**Leadership & Management**

Support Notes

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The purpose of these support notes is to provide a basis for activity & discussion, more background and suggestions for further viewing. Please select, add to/edit the material as required.

**OTHER RELEVANT FILMS & CLIPS:**

We have a number of other films and clips that show different management and leadership styles in action (use ‘search’ to find):

*Film: Bullying, A Case To Answer?*

*Film: Management Styles 1*

*Film: Management Styles 2*

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**Synopsis**

**PART 1:** **Introduction To Leadership & Management** 14 mins

What’s the difference between a leader and a manager? What kinds of managers are there? What are the problems of managing in the real world?  
  
Leaders and managers are not the same thing – a good manager may not be a good leader and vice versa. Managers may be good at handling pre-set situations, whereas leaders provide vision in times of change. There are different management styles, too: autocratic, democratic, laissez-faire and paternalistic. But what are “Theory X” and “Theory Y” managers? Are “people-oriented” managers better than “task-oriented” managers? And what about *useless managers*? Unfortunately there are those as well! We hear from real workers at the sharp end, as well as the theorists.

**PART 2:** **Leadership & Management In Action** 7 mins

*[Please note: this clip covers an industrial relations crisis at Blakeway Ltd. It may be useful also to view Clip 99 in the Clips Library: ‘Industrial Relations In Action’ to get a fuller version of this story]*

This realistic drama clip provides for discussion and thought about the ideas and theories covered in Part 1. Stephen Maynard, boss of manufacturing company Blakeway Ltd, has been good at buying up failing companies and turning them round – but what kind of a manager/leader is he? How does he fit into the ‘pigeon holes’ provided by the theorists? He is authoritarian, on the other hand he believes he involves people as much as is necessary. He says it’s not necessary that people *like* him – only that ‘the job gets done’. His view of himself is contrasted with how his colleagues and employees see him.

**PART 3 (Extra)** :**Case Study: Human Resources Management In Action: Centor Insurance** 9 mins

*[This clip is to provide more examples of management and leadership styles, in particular that of the CEO Neil Walton. Please note: this clip is repeated as a main part of the film* Human Resources Strategy: Theory & Practice and as *an ‘extra’ on the film* Recruitment & Selection]

**PART 4 (Extra): HR Objectives & Strategy In Action: General Mills UK** 9 mins

*[Again, this is an optional extra, providing an insight into management and leadership styles at the award winning company General Mills UK & Ireland. It is a good example of how leadership creates a culture of trust in which employees believe they can question without fear of censure. This clip is also a main part of the film:* ‘Human Resources Strategy: Theory & Practice’*]*

Worksheet

*[please edit this to suit your needs; Answers At The End]*

**Play Part 1 *Leadership & Management*** (stop at Part 2: *Leadership & Management In Action)* **then answer the following questions.**

1. Name some key tasks of managers

2. Name some key differences between managers and leaders

3. How does Neil Walton, CEO of insurance broker Centor, define leadership?

4. How does Jim Moseley, Managing Director of General Mills UK, define leadership?

5. Name the four essential types of management style

6. Describe the ‘autocratic’ manager

7. Give some advantages and disadvantages of this approach

8. Describe the ‘democratic’ manager

9. How does Harry Payne, boss of Logical Friends, describe the benefits of a more democratic management?

10. What drawbacks are given to the ‘democratic’ style?

11. How is the ‘paternalistic’ management style described and what dangers are suggested?

12. Describe the ‘laissez-faire’ manager and where it works well.

13. Who developed the ‘X and Y’ theory of how managers view their employees?

14. How would a ‘Theory X’ manager view his or her staff?

15. How would a ‘Theory Y’ manager view his or her staff?

16. Why might the ‘X Theory’ be ‘dangerous’?

17. How does the Blake Mouton grid divide management styles?

18. Who is the best type of leader, according to Blake Mouton?

19. What are the dangers in large, especially public, organisations?

Discussion or assignment topics

1. Think of any more jobs/tasks/roles that fall to managers (not mentioned in the film).

2. Stephen Maynard, boss of Blakeway, says he provides strong leadership but also listens to ideas. Does that sound like a positive or negative management style?

