

1.3 Directing or Leading

Learning objectives

After the completion of this chapter the students will able to:

- ❖ **State the meaning and importance of leading function;**
- ❖ **Identify the elements of leading;**
- ❖ **Describe the meaning and importance of communication;**
- ❖ **State the different types of communication;**
- ❖ **Describe the meaning and importance of motivation;**
- ❖ **State the various ways of motivation;**
- ❖ **Familiarize with method of conflict resolution**

What is Directing

- **Directing** is concerned with ***instructing, motivating, guiding, supervising*** and ***inspiring*** people in the organization to achieve its objectives.
- It is the process of *telling people* **what to do** and **seeing that they do it in the best possible manner.**
- ❖ Directing or leading is said to be the **heart of management process.**
- ❖ Planning, Organizing, and staffing have got meaningless if direction functions **does not take place.**
- ❖ **Directing initiates action** and it is from here actual work starts. It is said to be **consisting of human factors.**

Importance of directing/leading

- **Commencing an Action:-** Leaders are the people who starts/initiates the action. They generally take the risk of any action.
- **Providing instruction:** They provide instructions to conduct and finish a job/work.
- **Motivating others:-** They do motivate their subordinates.
- **Improves confidence:** When employees are frustrated, demotivated, and stressed by lengthy working pressure, leaders help to redevelop their confidence.

Cont....

- **Build morale:-** Leaders develop the code of ethics that help to develop the morality of the employees.
- **Build an efficient working Environment:-** They build the working environment in such way that employees can work there very comfortably
- **Coordination:-** after any type of conflict of interest or chaos in an organization, it is very important to reinstall the normal environment in that organization. Leaders reinstall the working environment.

Directing characteristics

- 1. Pervasive function:**
- 2. Continuous activity:**
- 3. Human factor:**
- 4. Creative activity:**
- 5. Executive function:**

