their permission for the use of their name in the dissertation. Assurances were also given to make sure that everybody was comfortable with the questions being asked; if they were not, they could withdraw from the research.

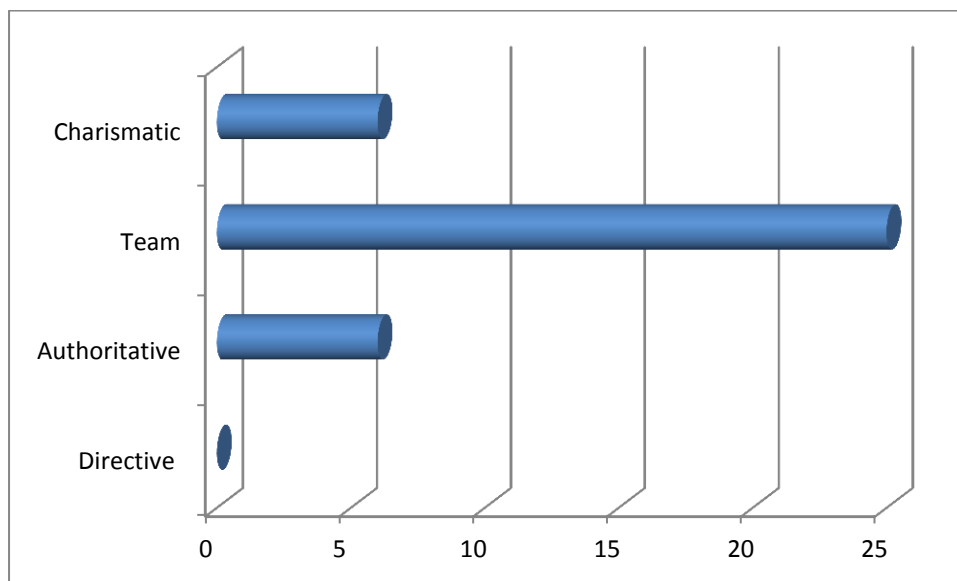
<b>Method</b>	<b>Briefing</b>	<b>Minimization of negative consequences.</b>
Manager interviews at BHP Accounts	A time will be set with the managers to let them know what the research will involve, allowing them to be anonymous.	All data collected will only be used with the consent of the participants. They will be allowed to withdraw at anytime.
Questionnaire to staff members at both Sheffield Hallam University and BHP Accounts and managers at Sheffield Hallam University	All staff members will be sent the questionnaire via email along with a detailed briefing.	The staff have the option to be anonymous. The analysis only refers to their name if permission has been given .

## 4 Primary research analysis

To find out what staff members need from their managers surveys have been conducted via 'Survey Monkey'. All questions are analyzed and presented in a clear format below. Managers were also asked a series of questions some via a questionnaire on 'Survey Monkey' and others through face to face interviews, with both using the same set of questions.

### 4.1 Staff Survey

#### 4.1.1 Question 1 - What managing style gets the best outcome of work from yourself?



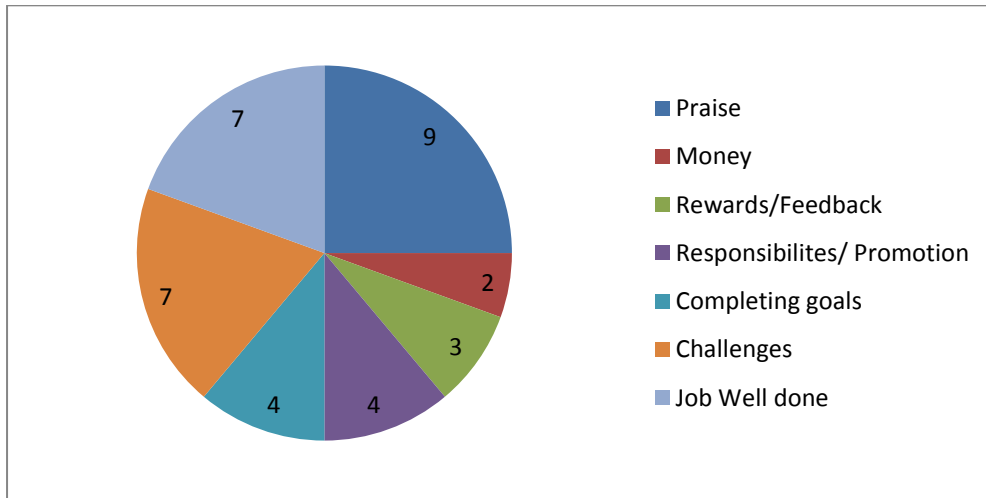
Graph 1

Graph 1 shows out of the thirty seven people who answered the survey, twenty five stated they would like their manager to adopt the 'Team' managerial style as this would get the best out of them. Not one staff member wanted their manager to adopt the 'Directive' style.

This evidence suggests that employees dislike being ordered around having strict rules set and discipline action taken if the rules are not followed. Team leaders try to involve their members and keep them informed. They are likely to know when to leave their employees alone and when to communicate while keeping a reasonable relationship.

Authoritative and Charismatic leaders both had six people in favour of this style of management. Both styles offer a clear vision for their employees and incorporate goals within the vision. The difference is that Charismatic leaders like their staff to be self motivated and confident, whereas an Authoritative leader will still motivate their staff and have regular communication with them.