3. ‘Useless managers’. Do you think such a view is fair? Think of ways in which an organisation might deal with such a manager in a way that is a) more positive for the organisation and b) more positive for the manager, giving reasons.

**Play Part 2 Leadership & Management In Action** (stop at Part 3:*Human Resources Management In Action: The Centor Approach)* **then answer the following questions.**

1. How does HR Manager Karen Rider describe her boss Stephen Maynard?

2. Where does Maynard’s main loyalty and feeling of responsibility lie?

3. What was the cause of the trouble at Blakeway Ltd?

4. How does Stephen Maynard define a ‘leader’?

5. How does Stephen Maynard view ideas of ‘democratic or autocratic’?

6. How does Stephen Maynard counter the idea he’s ‘remote’ from the workforce?

7. How does Maynard feel about involving others in decision making?

Discussion or assignment topics

1. How does Stephen Maynard’s management style fit, if at all, into the theoretical categories outlined in part 1?

2. Stephen Maynard feels his main responsibility is towards his investors, who want maximum return for their risk capital. Identify the ethical and business points for and against this point of view.

3. Maynard’s point about the move to Rumania is that, while jobs are being lost in UK, jobs are being created in a poorer part of the EU. Does he have a point?

4. Could Maynard create a more successful business if he changed his management style? If so, how? What would be the benefits?

5. Was factory worker Joe justified in confronting Maynard?

**Part 3 (optional extra): Human Resources Management In Action: The Centor Approach***)***.** *Use this clip for another example of management style, ie: that of CEO Neil Walton.*

1. Centor employs….… people, the turnover is around….. …. They have around…..…..clients.

2. Who actually provides the insurance policies that Centor sells?

3. As brokers/middlemen what two sets of people do Centor have to deal with?

4. How does the Centor approach, under Neil Walton’s leadership, compare to the approach of the previous management?

5. How does HR manager Carly Nunn describe the Centor culture?

6. How does Carly and Oriel define a ‘Centor Person’?

7. How is Centor structured?

8. How does team working help individuals?

9. Where do conflicts occur?

10. How does Neil Walton describe his relationship with his staff?

11. What other key aspect does Walton feel ‘the new Centor’ has compared with the old?

12. According to their surveys, what parts of work rated the highest among employees at Centor?

Discussion or assignment topics

1. How does Stephen Maynard’s management style (Part 2) compare with that of Neil Walton? Who is the most effective leader?

2. Think about the different nature of their businesses: do they require different management styles?

**Part 3 (optional extra): HR Objectives & Strategy In Action: General Mills UK***)***.** *Use this clip for another example of management style, ie: that of CEO Jim Moseley.*

1. What is the relationship of General Mills UK & Ireland to General Mills USA?

2. What is the company’s overriding objective, according to managing director Jim Moseley?

3. What does General Mills say is the secret to their success?

4. What is the key element in how the workforce is structured?

5. How can a team member from finance (as an example) contribute to the brand development team?

6. How are staff incentivised financially (bonus structure)?

7. What ‘soft benefits’ do General Mills provide their staff?

8. What kind of environment does Jim Moseley seek to create?

9. What is the major challenge for General Mills UK & Ireland in the marketplace?

10. General Mills basically take US products and try to sell them in UK and Ireland. What problems have their faced?

11. What is the main way General Mills will try to persuade a supermarket to give it prime shelf space for a brand?

12. How does General Mills demonstrate its corporate social responsibility?

13. How does Jim Moseley describe the benefits to his staff of getting involved in these projects?

Discussion or assignment topics

1. Jim Moseley wants staff to be able to ‘question and challenge ‘anything, anytime, anywhere and of anyone’. Which of the theories outlined in Part 1 best fit this management style?

2. Think about the benefits of such an approach. Are there any dangers?

3. Stephen Maynard (Blakeway Ltd), Neil Walton (Centor Insurance) and Jim Moseley all say they ‘manage by walking about’: they talk to their staff. If they are similar in this way, in what ways are they different?

