



The Drop Zone story continues...

## What happened next?



Liz adopted a democratic style of **leadership** to the running of the Drop Zone. During occasional crises – when decisions must be made quickly – she adopts a more autocratic style to manage the crisis. An example occurred recently when there was a fire in the reggae music section of the store and, as manager, she assumed full responsibility for ensuring the safe evacuation of all the staff and customers.

Liz is keen to promote an energetic, friendly and customer-focused **corporate culture** within the business. She does this in various ways, such as addressing all staff on a first-name terms, organising regular social events and outings for staff throughout the year and rewarding staff who come up with ideas to improve the business.

She also expects everyone to help out in all aspects of the store if the need arises. She does this by leading by example. For example, during peak periods when the store gets busy it is important to avoid queues building up, so she helps out herself on the checkouts. This sends out a clear message that it is everyone's job to ensure that customers' needs are met quickly and efficiently. "This may mean helping out on the checkouts, answering queries or whatever needs to be done", says Liz.

Liz uses a **Theory Y** approach to management, where she sees herself as a facilitator helping staff to do their jobs as well as they can. She has little time for **theory X** – or controller style - managers whom she regards as "a liability to a business".

1. Explain the underlined terms.
2. Identify three ways in which Liz helps to create a corporate culture.
3. Who developed the Theory X and Theory Y theories of management?



## Summary - Fill in gaps

Along with communications, leadership and motivation are key management skills. Leadership refers to the ability to influence and direct others to achieve a goal. \_\_\_\_\_ leaders do not share their authority with subordinates but prefer to make most of the decisions themselves. \_\_\_\_\_ leaders are willing to delegate power and responsibility to staff and make decisions with the agreement of the majority. \_\_\_\_\_ leadership (also known as a \_\_\_\_\_ or \_\_\_\_\_ style) involves giving staff general goals and targets to aim for and then stepping back and letting them get on with the job in whatever way they think best.

Whichever style of leadership management adopts, it will have a major influence on the culture that develops in an organisation. Creating the right culture for staff can be a key ingredient in motivating staff and creating a successful business.

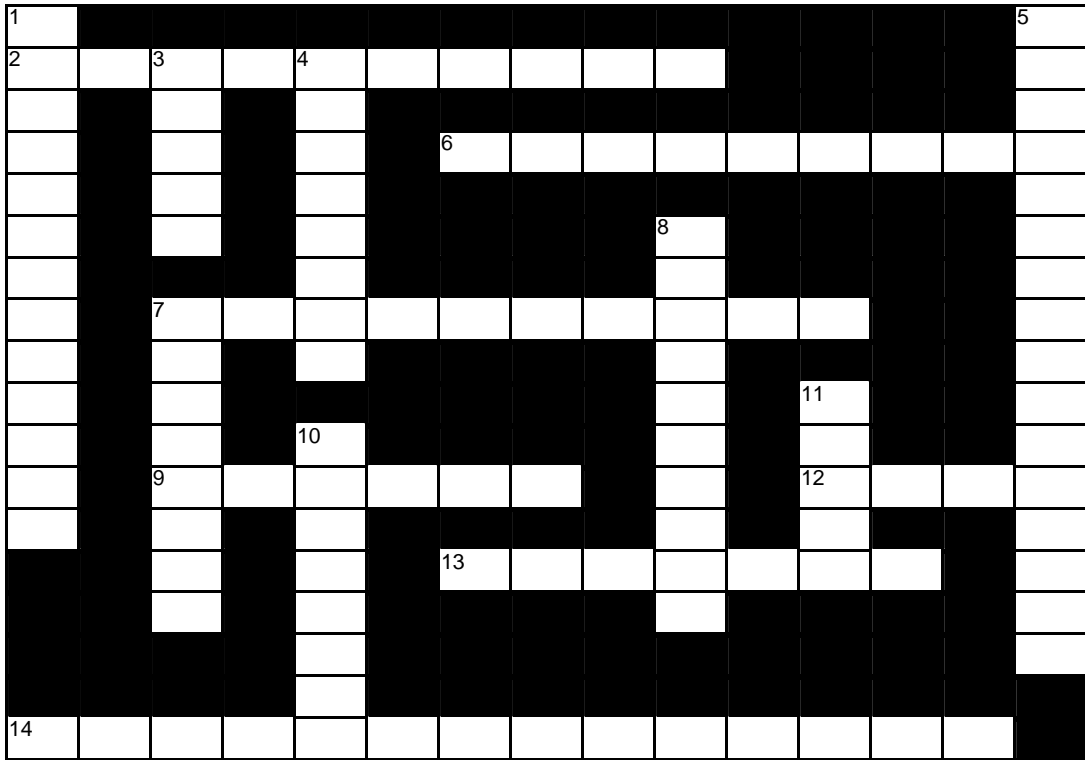
Motivation refers to the willingness of people to \_\_\_\_\_. According to Abraham \_\_\_\_\_, all human needs can be arranged in a hierarchy (or pyramid) in order of their importance. Our needs begin with the most basic \_\_\_\_\_ needs for food and water, up to the most complex psychological needs for self-esteem and self-\_\_\_\_\_. When one level of need is satisfied, then the next level above it becomes the major motivating factor in a person's behaviour. Managers can use this hierarchy of needs to design incentives and rewards that will satisfy whichever is the dominant need of each staff member.

Douglas \_\_\_\_\_'s theory of motivation focuses on the attitude of managers to their staff. Managers with a Theory \_\_\_\_ attitude have a positive attitude towards their staff and their willingness to work hard. Theory \_\_\_\_\_ managers, on the other hand, have a more distrustful attitude, as they believe that their staff must be tightly controlled and pushed to work. Research has shown that a Theory Y approach works best.

**Score: \_\_\_\_\_ out of 12**



**Crossword 6 - Management Skills 1  
Leadership and Motivation**



**CLUES**

**Across**

- 2. This type of leader does not share authority with subordinates (10)
- 6. These leaders let staff do their job in the way they think best (9)
- 7. Star Trek's Captain Jean Luc Picard is this type of manager (10)
- 9. This public service helps to prevent crime (6)
- 12. Twelve o'clock midday (4)
- 13. McGregor called these managers "controllers" (7)
- 14. \_\_\_\_\_ culture describes the atmosphere, values and rules guiding how things are done in a business (14)

**Down**

- 1. These leaders are a friendly version of 1 across (13)
- 3. Leaders in 1 across don't have much of this in their employees (5)
- 4. The ability to inspire enthusiasm in others (8)
- 5. Maslow developed this theory about what motivates workers (9, 2, 5)
- 7. The 7 across type of managers find it easy to do this with their work (8)
- 8. The Drop Zone's staff were low in this (10)
- 10. Another word for the type of manager described in 6 across (4,4)
- 11. This is something that you spend and that can motivate workers (5)