#### 4.2.2 Question 2 – What motivates you?

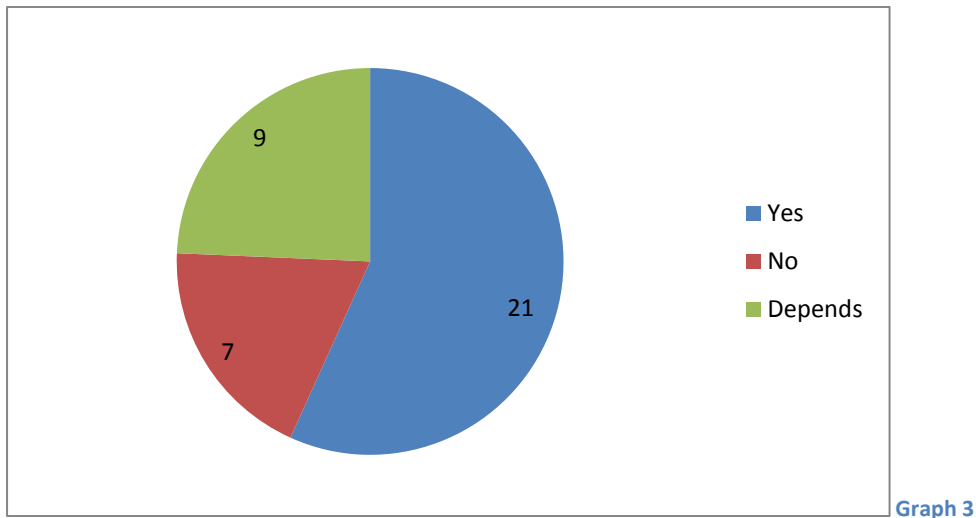


Graph 2

Question two is an open question. It allowed staff members to state anything they felt motivated them. Thirty seven employees answered this question and there was a wide range of answers and reasons behind why they said what they did. Nine employees said that praise from their managers is the best motivator. Seven said that a job being completed well and challenges within their job role is what keeps them motivated. Others said that; money, rewards/feedback, responsibilities and promotion is what motivates them. These figures are illustrated in graph 2 above.

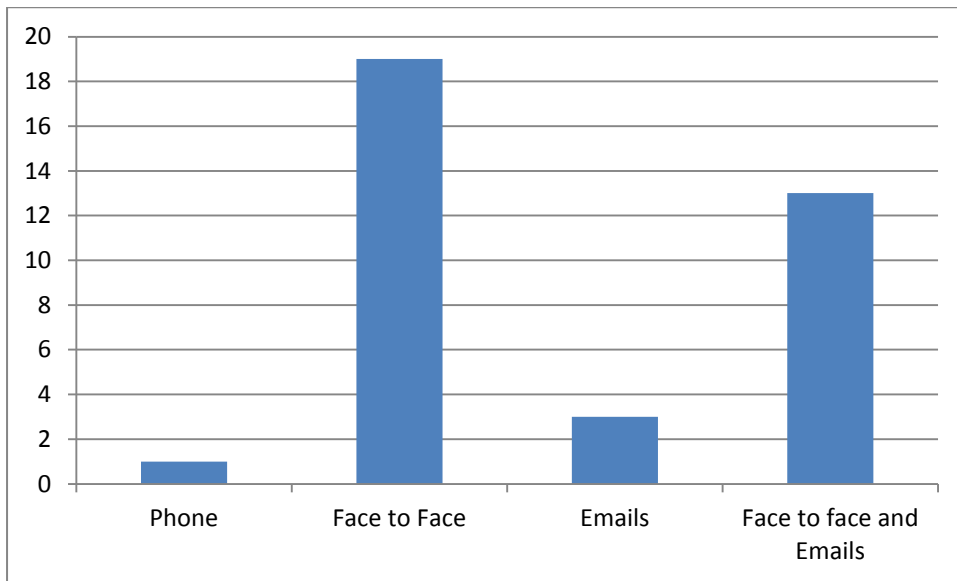
From these findings it shows that communication from managers in any form that praises their work on a good job will motivate them. One employee said ‘getting praise for what I do right – rather than just criticism from things I do wrong would be my key motivator’ (Anonymous, 2013). This quote illustrates many of these staff views.

#### 4.1.3 Question 3 - Do you feel you need communication from your manager to help you complete your work? If so why?



Thirty seven staff members answered question three. Fifty seven percent of these employees agreed that they do need communication from managers to help them complete their work. Only nineteen percent of employees questioned felt that they did not require communication to help them complete work. This links well to question one and suggests that the lower percentage would have wanted their manager to adopt either the Charismatic or Authoritative leadership style. One employee who filled out the survey stated 'I need my manager to let me know about anything important that will impact my work. I need my manager to listen when I have suggestions that can improve an area of work; also to listen when I have problems with work. I need my manager to give feedback on how well I am doing my work and need positive messages to keep me motivated.' (Anonymous, 2013). Another who thought slightly differently said 'no, I know what I am doing when I start the task, if they have constant communication then I feel like I am not trusted and they don't think that I am capable'. (Anonymous, 2013). The first quote suggests employees would want their manager to be a team manager rather than Charismatic or Authoritative.

#### 4.1.4 Question 4 - What is your preferred style of communication? Please state why. Eg. Phone, Face to Face, Emails

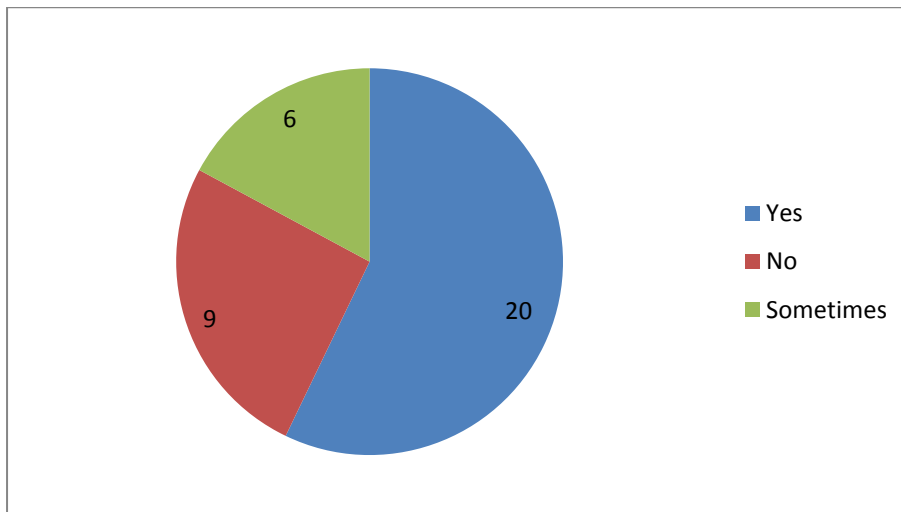


Graph 4

Thirty six staff members answered question four. Nineteen of these staff members preferred face to face communication and thirteen a mixture of face to face and email with all having different reasons behind their choice. One person chose the use of a telephone, purely for the fact that it was the most convenient and ‘allows for an instant response, whilst not having the confrontational fear factor’ (Anonymous, 2013). However another stated they prefer ‘face to face communication over a coffee, which is less confrontational and gives the chance to state my point of view’ (Anonymous, 2013). These two opinions are clearly contrasting; suggesting managers must be flexible to ensure the most effective style of communication is used for each individual. These views do however share the view that the least confrontational method of communication is often preferred.