4. How would you define General Mills overall objectives and strategy?

5. There are no individual bonuses at General Mills (ie for sales staff), only group bonuses. Think of the advantages and disadvantages of that from a) the company’s point of view b) the sales person’s point of view.

Background Notes

## Leaders or Managers?

## As pointed out in the film, managers can be leaders and vice versa – so it’s not a case of ‘neat boxes’ into which leaders fit and managers fit. So when we talk of ‘management styles’ we may also be referring to leadership styles.

## Generally, though, managers will be more concerned with managing a pre-set situation, they may be bureaucratic, working to established procedures. Leaders tend to be defined as more ‘visionary’, of being able to lead organisations through periods of change and uncertainty (a business start-up is a good example)

## Management & Leadership Styles: The Theorists

# Lewin, Lippett and White

In 1939 Kurt Lewin (with colleagues Lippett and White) identified three styles of leadership: *autocratic*, *democratic* and *laissez-faire*.

**a) *Autocratic leaders*** make decisions alone. They do not consult their followers, or involve them in the decision-making process. Having made a decision they impose it and expect obedience. They sometimes praise or blame the workers but do not feel the need to explain their comments and decisions.

# *Characteristics of autocratic leaders/managers*

• Clear expectations for what, when and how tasks should be done. There is also a clear distance between the leader and followers.

• Independent decision makers with little or no input from the rest of the group.

• Decision-making may be less creative under autocratic leadership.

• Best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

***b) Democratic leaders*** take an active role in the decision making process but they involve others too. Despite the term "democratic" they don't necessarily put decisions to the vote. Of course, they still carry the responsibility for seeing that decisions achieve the desired outcomes. They explain their actions and decisions to workers.

# *Characteristics of democratic leaders/managers*

• Generally the most effective leadership style.

• Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members.

• Decisions may take longer than autocratic but tends towards greater creativity.

• Employees feel engaged in the process and may be more motivated and creative.

**c) *Laissez-faire leaders*** have very little involvement in decision-making themselves, pretty much leaving matters to their subordinates. This may be appropriate when the subordinates are capable and self-motivated (for example experienced professionals) but can create problems otherwise!

# *Characteristics of Laissez-faire leaders/managers*

• Laissez-faire leaders give little or no guidance to group members and leave decision-making up to group members.

• Effective in situations where group members are highly qualified in an area of expertise or where creativity is required.

• Can lead to poor motivation because employees are not assigned roles effectively.

## McGregor’s Theory X and Theory Y

## Douglas McGregor, an American social psychologist, proposed his `X-Y Theory’ of managers in his 1960 book *The Human Side Of Enterprise*.

Theory X and Theory Y refers to a scale on which X and Y are extremes. Most managers fall into the middle between the extremes of X and Y and may demonstrate characteristics of both.

*At one extreme:*

**Theory X (“authoritarian management” style) manager believes:**

• The average worker avoids work if they can.

• Punishment and rules are required to make a worker productive.

• Workers avoid responsibility and prefer rigidity within work and clearly defined roles.

**Theory X manager’s possible characteristics:**

* results-driven and deadline-driven, to the exclusion of everything else
* intolerant
* issues deadlines and ultimatums
* distant and detached
* aloof and arrogant
* elitist
* short temper
* shouts
* issues threats to make people follow instructions
* demands, never asks
* does not participate
* does not team-build
* unconcerned about staff welfare, or morale
* one-way communicator
* poor listener
* fundamentally insecure and possibly neurotic
* does not thank or praise
* scrutinises expenditure to the point of false economy
* seeks to apportion blame instead of focusing on learning from the experience and preventing recurrence
* does not invite or welcome suggestions
* takes criticism badly and likely to retaliate if from below or peer group
* poor at proper delegating - but believes they delegate well
* thinks giving orders is delegating
* holds on to responsibility but shifts accountability to subordinates
* relatively unconcerned with investing in anything to gain future improvements
* unhappy

The above manager would seem like a bully, everybody’s worst nightmare of a boss! Remember this is at the far end of the spectrum – and yet bosses like this *do* exist. For a further real-life example of the destructive effects of this kind of manager see *Clip 77: Bullying & Grievance: Susan’s Story.* Whereas this kind of extreme behaviour undoubtedly comes down to personality problems in the manager, it is interesting to consider the effect of *culture* and *environment*. It is very doubtful, for example, whether such an individual would survive in a business like Centor Insurance or General Mills UK – *or*, if indeed those cultures might modify and mitigate that person’s behaviour.