Elements of Directing

1.Motivation

2.Communication

3.Teamwork

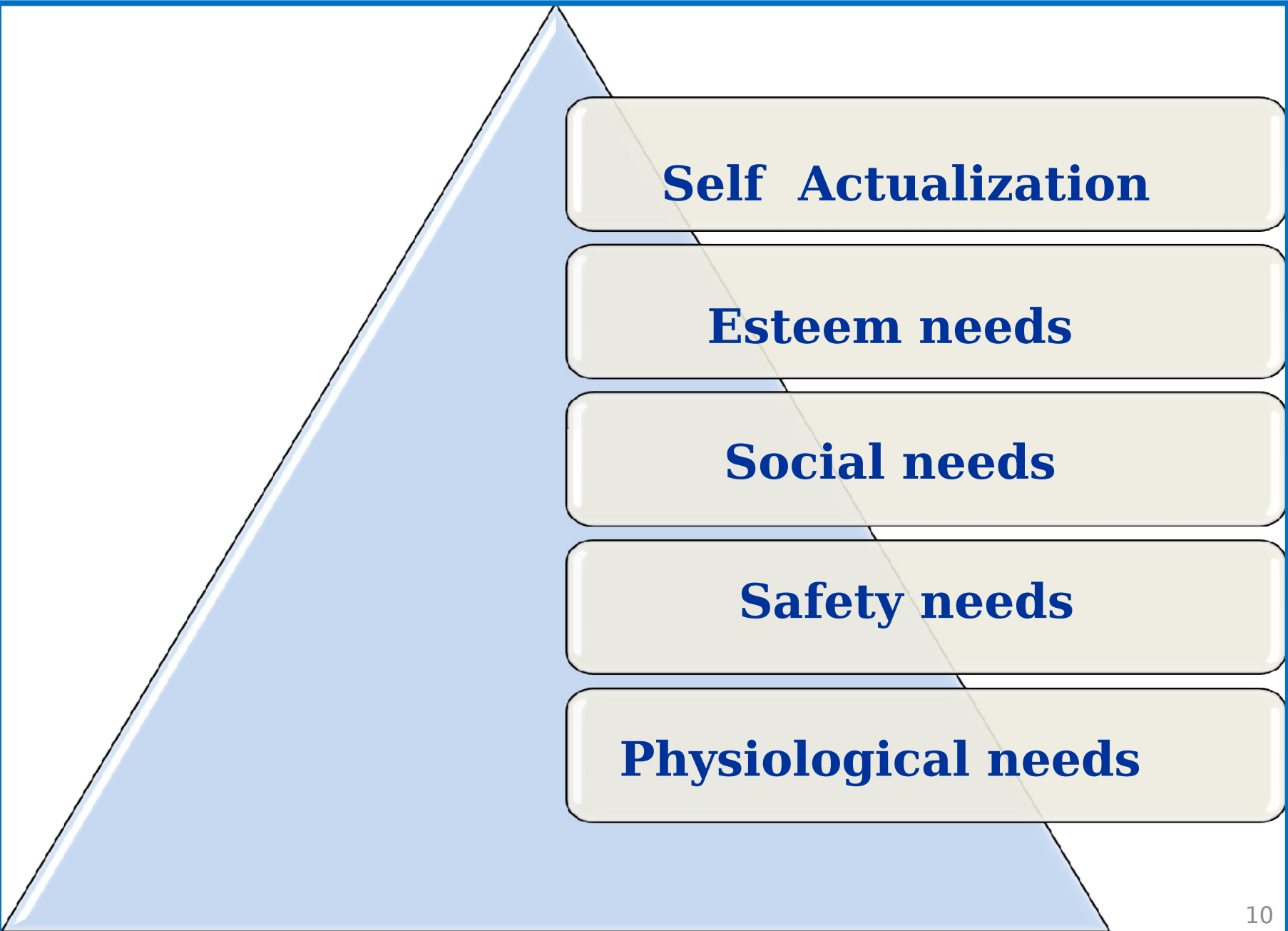
4. Conflict

1. Motivation

- Is the **driving force** within **individuals** by which they ***attempt to achieve some goal*** in order to fulfill some needs or expectation.
- It is the drive ***that pushes individuals to work hard***
- It is the **energy that gives individuals** the **strength** to **get up** and **keep going** - even when things are not going your way.

Maslow's theory of motivation

- According to Abraham Maslow's theory of motivation, we each have a hierarchy of needs that ranges from "lower" to "higher." As lower needs are fulfilled there is a tendency for other, higher
- Maslow's theory of motivation (Needs) maintains that a person does not feel a higher need until the needs of the current level have been satisfied.



