

Types of management

What is a management style?

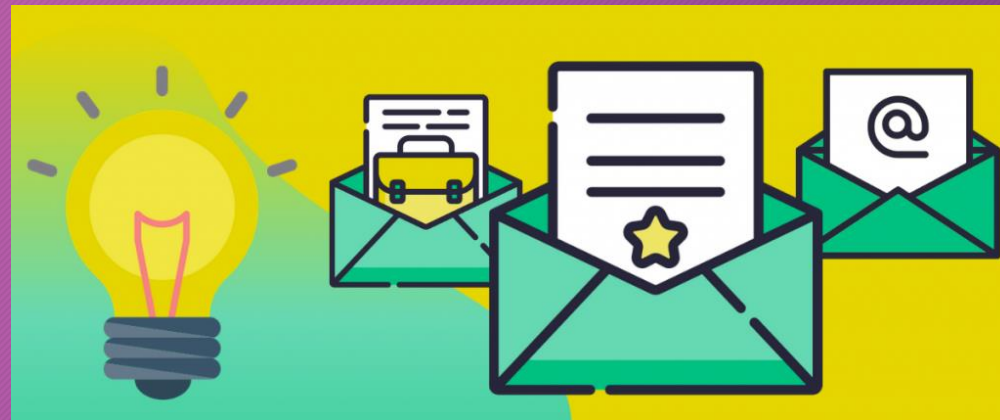
A management style is a way in which a manager works to fulfill their goals. Management style includes the way that a manager plans, organizes, makes decisions, delegates, and manages their staff.

It can vary widely depending on the company, level of management, industry, country, and culture, as well as persons themselves.

Types of management styles

There are three broad categories of management styles: Autocratic, democratic and laissez-faire.

Within these categories, there are specific subtypes of management styles, each with its own pros and cons.



Factors that shape the management style

Internal factors

Internal company factors that determine a management style include, but are not limited to, policies, priorities, corporate culture, staff skill levels, motivation and management structures.

In order to be effective, a manager's style and outlook must fit into the business's organizational culture. Their style must adhere to the policies and procedures set forth by the organization, and they must be able to achieve company objectives. They are responsible for controlling an effective work team and must uphold organizational beliefs within that team. A manager who cannot do this would likely be deemed ineffective and be removed from the position.

Factors that shape the management style

External factors

External factors affecting management styles are those that are outside of the control of the organization. These include, but are not limited to consumers, suppliers, competitors, the economy, and the law.

Some examples of these factors are a competitor who offers a more autonomous environment for skilled employees and control the job pool; the economy for a specific manufactured good results in a spike in demand causing a production crisis; the laws for a specific industry change and require employees who have extensive knowledge and certification causing the company employees talent and motivation to change.

Autocratic management styles

This type of management follows a top-down approach, with one-way communication from bosses to employees.

This is the most controlling of the different management styles, with the management making all workplace decisions and holding all of the power.

Employees are not encouraged to ask questions, submit ideas, or share their thoughts on improving processes, and are in some cases actively discouraged from doing so.

The subtypes of autocratic management style are authoritative, persuasive, and paternalistic.

Authoritative management style

In this style, managers dictate exactly what they require their subordinates to do and punish those who do not comply.

Employees are expected to follow orders, not question the authority of management, and perform their tasks the same way each time.



Persuasive management style

In this style, managers use their persuasive skills to convince employees that the unilateral decisions that the manager implements are for the good of the team, department, or organization.

Rather than simply ordering employees to perform tasks, managers employing this style would invite questions and would explain the decision-making process and rationale behind policies.



Paternalistic management style

In this style, the manager acts with the best interests of their subordinates at heart.

Usually, the organization will refer to staff as 'family' and ask for loyalty and trust from employees.

Management using this style will use unilateral decision making but will explain to employees that the decision-makers are working from a place of expertise, and thus, legitimacy.



Democratic management styles

In this style, managers encourage employees to give input during the decision-making process, but are ultimately responsible for the final decision.

Communication goes both ways, top-down and bottom-up, and team cohesiveness is increased.

This process allows for diverse opinions, skills and ideas to inform decisions.

Consultative management style

In this style, managers ask for the opinions and thoughts of their team, consulting the viewpoints of every member of their team.

The manager will make the final decision, but they will consider all of the information given by team members before they do so.



Participative management style

In this style, managers and staff are all active members of the decision process.

Staff are given access to more information about the company and its goals, and are encouraged to innovate solutions.

Management seeks the thoughts, ideas and opinions of staff, works together with staff to make decisions and then the company acts on them.



Collaborative management style

In this style, management creates an open forum for ideas to be discussed extensively before making decisions based on majority rule. Staff is empowered to take ownership of outcomes, which can lead to increased engagement, innovation and creativity.



Transformational management style

This style of management is agile and growth-focused.

Managers focus their efforts on pushing their staff to ever greater accomplishments through encouragement, pushing them past their comfort zones regularly, and consistently motivating their teams to raise their bar for achievements.



Coaching management style

In this style, managers see themselves as the coach and their employees as the valued members of their team.

The manager's job is to develop and guide their team, putting their team's professional development at the forefront of their priorities. Long-term development is valued above short-term failures in this style, and the manager wants to promote learning, upskilling and growing in the workplace.



Laissez-faire management styles

In this style, management takes a hands-off approach to leadership.

Staff is trusted to do their work without supervision, and they are left to control their decision making and problem-solving.

Management is present at the delegation and delivery stages of work, but otherwise steps back and gives staff the freedom to control their workflow and outcomes. Management is only involved during the process if the staff requests their assistance.

Delegative management style

In this style, the manager is only present to assign tasks, although they still are responsible for tasks being completed successfully. Once the task is assigned, then the employees are empowered to do their work as they see fit. After the task is complete, the manager steps back in to review the work and give advice about how to improve future projects.



Visionary management style

In this style, managers lead through inspiring their staff.

Leaders explain their goals and the reasons behind them, convincing their team to work towards executing their vision.

Team members are motivated by their manager, then allowed the freedom to achieve their tasks with minimal interference. Managers will check in from time to time, but they trust that their shared vision will keep employees on track and produce good results.



Bossless or self-managed teams

Although self managed teams (SMT) and bossless environments are not management styles, they are a style of management chosen by an organization. Like the Laissez-Faire management style, employees in these environments are highly skilled and motivated, but take it a step further as they are also highly educated, self directed, and know a great deal more about the work than management. SMT's can report directly to directors or can have managers who follow the delegative, or participative style, but these teams require more leadership than management to remain productive.



Management by walking around (MBWA)

Management by walking around is not an actual management style, it is more of a practice, but still it is labeled as such. Managers who practice MBWA place importance on rich levels of interpersonal communication. They believe that managers have a tendency to become separated from staff and should focus efforts on understanding employees' work and being visible and accessible. Managers walk around the premises checking with employees and on the status of ongoing projects. This practice can be helpful in maintaining contact with employees and offering guidance as well as mitigating problems, however MBWA may also lower productivity levels by distracting employees.