**Theory Y (“participative style”) manager believes:**

• Workers can be trusted to work towards the business objectives on their own.

• Workers understand the link between the business objectives and their own personal goals.

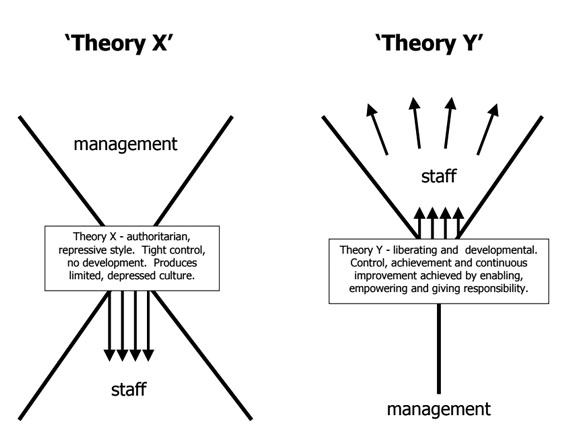
• People usually seek out responsibility and will work hard if properly motivated

• Workers have the ability to be creative and independent if given the chance.

**Theory Y manager’s possible characteristics:**

* puts people at the heart of his/her approach
* patient, willing to take time to nurture and develop staff
* negotiates deadlines (rather than imposing them)
* approachable (‘open door policy’)
* inclusive
* always professional
* quick to praise, thank and encourage
* always asks kindly if he/she wants something done
* participates, gets ‘hand-on’
* believes in team working
* concerned about staff welfare and morale
* good listener
* seeks to create a ‘no blame culture’. Believes mistakes are learning opportunities.
* welcomes suggestions and criticisms
* good at delegating
* is good at questioning him/herself
* takes responsibility for the actions of his/her staff
* thinks about and plans for the future
* fulfilled, well-liked

The above manager would seem like the perfect human being! Very few managers would be this good – but many aspire to tick as many of these boxes as possible – and are likely to be the most effective for an organisation, long term.



**And… just useless!**

If this is not a textbook category, research in the real world of business often reveals there are many examples, especially in large organisations, in the public sector (but not exclusively) where incompetent and/or lazy managers manage to ‘hide’ or are ‘kicked upstairs’. Again, this may be as much to do with the culture of the organisation as the individual. Everyone needs to be motivated, given a sense of purpose, but sometimes people get set in their ways.

For illustration see: *Clip 117: The Problem With George*

## Tannenbaum and Schmidt

The Tannenbaum and Schmidt Continuum is a model which shows the relationship between the level of freedom and the level of authority used by a manager.

The workers’ freedom and the managers’ authority are in an inverse proportion to one another (ie: as one increases the other decreases).

This model sees a manager being responsible for developing their team members into independent workers, and so increasing their freedom, rather than just there to give instructions. Delegation and the increase of freedom will allow the team to be more productive in the correct environment.

This model has the benefit of showing how a leader can adjust to their workers and move from being a restrictive leader to a less restrictive leader.

### Motivation And Authority

It goes without saying that a motivated workforce is more likely to work harder, take responsibility and deliver the goals of the organisation.

The problem in translating this into management styles or leadership roles is that there will always be conflicting interests. This is because we all have personal objectives. Employees who are ambitious may only ‘lend’ their loyalty to their employer until it’s time to move on. Naturally, they will put their own needs first.

Another problem is that there are often *external factors* that cause crises in a business. It can have the best, most enlightened, structure in the world: if it is selling a product that no longer sells, or has run out of cash to run the business, there will be stress on everyone.