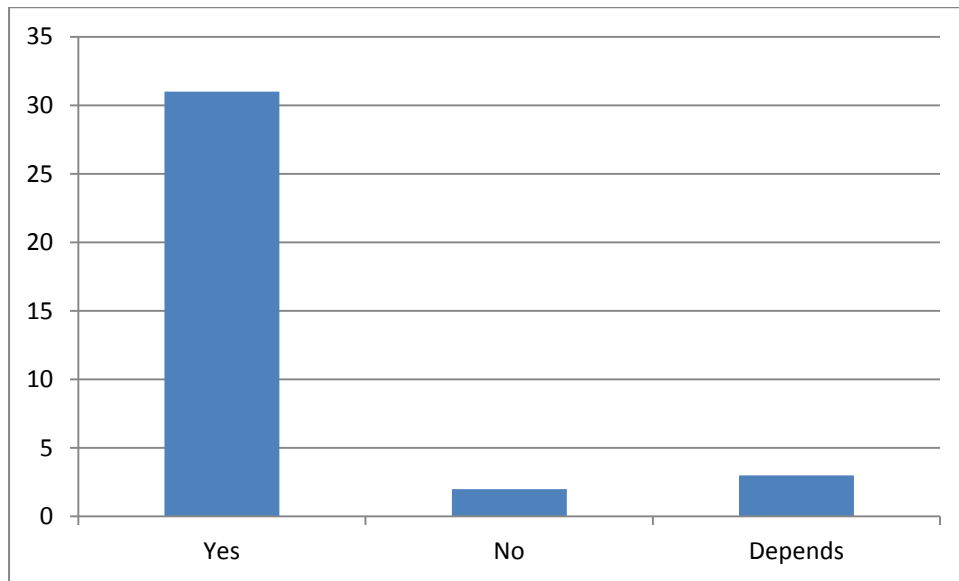
#### 4.1.5 Question 5 - Do you think manager motivation helps you work to the best of your ability. If so why?



Graph 5

Thirty five employees answered question five, simply with a yes or no, then giving a reason behind their answer. Twenty stated, yes, which is more than half of the employees who answered question five, Eight of the employees gave the same reason that 'everyone needs encouragement no matter what they are doing, outside the workplace and inside so I think this is essential to a motivated work force' (Anonymous, 2013). Employees who have said the opposite felt their own motivation was more important. One employee saying, 'No - it isn't the manager's motivation which is crucial to completing the task, it is mine' (Anonymous, 2013). Different employees behave in various ways, therefore some need motivation whilst others prefer to be left alone.

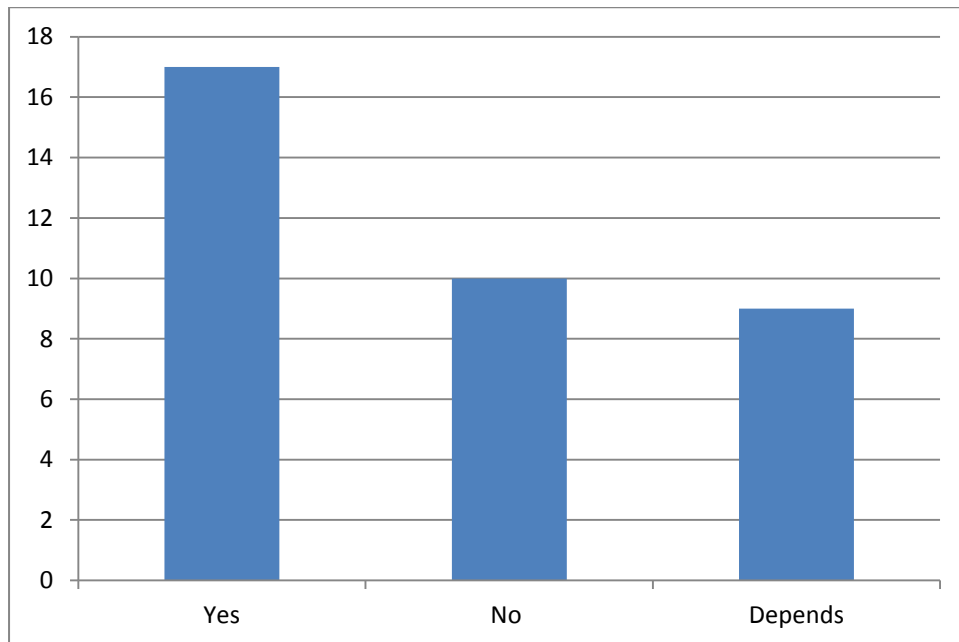
#### 4.1.6 Question 6 - Do you feel if your manager communicates well with you it will get the best out of yourself?



Graph 6

Thirty one out of the thirty six employees who answered question six felt that they need communication from their manager to ensure that they are completing their work to the best of their ability. Three people said it depends on the situation, with one stating that it, 'depends on the nature of the communication. If a manager only feeds down directives from above this isn't going to be very motivational' (Anonymous, 2013). Another staff member stated, however, that they felt, 'communicating with staff makes them feel part of the organization and in turn makes them work harder' (Anonymous, 2013). This research suggests that communication will make most staff feel more valued encouraging them to work harder. However communication should be constructive and instructional to be fully effective. Communication is key either with a manager or another member of staff.

#### 4.1.7 Question 7 - Do you like to have rules and regulations so you know exactly how you should behave?



Graph 7

This question has looked at management from a slightly different angle as it is finding out what staff like rather than how a manager acts, it also depends on the companies policies. Seventeen of the thirty six employees who answered question seven said they wish to have rules and regulations. After analyzing the results it showed that more than seventeen staff agreed with the employee who stated, 'Yes. I don't like the idea of it being too loose' (Anonymous, 2013). Nine staff members said it depends on the situation, one saying 'I like to have rules and regulations as a basis to form decisions, but also like to have some creative freedom in coming to my own logical conclusions. Trust is key for a good manager, staff relationship and as such being drilled exact rules and regulations may be seen as untrusting and de-motivating me as I feel less valued' (Anonymous, 2013). Another employee said 'No! I like to think I have the required skills to behave in the correct way' (Anonymous, 2013). Managers can be people or processed based. If the manager is people based then they would have their own set of rules for their team, and not follow the organizations for every aspect of their job. If the manager did however follow all rules and regulations without any exceptions this would make for a processed based manager which forty nine percent of staff would rather, however, this conflicts with what has previously been said about preferring the team managerial style.