Self Actualization

Esteem needs

Social needs

Safety needs

Physiological needs

2. Herzberg's motivation-hygiene theory

- Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction

Satisfiers :motivators

Dissatisfiers hygiene factors

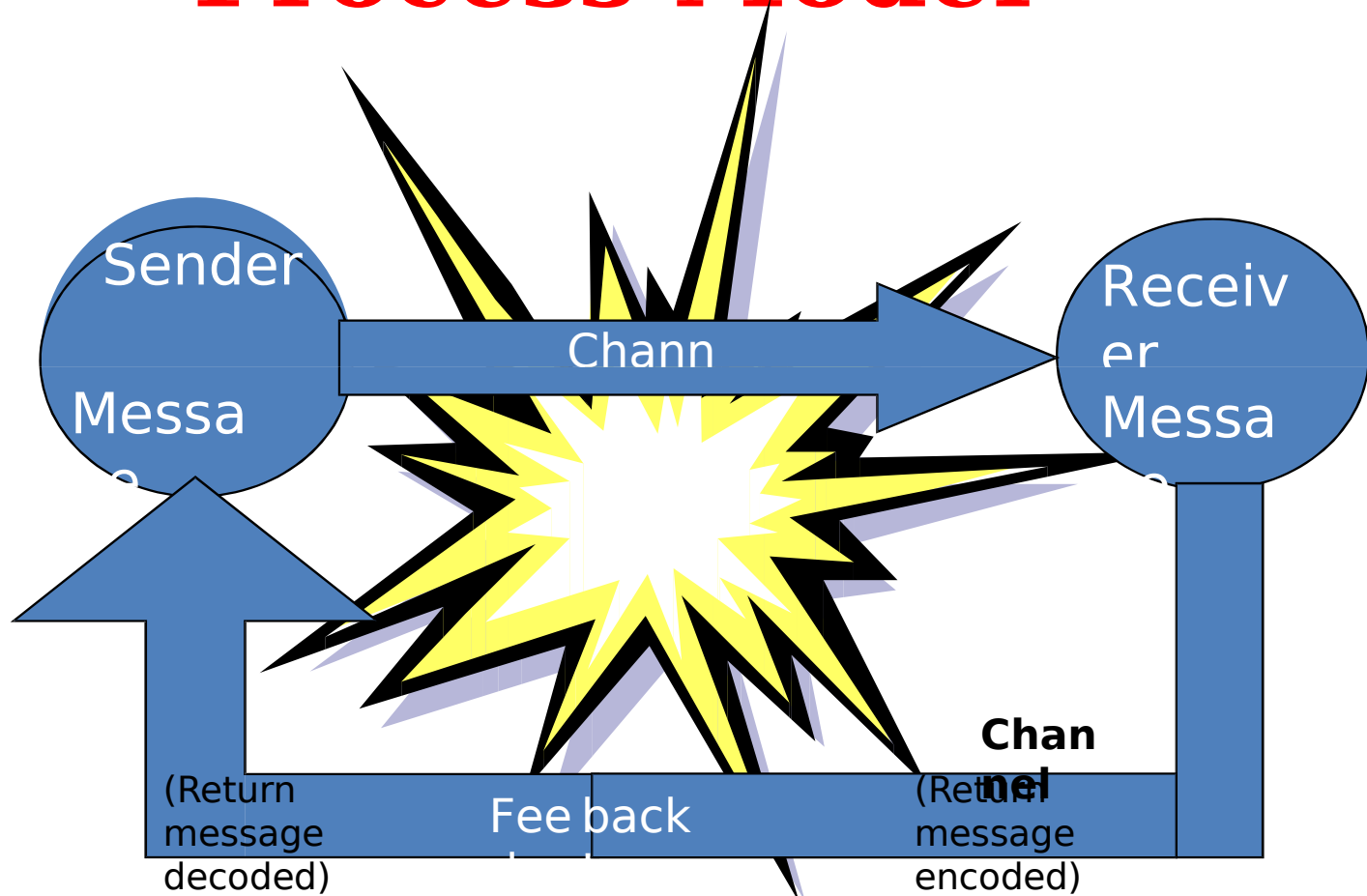
2. Communication

➤ Process by which information is ***exchanged*** and ***understood*** by two or more people, usually with the intent to motivate or ***influence behavior***