The emphasis so far has been on the benefits of providing employees empowerment and scope to show their initiative – what may be called the ‘carrot’ approach. But organisations also use ‘the stick’. This can also be motivating – if in a negative way.

Many organisations use authority, to one extent or another, as a means of motivating. The structure is hierarchical, along authority lines, with an organisational chart which demonstrates who has authority over what and whom.

Such charts create and publish differences in rank and status within the organisation. There are a number of ways in which authority is demonstrated in order to make it more likely that it will be accepted and followed. Among these are:

• **Rank:** Military and police structures. This is a very formal way of showing the chain of command and who is superior or inferior to whom.

• **Title:** Seen in organisational charts, on office doors and in communications. Gives an indication of responsibility but is not always clear and helpful. Titles are often seen as conferring status and so the message they pass to others is considered important.

• **Uniform:** A uniform means immediate recognition. Waiters and hotel porters wear uniform so customers can identify them. Members of many informal groups like to identify themselves in this way. For example, the scarf or "strip" of a football club supporter is a required item of dress for a member of their group.

The symbols or trappings of authority are often used by those who are diffident in exercising authority. They take the onus away from the individual and place it firmly on the organisation or group represented.

Motivation by authority may seem ‘negative’ in that it puts stress on the sanctions that may occur if orders are not followed – however it doesn’t have to be done in a bullying or overbearing way. Many situations lend themselves better to the ‘firm but fair’ exercise of authority. And there are many people in the world who don’t really like to take on responsibility, or only within defined limits. They like *certainty* and *predictability*, to know what is required of them, when to arrive at work and when to go home. They are perfectly happy to be told what to do, as long as it’s done with respect.

There is no ‘one size fits all’ style for every kind of organisation. It might be argued that a production line, for example, lends itself to a simple authority structure: ‘That’s the job, get on with it.’ On the other hand, many organisations following the Japanese ‘kaizen’ approach (‘continuous improvement’) have built their success on workers’ involvement in better working practices.

For an example of this see the film: *Empowering The People*

Also: *The Learning Organisation*

In the final analysis, providing the employees are treated fairly, it is the effectiveness of the organisation that is the test of the leadership and management style.

### Cross-Over With Culture & Structure

It will be clear after viewing the four parts of this film that an individual manager’s style cannot be isolated from the culture and structure of the organisation:

For further reference, see films:

*Organisational Structures*

*Organisational Cultures*

The leader of an organisation will have a very strong influence on the culture: is it a culture free of blame, where people take responsibility, feel ‘ownership’? If so, this is bound to come down from the top. It is the leader or leaders who set the tone. This means that managers lower down may behave in a much better way than they would in a poorly led organisation – because they themselves feel more secure. In the same way, if the business is structured in teams, this may well help to foster a better atmosphere of involvement – away from ‘management by diktat’, towards ‘management by consensus’. Individual styles matter: by the same token, the culture in which they operate has a profound influence.

**Answers**

Worksheet

*[please edit this to suit your needs; Answers At The End]*

**Play Part 1 *Leadership & Management*** (stop at Part 2: *Leadership & Management In Action)* **then answer the following questions.**

1. Name some key tasks of managers

Planning the work of employees, delegating tasks, checking tasks completed, communicate to senior management, motivate staff.

2. Name some key differences between managers and leaders

Managers – running departments where procedures already worked out.

Managers – focussed on established systems, bureaucratic

Leaders – needed when the organisation is in flux or change – provide a ‘lead’ for employees.

3. How does Neil Walton, CEO of insurance brokers Centor, define leadership?

Getting involved with staff problems, trying to help: ‘getting his hands dirty’. Setting high standards.

4. How does Jim Moseley, Managing Director of General Mills UK, define leadership?

Leader ‘sets the vision’, energises & develops people, takes responsibility for the results of the business – but mostly about developing the culture (‘environment of trust’) in which that will happen, more than being hands-on and leading by example.