## 4.2 Staff Conclusion

The staff answers from this questionnaire suggest employees work most effectively within a team which has regular communication from their manager. This is further supported by answers to question six, in which thirty one out of the thirty six staff members felt that good management communication helps staff work to the best of their ability, results are clearly show in graph six.

The conclusions drawn from question four, showing that staff's preferred communication method is often face to face, implies that they want to be able to see the others body language and that they find it an easier and quicker way to find out the information needed. Analysis of question four however, also shows thirteen people liked two kinds of communication face to face combined with emails. Comments said this was because often people were not available for face to face communication and also because emails are in black and white therefore documented for future reference if necessary. 'There are managers so preoccupied with their e-mail messages that they never look up to see what's happening in the nondigital world' (Csikszentmihalyi, 2000)

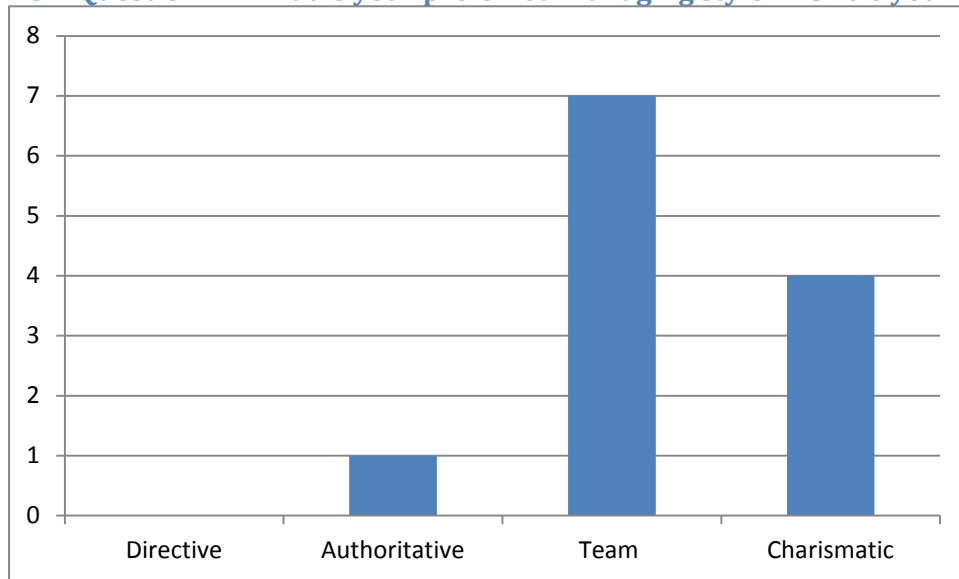
Responses to question seven, 'do you like to have rules and regulations so you know exactly how you should behave?', showed that seventeen staff members did want rules and regulations however nineteen said no, or it is dependent on the situation. This implies that staff members like the informal communication structure, where the company its self adopts strict rules, however, for the manager within their team to be more relaxed allowing them to carry out their work in the way in which they do best.

Overall from the survey information analyzed it is clear to see that most staff members would prefer the team managerial style to be adopted along with having regular communication from their manager. However, it shows they also like to be allowed independence in their work and need to feel trusted. This does affect the way in which they carry out their work. A few staff members stated that if they have too much communication they will not feel trusted nor feel like a valued member of the team and organization. Even if their manager adopts their preferred managerial style it still might not allow them to work to the best of their ability as other aspects of management style might not suit them. Conclusions from the staff survey suggest managers must be adaptable themselves, and manage to the individual staff needs and not via a process following strict rules and regulations in order to get the best out of their staff.

### 4.3 Managers survey and face to face interviews

Twelve managers completed the questions below.

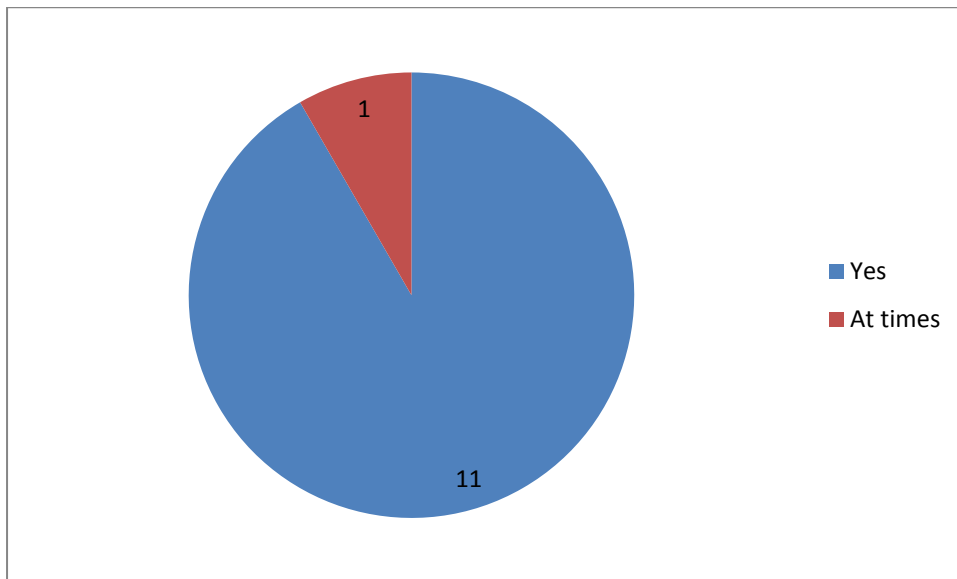
#### 4.3.1 Question 1 - What is your preferred managing style? – Circle your selected style



Graph 8

Twelve managers all decided on their own managing style in question one. The majority, seven, preferred a team management style with four managers choosing Charismatic management. These two styles have the most similarities as they both motivate their staff. These findings follow a similar pattern to the staff survey results with the majority of both staff and managers preferring to work as part of a team.