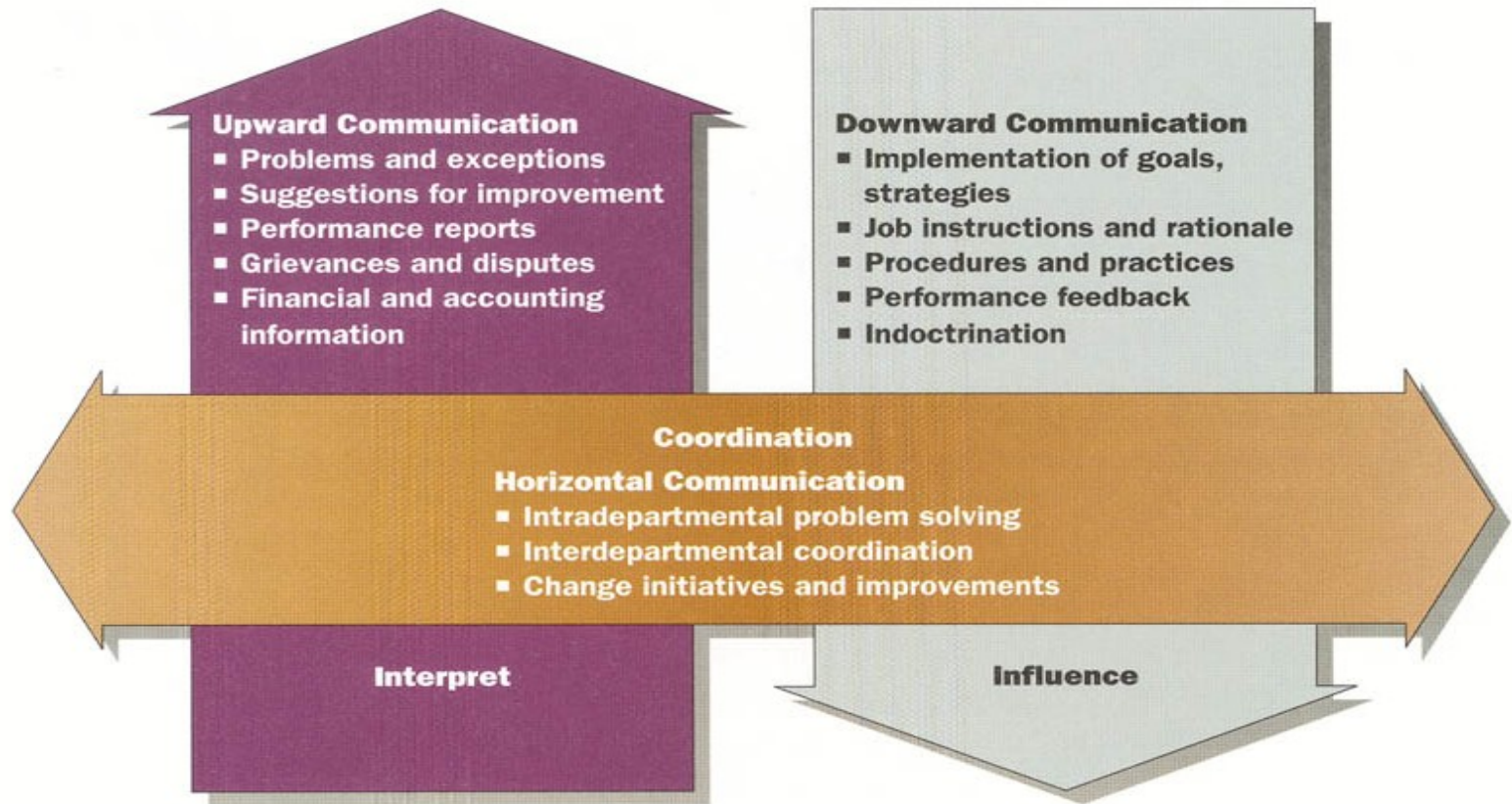
□ Manager = 80% every working day in direct communication with others – 48 min/hour

□ Manager = 20% every work day in communication in the form of reading and writing – 12 min/hour

Communication Process Model



Formal Channels of Communication



Feedback and Learning

- **Feedback -**

- Enables managers to determine whether they have been successful in communicating with others
- Is often neglected
- Giving & receiving feedback is typically difficult – both for managers & employees

- **Successful managers focus their feedback**

- To help develop the capacities of subordinates
- To teach the organization how to better reach its

¹/₅

3. “Teamwork”

❑ **T**ogether

❑ **E**veryone

❑ **A**chieves

❑ **M**ore

- **Nobody wins until we all do!**

Team Work...

- A team is a special type of group having a small number, preferably 2 – 8, of people who are interacting and influencing each other to work for a common goal.
- The members have attitudes of willingness to work and active participation.
- They each have skills, some of which are complementary, supportive, specialized and others of which are over-lapping, shared and common.

Team Work...

Characteristics of self-managed teams

- The team has responsibility for a “relatively whole task”
- The members each possess a variety of task-related skills
- The team has the power to determine such as work- methods, scheduling, and assigning members

Team Work...

Types of teams

- Formal team :- **deliberately organized by managers**
- Informal team:- emerge whenever people come together and interact regularly; develop with the formal organization

Team Work...

Formal team, created by the organization, for the purpose of accomplishing a specific task can be:

- **Command team** : composed of manager and employees; report to the manager
- **Committee**: to carry out specific tasks; relatively long-lived
- **Task force or project team**: formed to address a specific problem; temporary

Team Work...

