

# Effective Behaviors and Developing Influence Over People

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# Agenda

- Y Introduction
  - Why are you at this session?
- Y What is successful leadership and what does it look like?
- Y What are competencies?
- Y What are management styles and what style do I practice?
  - Does it matter?
- Y What does this all mean?
- Y Introspection to what you do and how you lead?
  - “What we intend often is not what we actually do...”

# Competencies

- Y Personal characteristics that differentiate levels of performance in a given job, role, organization or culture
- Y Types of competencies
  - SKILL-things you know how to do
  - KNOWLEDGE-what you know about a substantive field
  - SOCIAL ROLE, VALUES-image you project to others
  - SELF-IMAGE-way you see yourself
  - TRAIT-enduring characteristics of your behavior (ie, good listener, speaker, etc.)
  - MOTIVE-your natural and consistent preferences in an area that drive your behavior (ie, achievement, power)
- Y What drives long term performance?
  - Competencies that are hardest to measure
  - Your career?

## Questions and Actions About Your Competencies

	Question to Ask?	Development Action
Knowledge	Do I know enough to act? Do I need more information?	Research, study, observations, books, asking questions
Skill	Do I have the ability or training to act? Can I act effectively?	Skill training, courses
Social Roles, Values	Do I know the part to play? Is this the right thing to do?	Choosing new roles to play, examine values I add to the context of a situation
Self Image	Do I see myself doing this? Is this me? Is this important to me?	Reordering personal priorities; defining and adopting new self-image
Trait	Do I have the enduring patterns of behavior needed to do this?	Organized practice of trait behaviors
Motive	Do I enjoy this? Does it get me energized?	Long-term organized practice of motives, thoughts and behaviors

# Developing Competencies

- Y Recognition
  - “I know it when I see it”
- Y Understanding
  - “I know what it is”
- Y Self-Assessment
  - “I see how much I have of it”
- Y Experimentation
  - “I am doing it”
- Y Skill Practice
  - “I am doing it on the job”
- Y Feedback
  - “I know how I am doing”

# Management Styles

Management style is the patterns of behavior a manager adopts to plan, organize, motivate and control and is the extent to which one:

- Listens
- Sets goals and standards
- Develops action plans
- Directs others
- Gives feedback
- Rewards or punishes
- Develops employees
- Establishes personal relations with employees

Managerial style is a function of:

- **Your personal characteristics**
- **Styles you have seen bosses, mentors and other managers use**
- **Your agency's values as to the "right way" to manage**
- **The specific management situations and people you deal with the most**

# Managerial Styles

- ✦ Coercive
- ✦ Authoritative
- ✦ Affiliative
- ✦ Democratic
- ✦ Pacesetting
- ✦ Coaching

## Managerial Styles

- Y No right or wrong management style
- Y Most effective style depends on and varies according to task, people, situation to be managed
- Y All styles are effective when appropriately matched to situation demands
- Y Effective managers consider these types of characteristics of situations:
  - Nature and experience of employees
  - Employees strengths and weaknesses
  - Nature and complexity of tasks
  - Time pressures
  - Risk associated with deviation from performance
  - Resources available (time, people, budget)
- Y Your challenge:
  - Diagnose the demands of your situation and make use of the array of management styles

# Coercive Style-“Immediate Compliance”

⌘ Manager using this style:

- Gives lots of directions
- Expects immediate compliance
- Controls tightly; close monitoring
- Relies on negative feedback
- Motivates by stating the negative consequences

⌘ Style is most effective when:

- Applied to straightforward tasks
- In crisis situations
- Enforcing regulations
- Dealing with problem employees

⌘ Style is least effective when:

- Dealing with complex tasks
- Managing over the long term
- Dealing in extended interactions with self-motivated employees

# Authoritative Style-”Providing Long-Term Direction and Vision for Employees”

Y Manager using this style:

- Takes responsibility for developing a clear vision and direction for the organization
- Solicits employee perspective on the vision
- Sells the vision
- Sets standards and monitors performance
- Uses a balance of positive and negative feedback to motivate

Y Style is most effective:

- When new vision/direction is needed
- When manager is perceived to be the expert
- With new employees who depend on the manager for active guidance

Y Style is least effective:

- When manager is not perceived as credible (employees who know much more than the manager)
- When trying to promote self-managed work teams and participatory decision-making