5. Name the four essential types of management style

Autocratic

Democratic

Paternalistic

Laissez-faire

6. Describe the ‘autocratic’ manager

Believes his or her word ‘is law’, sets strictly defined tasks, employees not encouraged to show initiative.

7. Give some advantages and disadvantages of this approach

Advantage: Good for environments where quick decisions need to be made (eg the military).

Disadvantages: relies on one person getting everything right, no scope for fresh ideas

8. Describe the ‘democratic’ manager

Listens to employees, gets the benefit of their ideas. Still makes the final decision but reaches it by consensus.

9. How does Harry Payne, boss of Logical Friends, describe the benefits of a more democratic management?

If you don’t involve people in decisions, listen to what they say and act upon it, you won’t carry them with you.

10. What drawbacks are given to the ‘democratic’ style?

Can be time-consuming consulting, getting opinions, some people may take advantage of a more ‘relaxed’ atmosphere. Some people respond better to being told what to do.

11. How is the ‘paternalistic’ management style described and what dangers are suggested?

Still autocratic – but with a kindly, ‘fatherly’ manner. Danger: the kindly manner seen as ‘window dressing’.

12. Describe the ‘laissez-faire’ manager and where it works well.

The manager who ‘leaves alone’: lets people get on with their work with minimum of interference. Can work well in situations where people are used to working alone, eg: teachers or other professionals, like solicitors.

13. Who developed the ‘X and Y’ theory of how managers view their employees?

Douglas McGregor (1906 – 1964)

14. How would a ‘Theory X’ manager view his or her staff?

Lazy, lacking initiative, motivated by money – needing autocratic management.

15. How would a ‘Theory Y’ manager view his or her staff?

They have a lot to offer if given the right incentives and allowed to develop.

16. Why might the ‘X Theory’ be ‘dangerous’?

If you treat people as lazy, untrustworthy, they may become that: ‘self-fulfilling prophesy’.

17. How does the Blake Mouton grid divide management styles?

‘Task oriented’ and ‘people oriented’

18. Who is the best type of leader, according to Blake Mouton?

The *team leader*, getting the best *task* results by getting the best out of people.

19. What are the dangers in large, especially public, organisations?

Ineffective managers get promoted because no one knows what to do with them.

Discussion or assignment topics

1) Think of any more jobs/tasks/roles that fall to managers (not mentioned in the film).

2) Stephen Maynard, boss of Blakeway, says he provides strong leadership but also listens to ideas. Does that sound like a positive or negative management style?

3) ‘Useless managers’. Do you think such a view is fair? Think of ways in which an organisation might deal with such a manager in a way that is a) more positive for the organisation and b) more positive for the manager, giving reasons.

**Play Part 2 Leadership & Management In Action** (stop at Part 3:*Human Resources Management In Action: The Centor Approach)* **then answer the following questions.**

1. How does HR Manager Karen Rider describe her boss Stephen Maynard?

He’s a ‘serial entrepreneur’: buys up failing companies and ‘turns them round’.

2. Where does Maynard’s main loyalty and feeling of responsibility lie?

Towards his investors.

3. What was the cause of the trouble at Blakeway Ltd?

Maynard wanted to close one of the factories and move production to Rumania.

4. How does Stephen Maynard define a ‘leader’?

‘Someone with the ability to make hard decisions’

5. How does Stephen Maynard view ideas of ‘democratic or autocratic’?

He isn’t interested in being ‘pigeon-holed’. He just ‘wants to get the job done’?

6. How does Stephen Maynard counter the idea he’s ‘remote’ from the workforce?

His style is ‘management by walking about’.

7. How does Maynard feel about involving others in decision making?

He says he does involve people to an extent but at the end of the day it’s his responsibility to make decisions.

Discussion or assignment topics

1) How does Stephen Maynard’s management style fit, if at all, into the theoretical categories outlined in part 1?

2) Stephen Maynard feels his main responsibility is towards his investors, who want maximum return for their risk capital. Identify the ethical and business points for and against this point of view.