- **Informal team** : The groups that are created naturally, within the organization, due to social and psychological forces
- Under this group, the employees of the organization, themselves enter into groups, without the approval of the management to satisfy their social needs on the job.

Five stages of team development

1. Forming:

- the initial stage the team
- forms and learns the behavior acceptable by the group.

2. Storming:

- as the group becomes more comfortable with one another they begin to assert their individual personalities

3. Norming:

- Conflicts are addressed and resolved
- Group unity emerges

Five stages of team(contd...)

4.Performing:

- Structural issues are now resolved
- Structure supports group dynamics and performance
- Structure will be used for task accomplishments

5.Adjourning (finishing/ending):

- for temporary groups(e.g taskforce)
- the team now ends its halflife
- Outcome: excitement or depression

What makes a good team?

1. Shared vision
2. People with different skills
 - a. Managers
 - b. Leaders
 - c. Clients
3. Ability to learn and work together

The Health Team

- **The health team is defined as:**
 - a group of people who share a common health goal and common objectives,
 - determined by community needs, to the achievement of which each member of the team contributes, in accordance with his /her competence and skill and in coordinating the functions of others

The health team (contd..)

- **Components of a health team:**
 - can vary from situation to situation
 - Consists at minimum:
 - **Supporting staff:** clerks, drivers, administrators, cleaners
 - **Technical staff (health workers):** medical doctors/ health officers, nurses, lab techs, environmental health , pharm.tech, health extension workers,, etc.

Health team(contd...)

- Examples of teams:
 - Health Center Team= HO, Nurse, EH, Lab. Tech /(+/ - Pharmacy tech)
 - Team of specialists services : Surgical, cataract surgery, etc.
 - Epidemic management team: epidemiologist, MD/HO, Nurse, Lab tech, EH, supportive staff such as driver

4. Conflict



Resolution

Conflict resolution...

It is one of the most important skills that leaders can possess.

- **Conflict**: is the perceived incompatible differences (this difference can be real or not) b/n parties that result in interference or opposition
 - Conflict is a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals.
 - Conflict is inevitable in the workplace.
- There is healthy and damaging conflict