**4.3.2 Question 2 - Do you feel you are an adaptable manager? If so could you please indicate those features that you feel are important for an adaptable manager**

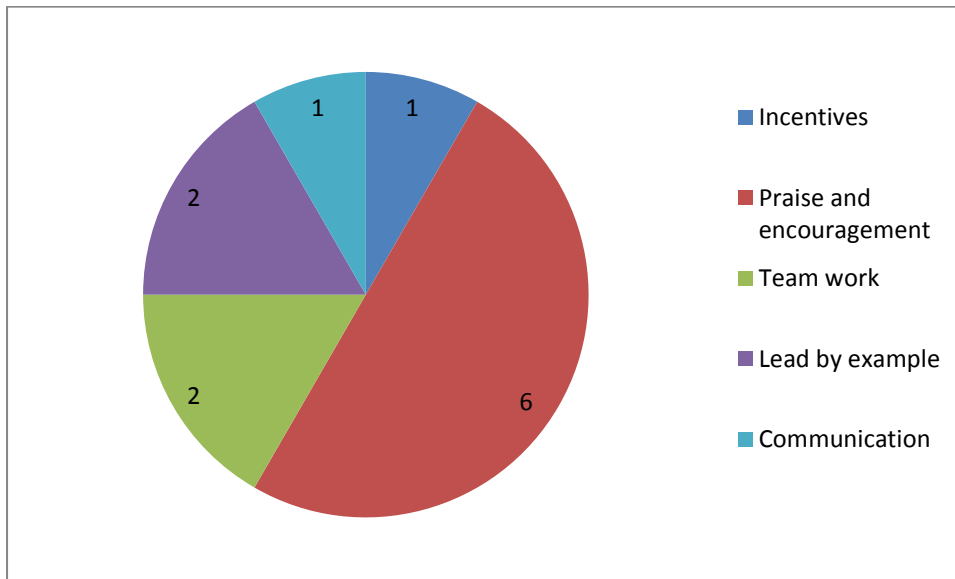


Graph 9

It is widely acknowledged that being known as an adaptable manager is a good quality to have. 'In today's dynamic workforce change is no longer the exception—it's the rule. Managers with high adaptability respond well to unforeseen changes. In fact, many of them thrive on change' (Edwards, 2008).

Out of the twelve managers who answered question two only one stated that they do not believe they always have the qualities to be an adaptable manager. 'It depends on circumstances and situations which I am in, also my mood will depend how I manage, if I am having a good day I will be much more adaptable and people based' (Anonymous, 2013). Another manager who said that they are an adaptable manager stated 'I feel I am an adaptable manager. In staff shortages I will pitch in and help. I will learn new processes and encourage staff to adopt these positively. I can be friendly, firm, laidback and enthusiastic as the situation demands. (Anonymous, 2013). This links well with question one suggesting they like to work within a certain team.

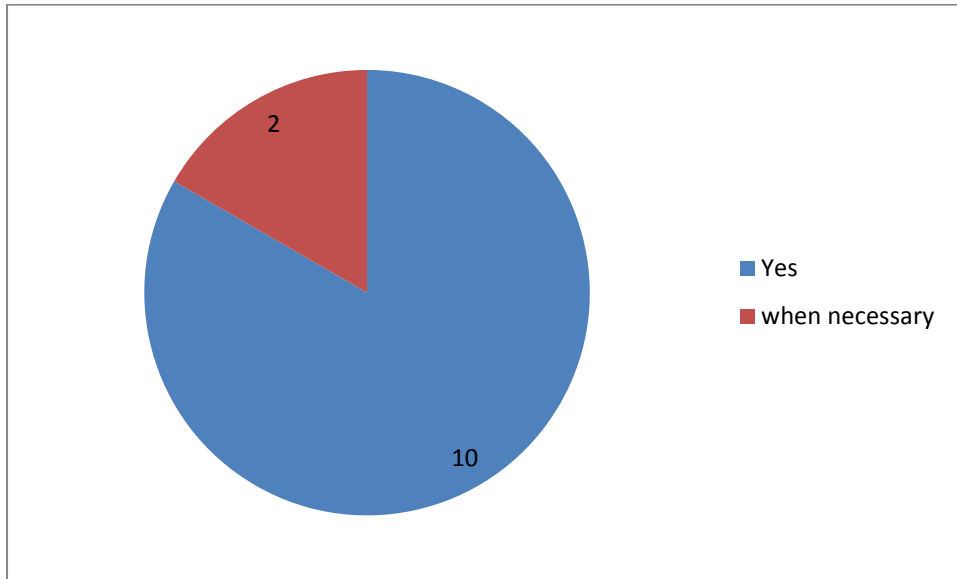
### 4.3.3 Question 3 - How do you motivate your staff?



Graph 10

Like question two of the staff survey, this is an open question allowing managers to state anything they wish. The answers have been analyzed in a way so that they could be easily interpreted, as shown in graph 10. Half of the managers questioned said that they praise and encourage their staff members to insure that they are always motivated. 'Through praise and encouragement. Leading enthusiastically and not expecting them to do anything I wouldn't do' (Anonymous, 2013), was an answer which summarized many responses. Such praise and encouragement is generally passed on by face to face communication, linking well to question four of the staff survey. One manager said that to motivate their staff they insure that all employees involved work as a team, 'Team work is vital. They have to feel that decisions are made with their point of view being heard. They must feel valued' (Anonymous, 2013). The concept of team work has been a favored response from staff and managers throughout this research.