# Affiliative Style-”Creating harmony among employees and between manager and employees”

- ⌘ Manager using this style:
  - Most concerned with promoting friendly interactions among co-workers
  - Places less emphasis on task direction; more on employee’s emotional needs
  - Stresses on things that keep employees happy
  - Identifies opportunities for positive, but not negative, performance related feedback
- ⌘ Style is most effective:
  - When tasks are routine and employee’s performance adequate
  - When giving personal help
  - In getting diverse, conflicting groups of people to work together
- ⌘ Style is least effective:
  - When employee’s performance is inadequate
  - In crisis or complex situations needing clear direction and control
  - With employees who are task oriented or uninterested in friendships with their manager

# Democratic Style-”Building Commitment among employees and generating new ideas”

- Y Managers using this style:
  - Trust that employees have the capability to develop appropriate direction for themselves
  - Invites employees to make decisions affecting their work
  - Reaches decisions by consensus
  - Holds many meetings and listens to employees concerns
  - Rewards adequate performance and rarely gives negative feedback
- Y Style is most effective:
  - When employees are competent
  - When employees must be coordinated
  - When manager is unclear about approach and has competent employees who might have clearer ideas
- Y Style is least effective:
  - In crisis when there is no time to hold meetings
  - When employees are incompetent, lack critical information or need close supervision

# Pacesetting Style-”Accomplishing tasks to high standard of excellence”

- Managers using this style:
  - Leads by example or “modeling”
  - Has high standards and expects others to know the principles behind the strategy being followed
  - Is apprehensive about delegating a task without assurance that the person can do it to a high standard
  - Takes responsibility for tasks away from a person if high performance is not forthcoming
  - Has little sympathy for poor performance
  - Sees coordination with others only as it impacts the immediate task

- Style is most effective:
  - When employees are highly motivated, competent and know their jobs
  - When managing “individual contributors” (ie., scientists, lawyers)
  - When quick results are required
  - Developing employees who are similar to manager

- Style is least effective:
  - When manager cannot do all his work personally (ie., when organization growth requires increased delegation)
  - When employees need direction, development and coordination

# Coaching Style-”Long-term professional development of employees”

- † Managers using this style:
  - Helps employees identify their unique strengths and weaknesses in light of their aspirations
  - Encourages employees to establish long-range development goals
  - Reaches agreement with employees on both the manager’s and employee’s roles in the development process
  - Provides ongoing instruction with feedback on employee development
- † Style is most effective:
  - When employees acknowledge a discrepancy between their current level of performance and where they ideally would like to be
  - With employees who are motivated to take initiative, be innovative, seek professional development
- † Style is least effective;
  - When the manager lacks experience
  - When employees require much direction or feedback
  - When in crisis

# Summary of the Objectives of Each Style

- Y Coercive: “Do it the way I tell you”
  - Objective; Immediate compliance
- Y Authoritative: “Firm but fair”
  - Objective: Creating a sense of direction or vision and influencing others to follow
- Y Affiliative: “People first”
  - Objective; Avoid conflict
- Y Democratic: “Participative Management”
  - Objective: Building commitment through participation
- Y Pacesetter: “Expects Self-Direction”
  - Objective: Task accomplishment to a high standard of excellence
- Y Coaching: “Development for the Long Term”
  - Objective: Developing the unique strengths of others for the future

# Effective Use of Styles

## Coercive

- Get to know the work
- Give direct orders
- Be decisive
- Set clear standard of performance
- Monitor employees closely
- Clearly point out deviation from rules

## Authoritative

- Formulate your vision, strategy and objectives
- Prepare and give your “vision speech”
- Solicit input
- Provide rationale
- Delegate responsibility clearly
- Provide feedback
- Reward and punish fairly

## Effective Use of Management Styles

### Affiliative Style

- Identify and act to resolve conflict
- Sympathize with others
- Accommodate personal needs
- Trust your people to perform
- Initiate personal contacts with your employees
- Provide social activities
- Personal recognition

### Democratic Style

- Hold informal sharing meetings
- Conduct participative meetings
- Share decision making with others
- Seek consensus
- Recognize good performance

# Effective Use of Management Styles

## Pacesetting Style

- Maintain your “expert” professional/technical knowledge and skills
- Teach by example
- Insist on excellence
- Delegate low to moderate risk tasks
- Emphasize results

## Coaching Style

- Create development goals with employees
- Identify employee strength and weaknesses
- Support the development plans
- Seek opportunities for your employees
- Encourage improvement

## What does this all mean?

- 🔑 You have dominant management styles AND use back up management styles
- 🔑 You have a view as to how you manage
- 🔑 Your team will generally view how you manage differently from the way you view your management style
- 🔑 NHH:
  - “You and your raters agree that the Affiliative Style is a dominant part of your repertoire”
  - “You report the Pacesetting style as dominant to your repertoire, but your raters did not”
  - “Your raters see the Authoritative, Democratic and Coaching styles as dominant to your repertoire, but you do not”