3) Maynard’s point about the move to Rumania is that, while jobs are being lost in UK, jobs are being created in a poorer part of the EU. Does he have a point?

4) Could Maynard create a more successful business if he changed his management style? If so, how? What would be the benefits?

5) Was factory worker Joe justified in confronting Maynard?

**Part 3 (optional extra): Human Resources Management In Action: The Centor Approach***)***.** *Use this clip for another example of management style, ie: that of CEO Neil Walton.*

1. Centor employs….32… people, the turnover is around…..£4 million…. They have around…..2000…..clients.

2. Who actually provides the insurance policies that Centor sells?

The big insurance companies.

3. As brokers/middlemen what two sets of people do Centor have to deal with?

Insurance companies and clients

4. How does the Centor approach, under Neil Walton’s leadership, compare to the approach of the previous management?

More caring, no elitist groups, treating everybody the same

5. How does HR manager Carly Nunn describe the Centor culture?

Work hard, play hard

6. How does Carly and Oriel define a ‘Centor Person’?

Motivated, wants to get on, caring, passionate, who wants to feel ‘part of the family’

7. How is Centor structured?

In teams, about 6 people per team.

8. How does team working help individuals?

Team members can support each other if workloads become high

9. Where do conflicts occur?

If team members feel other members are not pulling their weight or are ‘getting away with things’ (eg coming in late)

10. How does Neil Walton describe his relationship with his staff?

He knows them very well, names of their wives or husbands, children, he says people will always come to him with any problems: ‘open door policy’.

11. What other key aspect does Walton feel ‘the new Centor’ has compared with the old?

Good communication: the staff know what’s going on. A culture of honesty and transparency.

12. According to their surveys, what parts of work rated the highest among employees at Centor?

Being happy and fulfilled at work, enjoying the environment – more important than money.

Discussion or assignment topics

1) How does Stephen Maynard’s management style compare with that of Neil Walton? Who is the most effective leader?

2) Think about the different nature of their businesses: do they require different management styles?

**Part 3 (optional extra): HR Objectives & Strategy In Action: General Mills UK***)***.** *Use this clip for another example of management style, ie: that of CEO Jim Moseley.*

1. What is the relationship of General Mills UK & Ireland to General Mills USA?

Subsidiary

2. What is the company’s overriding objective, according to managing director Jim Moseley?

To replicate success of General Mills USA, to grow as rapidly as possible.

3. What does General Mills say is the secret to their success?

Their people – allowing them to realise their potential.

4. What is the key element in how the workforce is structured?

Cross-functional teams (brand development teams) for every brand: groups made up of people from the traditional departments who give a different perspective on promoting the brand.

5. How can a team member from finance (as an example) contribute to the brand development team?

Provide in-depth analysis of figures, to provide greater insight – for example, as to why a product has performed well.

6. How are staff incentivised financially (bonus structure)?

On a group basis – no bonuses based on individual sales performances.

7. What ‘soft benefits’ do General Mills provide their staff?

Free food at the American diner, ice cream etc.

8. What kind of environment does Jim Moseley seek to create?

One where staff feel they can question and challenge ‘anything, anytime, anywhere and of anyone’.

9. What is the major challenge for General Mills UK & Ireland in the marketplace?

Fighting for shelf space in the supermarkets.

10. General Mills basically take US products and try to sell them in UK and Ireland. What problems have their faced?

Some products just don’t ‘travel’. They need to develop new products for the home market.

11. What is the main way General Mills will try to persuade a supermarket to give it prime shelf space for a brand?

Advertising campaign, especially on TV.

12. How does General Mills demonstrate its corporate social responsibility?

Schools literacy projects in the local area (Hillingdon Borough).

13. How does Jim Moseley describe the benefits to his staff of getting involved in these projects?

Gives them a wider sense of achievement than simply working for General Mills.

**ENDS**

**Can we improve/add to these notes?**

**Email Chris Barnard** [**tvchoiceuk@aol.com**](file:///C:\Documents%20and%20Settings\TVC%201\My%20Documents\SP%20Notes\tvchoiceuk@aol.com)