#### 4.3.4 Question 4 - Do you regularly communicate with your staff and why?

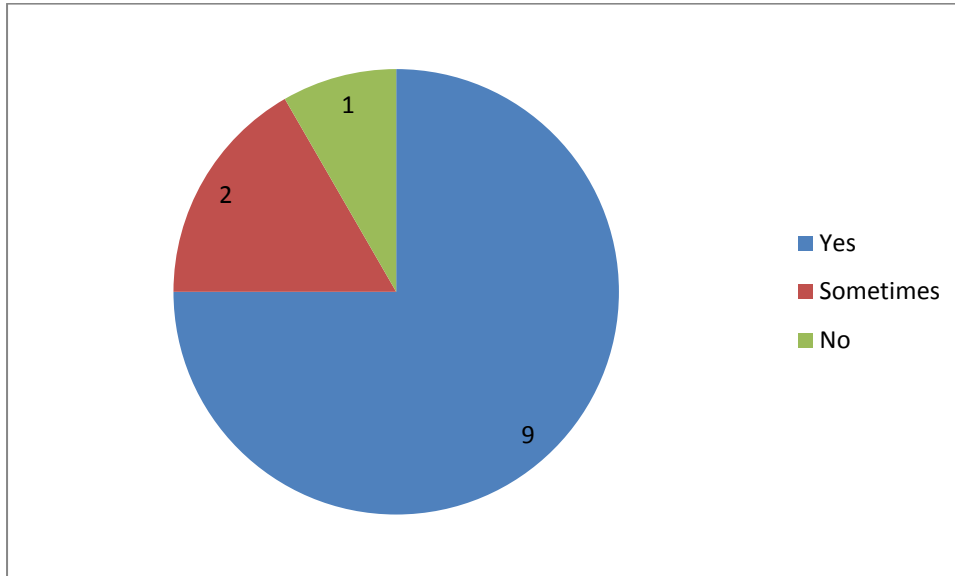


Graph 11

Eighty three percent of managers feel that they need to have regular communication with their staff members, but they all gave different reasons for this. Reasons given for regular communication were to ensure; there were no concerns, everyone felt involved or part of the team and that everyone is moving in the correct direction. Sometimes regular communication can be deemed excessive by employees. When asked in their survey one staff member said 'I think communication is key but there has to be a line to this, if my manager was constantly phoning and emailing me I would feel that they didn't trust my abilities which may become de-motivating. However if there is good communication it allows you to get the work done sooner' (Anonymous, 2013). This highlights the importance of the need for flexible management, with junior staff members more likely to require more regular management communication, more experienced staff would require less communication as they would feel a lot more comfortable in their job role and working environment.



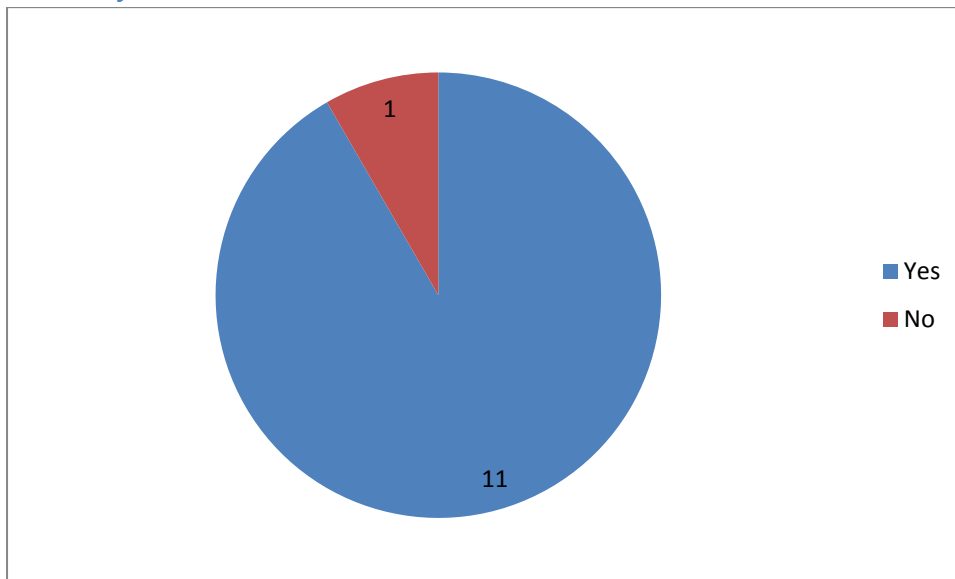
#### 4.3.5 Question 5 - Do you feel you get the best out of your staff? If so how?



Graph 12

Question five had varied responses. One manager said 'not always because staff have other areas they might be responsible for and therefore lack time to complete my tasks' (Anonymous, 2013). A lack of time, due to responsibilities for other jobs and managers could be argued to be out of the control of this manager. However, another manager said, 'yes as they are always willing to help each other and myself when the occasion requires it. We enjoy a good working relationship and enjoy working together' (Anonymous, 2013). This suggests that it is down to the skills of the manager to get their employees to work as a team and help one another out thus ensuring all jobs are completed in a timely manner. However, the practicalities of team management are likely to depend on the size of the team and the variety of tasks completed by that team.

**4.3.6 Question 6 -Do you feel your staff are comfortable with you as a manager? Please state why.**



Graph 13

As you can see from the analysis of this question on graph 13, eleven out of twelve managers felt that their staff members do feel comfortable with them as their manager. The one manager who felt that their staff members were not comfortable with them being a manager said, 'not all of them. Differences of opinion about direction; some don't like to be challenged, some see me posing a risk to their autonomy' (Anonymous, 2013). This appears to suggest that this manager is not particularly accommodating to some staff opinions which makes them feel uncomfortable. Another who believes that they are an approachable manager and that their staff members are comfortable with them said, 'yes. I encourage honesty and openness. If there's any chance where a member of staff does not trust you or what you're saying, then you have lost it. As a manager you have got to make sure that you are part of the team' (Anonymous, 2013). This manager highlights the importance of trust, and implies a trusting relationship between a manager and staff will ensure staff feel comfortable with their manager.

#### 4.3.7 Question 7 - Your strengths and weaknesses as a manager are:

Strengths	Weaknesses
Team building - 10	Too busy - 9
Listens- 9	Impatient - 8
Flexible – 8	Too tolerant - 4
Communication – 8	Don't look into the future - 4
Firm - 8	Not around enough - 3
Respect – 7	Not charismatic - 2
Organized – 6	Delegate more - 2
Open to ideas - 6	
Vision- 5	
Drive – 3	

**Table 1**

Managers answered this question with a variety of answers identifying what they believe to be their main strengths and weaknesses. The analysis identified the main weakness, which appeared on sixty five percent of the managers responses, was that they are incredibly impatient and too busy to give their staff members the time they need. Their main perceived strengths were, listening to their staff members with nine managers stating this. Eight managers also identified good communication as a strength. This links well to question four of the manager's survey which showed that eighty three percent of managers have regular communication with their employees.