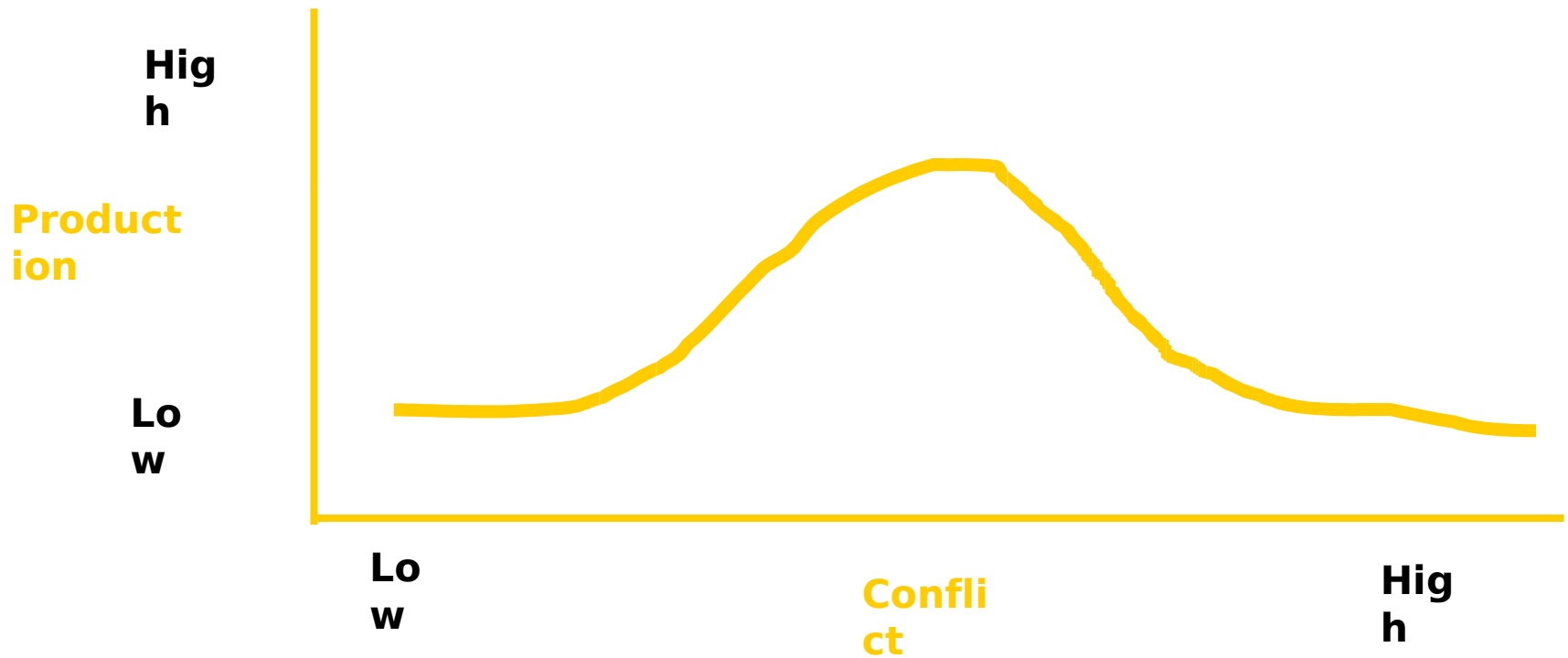
Conflict

- Conflict exists when we have incompat behavior and incompatible interests.
- The essence of social development is how to manage conflicts, not to resolve every single one.
 - *Does anyone have an example of conflict on your team you would like to share?*
 - *What do you think has caused this conflict?*
 - *Does this appear to be a healthy or a damaging*

Views of Conflict

- Conflict are Good (integrationist view)
- Conflict are Natural (human relations view)
- Conflict are Bad (traditional view)
- Conflict must be managed

Moderate conflict is good



Moderate conflict increases productivity

- **Too little** conflict minimizes learning and creativity.



**Too much conflict wastes time
and energy.**



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Steps toward conflict resolution

- ***Step 1:** Situational analysis*
- ***Step 2:** Understand your **preferred style** for conflict resolution.*
- Step 3: Need for & extent of **intervention**
- Step 4: Know conflict resolution **options** and **choose** among them

Steps toward conflict resolution...

1) Make situational assessment:

- Take time to review the issue and past actions before making the decision to intervene
- Understand the participants, their values, personalities, and resources.
- Assess the true source of the conflict, categorized as follows:

a) Communication differences:

- misunderstandings and cultural differences can create communication difficulties
- However, personalities and value system differences may be creating the communication problem

Steps in Conflict resolution (contd..)

b) Structural differences :

- Conflict over objectives ,alternatives in procedures, and performance criteria are rooted in the structure of the organization itself.
- The root problem could be ambiguous policies , position descriptions, and procedures

c) Personal differences: chemistry b/n the participants can cause conflict

Conflict resolution (cont..)

2) Understand your preferred style for conflict resolution

3) Choose whether to intervene and to what extent

- **Delegating discipline** to self-directed teams can lead managers to serve as referees and not interfere with the team's responsibility to resolve the conflict

- By keeping the participants focused on the

Steps in conflict resolution(contd...)

4) Know conflict resolution options & choose among them,

- either as a direct participant or as a facilitator

a. Accommodation: encourage participants to place another individual's concerns and above their own

b. Force: use when quick action is demanded; one participant's needs are satisfied at the expense of the other

c. Compromise: Encourage each participant to relinquish something of value. This is

Step 4 (contd...)

d. Collaboration:

- **win-win** solution where all participants gain advantage
- time consuming resolution as alternatives are reviewed

e. Avoidance:

- Conflict may be trivial or emotions are high and a cooling-off period is needed;
- also of value when insufficient information makes open discussion of minimal value.

- Future date for discussion should be

In the conflict resolution process

1. Clarify what the disagreement is.
2. Establish a common goal for both parties.
3. Discuss ways to meet the common goal.
4. Determine the barriers to the common goal.
5. Agree on the best way to resolve the conflict.

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Thank you!!!

