

MANAGEMENT STYLES

СТИЛИ УПРАВЛЕНИЯ В МЕНЕДЖМЕНТЕ

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In our time, all companies have a clear management style that helps to effectively manage production. The style of management is determined by the head of the company and used at all levels of the organization. For the company, management style is extremely important. The most effective is a combination of five basic styles, the dominant of which is the most appropriate to the current situation and the purpose of the business. To understand the management style, the most appropriate company, should take into account the stage of business development at the moment. The most successful management model was offered by the American Larry Greiner in 1972. This model was taken as a basis in the work of many followers of Greiner - including Yitzhak Adizes, who became the author of the most popular theory of the life cycles of the company. The model is the five basic management styles that are applied depending on the situation in the company and the external market.

The style of leadership is a method, a system of methods for influencing the subordinates. One of the most important factors of effective work of the organization is the full realization of potential opportunities of people and staff.

The management style in the company is set by the leader. Leader is a person in any group, organization, team, division, enjoying a large, recognized authority, possessing influence that manifests itself as controlling actions. The style of leadership characterizes the ways that the leader uses to manage and motivate his subordinates. Style is determined by personal qualities: outlook, characteristics of character and experience. For different situations, different styles are suitable, for example, in extreme conditions and with a significant superiority of the leader's competence, the authoritarian style is most effective, and in a community of people of a similar level of knowledge and high group cohesion, the democratic style is more appropriate

The first style of management is considered to be an authoritarian style of management. The authoritarian (or visionary) style has the primary objective of providing long-term direction and vision for employees: The "firm but fair" manager gives employees clear direction or motivates by persuasion and feedback on task performance. This style is effective in two situations: clear directions and standards needed or the leader is credible. In the case when the leader is not credible, people won't follow your vision if they don't believe in it; this type of management will not be effective. In authoritarian style the decision

is made by the leader, the power is strongly centralized. The subordinates do not need an initiative, only the unconditional execution.

The second style of management is the consultative management style, it is more open to debate than the autocratic style, but in essence is dictatorial. As the name suggests, the leader in this management style consults with his employees, but ultimately makes the final decision on his own. The decisions are aimed at taking into account the interests of employees, and also focusing on business. This type of management style often leads to loyalty on the part of employees involved in decision-making processes, but those who quit are more likely to move on. This style can also lead to dependence of employees on the leader.

With a convincing management style, as with an authoritarian one, the manager reserves the right to make a final decision. However, the decision is based on the beliefs of subordinates. If employees convince their manager of the advantages of this solution, then the manager will accept it. This is an excellent option for those managers who need arguments from experts, but they can make a final decision on their own. A convincing style does not work when employees do not support management and do not want to provide convincing arguments or do not trust to the made decision.

Democratic management style is considered to be most useful for the emotional and psychological atmosphere in the team. Democratic managers offer employees the opportunity to participate in decision-making. This means that all decisions are agreed by the majority. Messages come from the manager to the employees and from the employees to the manager. This style works when complex decisions have to be made that have many results. However, democracy slows the decision-making process and at times can be ineffective.

Non-intervention as a management style is also inherent in the management model. This style is the complete opposite of the autocratic style of management; employees are involved in the majority of decisions, while management is involved in decision-making only when necessary. The manager in this case is considered as a mentor, not a leader. This style of management is popular in start-up companies and technology companies, where risk taking is encouraged. However, this style of management can lead to difficulties in making decisions.

Management "on the go" can also be attributed to the style of management of the company. This classic technique involves control by listening. Managers collect information, listening to the thoughts of employees about solving problems at the source of their occurrence. When using this management style, managers should be consultants, not directors. A good decision will eventually be approved and accepted by all. When employees do not support management, there may be problems with "on-the-go" management.

There are no "bad" or "good" management styles. The specific situation, type of activity, personal characteristics of subordinates and other factors determine the optimal correlation of each style and the prevailing leadership style. The study of the practice of management of organizations shows that in the work of an effective leader, each of the three styles of leadership is more or less present.

Contrary to common stereotypes, the prevailing leadership style is practically independent of gender. There is a misconception that women leaders are softer and focused primarily on maintaining good relations with business partners, while male managers are more aggressive and focused on the final result. The reasons for the separation of leadership styles may be personal characteristics and temperament, rather than sexual characteristics.

Successful top managers - both men and women - are not committed to just one style. As a rule, they intuitively or quite consciously combine various strategies of leadership.

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