#### 4.4 Managers Conclusion

In conclusion, the majority, seven out of the twelve, managers preferred the team managerial style. None of the managers felt they preferred the directive style and only one (eight percent) preferred the authoritative style.

Analysis of question two of the management survey showed that eleven out of the twelve managers felt they were an adaptable manager. As stated by Edwards (2008) it is widely recognized that to be successful in team management, managers should be adaptable as to ensure all team members with their varying attitudes and skills are managed successfully. An authoritative management style is likely to be more rules based, and thus requires less adaptability.

Analysis of question three shows that two managers said they lead by example to motivate their employees. This suggests they would prefer the directive and authoritative managerial styles, however none preferred the directive style.

Question three conclusions also showed that managers praising and encouraging staff was a key motivator, with fifty percent of managers questioned citing this motivational method. Such praise is widely passed on through face to face communication, which, as identified in question four of the staff survey, was the staffs preferred method of communication. Eighty three percent of managers questioned said they had regular communication with their staff. This suggests that staff feel comfortable communicating with managers, knowing that they will be there for them at all times. Other staff may however, find regular communication de-motivating, as it implies a lack of trust in their ability according to answers made by staff surveyed for this research. Nine out of twelve managers felt they got the best out of their staff, suggesting working as a team, with regular communication bodes well for staff productivity.

This shows they have a good relationship with their staff members and the way in which they have managed still allows them to be approachable, not being too firm and making them feel uncomfortable in the work place, as this would not help the managers get the best out of their employees.

Finally managers were asked to state their perceived strengths and weaknesses. Some of the weaknesses identified were being too tolerant and not looking into the future. These weaknesses are likely to be due to the team managerial style used, which mean managers have to be tolerant of a variety of different team members personalities. Looking into the future is more of a trait of a directive management style. Strengths highlighted by the survey analysis included team building,

flexibility, listening and communicating, all of which can be directly linked to a strong managerial style.

From the information analysis, it is clear to see that most managers prefer to use the team managerial style, as this is where their strengths lie, and appears to get the most out of their staff.

Regular communication has been highlighted as a key managerial success factor, helping to motivate staff, allowing them to be adaptable and more approachable in the work place.

Some of the answers did suggest that other management styles may be more appropriate in some circumstances however, with 'too tolerant' being identified as a main management weakness.

## 4.5 Discussion

After analyzing all responses from both the managers and staff questions there are some very clear connections. Both conclusions clearly showed that the majority preferred the team managerial style to be adopted with charismatic and authoritative leadership also preferred by a minority.

Fifty percent of the managers recognized the importance of praise and encouragement and said this was how they motivated their staff. This links well with question two of the staff survey, with one quarter of the employees surveyed stating that praise motivates them in the work place.

The next question about communication had a few discrepancies between both sets of answers. Managers clearly thought that it was very important to communicate regularly, however for staff this was not always the case. Employees felt that communication should be dependent on the situation, as too much communication can make them feel as though they are not trusted and may be a distraction. The preferred method of communication was only asked to staff members, however, two employees surveyed said that their managers preferred emails due to evidence being in writing and therefore available for reference. In contrast staff members favoured face to face communication as they could make sure the message was interpreted correctly and also more questions could be asked if necessary. They also said such communication was quicker to find out the desired answer.

Fifty seven percent of the staff felt manager motivation helped get the best out of themselves. Seventy five percent of managers surveyed felt they got the best out of their employees . The results suggest that without the motivation of the managers, staff would not be working to the best of their ability, just doing what they have to do to get by.

The staff question about the need for communication received varied responses . Some felt too much communication from management made the employee feel claustrophobic and untrusted, feeling that they cannot complete the task without being watched. Others disagreed with this stating, that they liked the regular communication and felt the manager was making time to check how they were and therefore giving them the opportunity to ask for help. The best situation here would be to have an adaptable manager who asks their employees if they want more communication, they can have a different level of communication with every staff member. This links well with the managers question asking whether their staff are comfortable with them as a

manager. All managers except one questioned said their staff were. Without communication the managers would not have a relationship with their staff but this research has shown every employee likes different levels, if the level of communication is wrong it can upset them and they will not be working to the best of their ability.

The final question asked to staff about rules and regulations, brought up mixed answers. Forty seven percent said they liked to have rules and regulations but twenty eight said they did not. Twenty five percent said it depended on the situation. Comments showed staff liked regulations such as dress code and working hours, however, within teams and projects they preferred it to be more informal and relaxed allowing everyone to talk to each other and help one another out. The varied response of staff members surveyed again highlighted the importance of adaptability, with different staff personalities requiring varied levels of rules and regulations.

Finally the managers were asked to list their strengths and weaknesses. Many listed the same, which was not surprising as over half stated the same preferred team managerial style. Managers mentioned ten strengths and only seven weaknesses. The key strength of listening and communicating with staff, recognized by seventy five percent of managers is what you would expect from a team manager. However sixty five percent of the managers said they were impatient and too busy to give their staff the time they needed, with twenty percent also stating they were often 'too tolerant'. These are likely to be a negative of team management, given the demands of a variety of staff members. These weaknesses may be addressed by implementing a different management style, under certain circumstances, again reinforcing the need for managers to be adaptable.

## 5. Final Conclusions

After carrying out a literature review and analyzing research from interviews and questionnaires it would appear that managerial style does affect the way in which staff members work.

### 5.1 Aims

At the beginning of the dissertation the aims of the work were set. These were to explore whether a certain style of management affects the way staff behave and carry out their work. This question was tested through online questionnaires completed by staff at Sheffield Hallam University and BHP Accountants. Managers at these two companies were also questioned but managers at Sheffield Hallam University filled in a questionnaire and managers at BHP Accountants were interviewed using the same questions. Analysis of results concluded that management style does affect the way staff work. It also showed however, that they do not like one strict style to be adopted but for their manager to be adaptable.

### 5.2 Objectives

#### 1. To identify the leadership styles.

Various leadership styles were examined in the literature review discussing the key attributes of each. The management style adopted by the manager is dependent mainly on the manager's personality but also on the culture of the company. However, research showed some employees may not thrive under certain managerial styles and would prefer to be managed differently.

