

2-3: Management Approaches

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As an Organizational Consultant, I have been asked to evaluate the reason behind some of the team's drop in productivity as well as to make recommendations for their improvement. Upon closer review of the mentioned concern; it appears that some of the team members feel that their managers have unrealistic expectations of them due to the tediousness of filling out daily detailed timesheets in addition to their regular obligations. I have also observed that some of the team members feel as though they are being assigned tasks that are irrelevant to their department or skill set. The current process has long been established within the company; however, it seems that there is a disconnect between how the managers believe their team members should operate and what their team members consider attainable. These employee concerns have contributed to stress among the team members which has subsequently resulted in the lesser productivity as stated above.

Management in general comprises four functions: planning, organizing, leading, and controlling. Managers oversee processes to make sure that tasks are being successfully completed, which makes it important to appropriately allocate resources in order to encourage productivity. With planning, a manager can set goals and create a process in order to meet and achieve those goals. Plans may need to be revised, however, so it's important to consistently evaluate their effectiveness. Organizing the individual jobs/roles to efficiently meet the organization's goals involves distributing tasks in a way that they can be productively accomplished. Individual responsibilities are departmentalized in several ways, which include deciding the chain of command for each department or role, as well as job design (where decisions regarding the obligations of each role are made). Leading is where social and informal influence are used in order to encourage productivity. With leading, it is important for managers to understand their employees' personalities, values, attitudes, and emotions in order to determine the best approach

with each individual. Controlling is the final major function within management because it involves ensuring that the carefully planned and organized process is being adequately completed. The four functions are respective to the effectiveness of manager-supervision because they provide the framework for setting and achieving an organization's goals by utilizing human, financial, and material resources.

Professor Henry Mintzberg identified 10 standard managerial roles, which can be divided into three major categories: interpersonal, informational, and decisional. In the informational role, a manager can allocate workload and monitor workflow, (Mintzberg, 1973). In the interpersonal role, the manager uses information gathered from various departments/sources in order to communicate the expectations of upper management to their team members; as well as representing their team to upper management. In the decisional role, a manager can use information obtained from both the interpersonal and the informational roles, to form a plan of action where they see fit. Based on the situation at SNHU Pet Supply Company; a more interpersonal approach would be beneficial. The interpersonal role can be further narrowed into three sub-categories; figurehead, liaison, and leader. The three sub-categories relate directly to creating lasting interpersonal relationships between managers and staff. The team members mentioned in this case are feeling overwhelmed by their job demands, which is interrupting their workflow. Additionally, there seems to be poor communication between the managers and their team members. Although the managers have been following the company's standard process, they have not addressed the underlying reasons as to why the employee's productivity could be lacking. Taking an interpersonal approach to management involves establishing trust among staff members by recognizing their frustrations and supporting them. This may include conversations

with upper management on behalf of the employees, in order to reevaluate the company's current processes. To establish a bond with employees and gain a better understanding of their counterpoints will require the managers to sit down with their team members either one on one or in a group setting. If the team members could view their managers as team advocates, they would likely respond more respectfully to their job demands by knowing that their managers are working to create a more reasonable process that still meets the expectations of upper management.

Works cited:

Mintzberg, H. (1973). *The Nature of Managerial Work*. New York: Harper & Row.