#### 2. To identify motivational theories

What motivates employees was examined in the employee engagement section of the literature review and in the research questions. Analysis of research showed that motivation is key to success with twenty four percent of staff stating encouragement and praise from their manager was their biggest motivator. Comments from those who completed the questionnaires stated that without motivation, staff are not engaged and not working as well as they could.

#### 3. To discuss behavioural factors

The behaviour factors were not covered in great detail, however, they were mentioned in the integrity section of the literature review. MacLeod (2009), suggests that without a sense of integrity employees will not be engaged and therefore their attitude towards work will disintegrate.



#### **4. To discuss culture structures**

As part of the literature review Johnson and Scholes (2011) culture web paradigm was examined. They point out that although no two company cultures are the same there are six areas of the paradigm which are important to make staff feel valued. Although culture is more about the company than the manager, managers do need to ensure that the culture web is in place.

#### **5. To establish if staff need a certain managerial style to work to the best of their ability**

Research carried out for this report shows that this is the case. Sixty seven percent of the staff questioned said that they preferred the team managerial style. Forty nine percent of staff said they liked to have rules and regulations and eighty nine percent felt good communication with their manager would get the best out of them, however, the required level of communication varied between each individual. This links with the conclusions made from the primary research that managers should be adaptable. Although nearly fifty percent stated they like rules and regulations, the other half did not, therefore the manager should be people based and keep to the companies rules but adopt their own within their team. This is the same for the level of communication; it should be based on the needs of the individual.

#### **6. To establish if a manager feels they need to be adaptable and be process or people based**

Ninety two percent of the managers questioned stated that they were adaptable managers. An adaptable manager would tend to be people based and would adapt their skill set to the individual rather than managing everyone in the same way.

### **5.3 Hypothesis/Null Hypothesis**

Hypothesis- 'A management style does affect the way employees work'- Getting the most out of employees is wholly dependent on the managerial style.

Null Hypothesis-'A management style does not affect the way employees work'-this is not the key to what affects how employees carry out their work.

The hypothesis has been successfully verified throughout this report. Both primary and secondary research confirms that a manager and their chosen style does affect the way in which employees

carry out their work. Primary research showed that there are many management theories which all lead to the same outcome, managers must ensure that they motivate and engage their employees to facilitate the best results. Secondary research shows that the preferred style of management is team. Therefore asking for an adaptable manager who managers on an individual basis, making sure every team member is motivated and engaged so they can perform to the best of their ability.

## 6. Limitations and Recommendations

### 6.1 Limitations

Throughout this dissertation a number of aspects of management have been examined. However, there are many different management theories and it has not been possible to explore these in the scope of this report. For a more detailed answer to the dissertation question these would have been examined. Within the limited scope of this study a conclusion has been made, however, a higher word count and more research would have enabled more in-depth conclusions to be made.

In the methodology the merits and disadvantages of different research methods were discussed. Only two methods, interviews and questionnaires, were used due to time and resource constraints. To find out more detailed information and to get a larger spectrum of results, more research methods would be used such as focus group interviews. This would allow more people to voice their opinions.

With more time to collect research more face to face interviews would have been carried out. Interviews could also have been longer, with more searching questions asked, allowing for more detailed responses to be collected.

The literature review used many different sources, however, with more time and resources, additional secondary research may have been obtained. This would have allowed greater conclusions to be drawn from a wider spectrum of academics.

### 6.2 Recommendations

The question asked was: **Does the style of management affect the way staff members carry out their work?** As identified in the final conclusions, yes, it does appear that a style of management affects the way staff members work.

The conclusions from this research recommends, whatever size company a manager works in, the team managerial style should be adopted. This recommendation has come from the analysis of the primary research. If it is a larger company which is processed based, and adopts strict rules and regulations, the manager should still manage in a team style for their employees, as this appears to be what gets the best out of them.

Communication is a large aspect of management. The primary research analysis shows that staff members like varied levels of communication. This suggests that the team manager should be adaptable, managing on an individual basis which suits each individual employee.

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## Appendix

### Staff survey

1. What managing style gets the best outcome of work from yourself?

**Directive** – Orders a team around, has a set of rules which must be stuck too, if not discipline action will be taken.

**Authoritative** – A visionary leader will develop the organisation beyond it's current state. They will offer the organisation and the members within a clear outlook of their vision and show a precise and substantial path to improvement. They will motivate and communicate with the employees throughout the vision being completed.

**Team** - Team leaders will always share information with all members of the team or organisation involved. The leader must understand their members so that they can decide when it is appropriate to leave them be or intervene if there is a problem involving work or a team conflict which needs resolving. They will constantly develop the team's relationship including other teams or departments.

**Charismatic** - Charismatic leaders like to motivate their followers, however they also like to create an organisational culture in which the staff are self motivated and confident. The leaders set a clear vision in which they bare all personal risk to achieve the vision

2. What motivates you?
3. Do you feel you need communication from your manager to help you complete your work? If so why?
4. What is your preferred style of communication? Please state why. Eg. Phone, Face to Face, Emails
5. Do you think manager motivation helps you work to the best of your ability. If so why?
6. Do you feel if your manager communicates well with you it will get the best out of yourself?

7. Do you like to have rules and regulations so you know exactly how you should behave?

## Managers interview/Survey Questions

1. What is your preferred managing style? – Circle your selected style

**Directive** – Orders a team around, has a set of rules which must be stuck too, if not discipline action will be taken.

**Authoritative** – A visionary leader will develop the organisation beyond it's current state. They will offer the organisation and the members within a clear outlook of their vision and show a precise and substantial path to improvement. They will motivate and communicate with the employees throughout the vision being completed.

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**Charismatic** - Charismatic leaders like to motivate their followers, however they also like to create an organisational culture in which the staff are self motivated and confident. The leaders set a clear vision in which they bare all personal risk to achieve the vision

2. Do you feel you are an adaptable manager? If so could you please indicate those features that you feel are important for an adaptable manager
3. How do you motivate your staff?
4. Do you regularly communicate with your staff and why?
5. Do you feel you get the best out of your staff? If so how?
6. Do you feel your staff are comfortable with you as a manager? Please state why

7. Your strengths and weakness of a manager are: