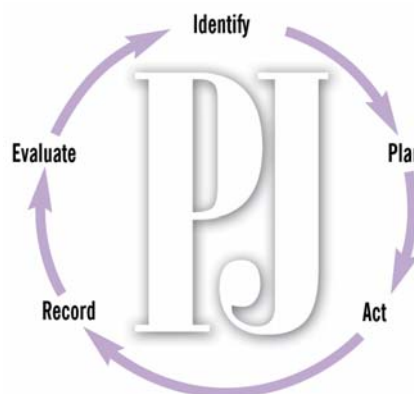


# Which management style to use

In this article, **Ruth McGuire** explores basic management styles and managers from different sectors in pharmacy share their tips



## Identify knowledge gaps

1. List four basic management styles.
2. What is your natural management style and how can you adopt other styles to suit your needs?
3. What factors are required in order for delegation of a task to be successful?

Before reading on, think about how this article may help you to do your job better. The Royal Pharmaceutical Society's areas of competence for pharmacists are listed in "Plan and record", (available at: [www.rpsgb.org/education](http://www.rpsgb.org/education)). This article relates to "efficient and effective management" (see appendix 4 of "Plan and record").

A manager is generally responsible for a project or a team of people and, essentially, must be able to communicate, negotiate and influence. However, these skills can be performed in different ways. A key component of job satisfaction is the relationship between managers and their staff. This, in turn, is influenced both by the people and management styles involved.

## Job satisfaction is influenced by people and management styles

### Management styles

"Management style" is a term often used to describe the "how" of management. For a while it was believed that there were only two basic management styles: autocratic and democratic. An autocratic style is used to instruct and command. Managers who use this style impose their decisions on staff and expect or demand compliance. A democratic style allows decisions to emerge from a consensus (eg, a vote).

Management styles are functions of behaviour and linked to personality. Mel Smith, head of medical and pharmacy affairs at Reckitt Benckiser, agrees. Mr Smith uses a democratic rather than autocratic style of management because it suits his personality. "People work better if they are listened to. I think a belligerent style of management

breeds resentment in staff," said Mr Smith. "I am pretty extrovert and quite like talking so the consensus style of management works best for me. Obviously if things need to be done quickly, I would use a different, more appropriate style of management," he added.

The list of management styles is extensive. Some styles, however, are more commonly recognised than others. These include:

- **Charismatic** A charismatic style relies heavily on personality to lead and inspire others. Managers who use this style tend to be good communicators.
- **Persuasive** Managers who use a persuasive style make decisions but then invest

## Management standards

In response to government-backed studies showing that poor management is holding back the UK economy, the Management Standards Centre (an organisation within the Chartered Management Institute) has developed a set of new national standards for managers. These were adopted after consultation with employers, individual managers and other stakeholders. The standards are used by many UK organisations and cover 47 topics, such as managing resources, working with others, developing a personal network and providing leadership. The standards make the responsibilities of a manager clear and can be used as a check-list to self-assess skills and to identify areas for professional development and training. These are available at: [www.management-standards.org.uk](http://www.management-standards.org.uk).

time in persuading their staff that the decision made is the right one.

- **Consultative** A consultative style involves considering the advice and feelings of others before the manager makes a final decision.
- **Transactional** Use of a transactional management style means making transactions with staff and trading rewards, such as money and jobs in return for compliance.
- **Transformational** Managers who use a transformational style focus on staff development and attitude transformation.
- **Delegating** Managers who use a delegating style give subordinates responsibilities for decision making and problem solving.

According to a survey published by the CMI, most managers in UK organisations are bureaucratic and reactive.<sup>1</sup> The report found that the management styles in many organisations are not conducive to the creation of high performance cultures where creativity and innovation can flourish, possibly because management is restrictive. In successful businesses managers were described as accessible, consensual, entrepreneurial, empowering, innovative and trusting.

Managers will use the styles they feel most comfortable with. Martin Crisp, regional pharmacy manager, Boots the Chemists, agrees. "I believe most managers have a preferred style that they will tend to default to but a good performer will use a variety of styles depending on the specific situation," he said.

### Four basic styles

Management styles do not always fit into nice, neat, recognised definitions. Ann Jacklin, chief pharmacist and acting general manager of pathology at Hammersmith Hospitals NHS Trust, describes her management style as "being an enthusiast for the job". However, management writer, Ken Blanchard, narrows management down to four basic styles: directing, supporting, coaching and delegating.<sup>2</sup>

**Directing** Directing is telling someone how and when to do something. Most managers find this style easy to use. It works best when tasks are straightforward and when the manager is better informed and more experienced than the member of staff. This style also works well when decisions have to be made immediately, when risks cannot be taken or when a task has to be performed to a given specification.

Directing is also suited to situations where commitment from staff is irrelevant and where perhaps large numbers of staff are involved in completing a task. This style, however, does not come easily to everyone. To practise directing you should make sure:

- You are confident
- You can give clear instructions
- You speak in an appropriate manner — there can be a fine line between being patronising and authoritative

## One of the key strengths of a manager has to be the ability to use the most appropriate style at the most appropriate time

**Supportive** A supportive style is appropriate for staff who have ability but need motivation or more confidence. A manager who uses this style needs to be a good listener but also needs to be able to provide encouragement to staff who may be reluctant to recognise their own achievements. A manager using this style works alongside staff as a colleague and offers honest praise and encouragement when appropriate in order to raise motivation levels. Supportive management is about finding out how the other person feels (eg, ask "how do you feel that task went?") and giving constructive feedback.

The 'John Adair handbook of management and leadership'<sup>3</sup> includes a manager's motivating checklist which managers can use to assess whether they motivate their staff. The checklist suggests that managers ask themselves questions such as:

- Do I acknowledge success and build on it?
- Do I analyse set-backs, identify what went well and give constructive guidance to improve future performance?
- Do I show those who work with me that I trust them or do I surround them with unnecessary controls?
- Do I provide adequate opportunities for training and retraining if necessary?
- Do I encourage each individual to develop his or her capacities to the full?
- Do I recognise the contribution of each member of the team and encourage team members to do the same?

**Coaching** Coaching uses a combination of directing and supporting. It requires good two-way communication between staff and managers and is used as a vehicle to enable staff to develop their skills and competence. Relationship building is crucial.

Coaching opportunities often arise during normal day-to-day activities and managers can informally coach staff as the need arises. Some organisations employ professional coaches.

Coaching works on the premise that the person doing the coaching has confidence that the person being coached will succeed. The stages involved in coaching have been identified by Armstrong and Stephens<sup>4</sup> as follows:

- Identify the areas of knowledge, skills or capabilities where learning needs to take place
- Ensure that the person understands and accepts the need to learn
- Discuss with the person what needs to be learnt and the best way to undertake the learning
- Get the person to work out how they can manage their own learning while identifying where they will need help
- Provide encouragement and advice
- Provide specific guidance as required
- Agree how progress should be monitored and reviewed

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## Management tips from the community sector

Martin Crisp, regional pharmacy manager, Boots The Chemists, says:

- Bring managers of a similar level together to share experiences about how they have dealt with specific problems and challenges.
- Be straightforward, honest and fair with people.
- Keep to the point when reasoning with your colleagues — do not waffle.
- Always listen to other people's point of view.
- Try to get to the root cause of an issue otherwise you will only temporarily fix it.
- Often your staff will have the solution to a problem — just let them talk it through with you.

## Management tips from the hospital sector

Ann Jacklin, chief pharmacist and acting general manager for pathology, Hammersmith Hospitals NHS Trust, says:

- Look after yourself and manage your personal boundaries — unless you are clear that your actions and decisions are managerially appropriate you will falter under challenge and be inconsistent.
- Do not be afraid of making mistakes but do ensure that if you make a mistake or change your mind you are open about it — do not pretend otherwise.
- Do not work too many hours unless you are happy with this choice. No one will thank you and your boundaries and personal confidence will founder if you let yourself get too tired. One of my proudest achievements is to be able to balance home and work commitments and I make this clear to all my staff.
- Do not be afraid to say no when required (to yourself, your staff, your colleagues and your boss) but do be prepared to explain why.
- Study your boss — adapting and delivering in a way that suits his or her management style will make your life easier.

## Management tips from the pharmaceutical industry

Janet Halliday, research and development director, Controlled Therapeutics (Scotland) Ltd, says:

- Try to identify your own natural management styles.
- Expose yourself to training early.
- Be aware that your natural management style may not be as effective as other styles in some situations.
- Be aware of the differences between being a manager and being a leader.
- Understand that emotional intelligence is a key part of being a leader.

Mel Smith, head of medical and pharmaceutical affairs at Reckitt Benckiser, says:

- Use a style that suits your personality.
- Understand that people work much better if they are listened to.
- Undergo training because it raises your levels of self-awareness and gives you the opportunity to learn from others.
- Practise what you learn.
- Make good use of other sources of expertise, particularly if you work within a multi-disciplinary context such as a hospital or in industry where you can tap into sources of expertise such as human resources.

**Delegating** Of the four basic styles delegation is perhaps the most challenging. Some managers tend to have a reluctance to let go of a task and often end up supervising rather than delegating. Other managers delegate and disappear, failing to check on how the delegated task was completed or failing to carry out progress checks. Often delegation fails as a management style because of poor

communication about the delegated task. Delegation works when:

- Expectations are made clear from the outset
- Agreement is reached on the nature of the delegated task
- Deadlines for completion are agreed
- It is decided how potential problems will be addressed
- The right person is chosen for the task — managers should only delegate tasks to someone with the required knowledge, skills and authority to undertake the task and who requires minimal assistance with the delegated task but not supervision

Staff who are delegated a task need to be respected for their knowledge and skills. They should be involved in the decisions about how progress on the delegated task will be monitored. Because delegation is not abdication by a manager, the person to whom a task is delegated should be aware of the lines of accountability for the delegated task.

### What style to use

Many of the other management styles are components, of or overlap with, these four basic styles. Directing is good for new staff who need supervision to get started. Coaching is better for people who have some competence but lack commitment or need supervision because of their lack of experience. Supporting should be used for those who have competence but lack confidence or motivation. Delegating should be used for people who have both competence and commitment and who are able and willing to work on a project by themselves with minimum supervision.

One of the key strengths of a manager has to be the ability to use the most appropriate style at the most appropriate time. For example, there are occasions when the coaching approach is not appropriate and someone simply needs to be directed as to what course to take. The different styles can be developed through formal training (eg, through taking a course) but, more importantly, through practice.

Recognition of the value of matching style to an event is encompassed in the concept of "situational leadership". When an emergency or crisis develops within an organisation, staff expect managers to show direction, and a consultative or democratic style would not be appropriate. For example, if a member of staff fails to turn up for work, the pharmacy manager would be expected to take responsibility and find a solution without consulting the other staff. In other situations, such as in a hospital undergoing change in management structures or implementing a new staffing structure, the inevitable concerns and fears of staff might be best addressed using a consultative style.

The persuasive style might work best when a leader has to make a decision about something that requires the commitment and

enthusiasm of his or her staff in order to be successful. For example, a pharmacy manager might decide to buy some new computer software for processing prescriptions. In order to make the new system of processing prescriptions successful he or she needs to make sure staff are committed to using the new software. This means listening to their views and concerns but selling the benefits of the new software to them.

### Management vs leadership

Whether or not there is a difference between management and leadership is debatable. Some experts dislike the separation of the two but others think that there is a marked distinction between those who manage and those who lead. According to Petra Cook, head of public affairs at the Chartered Management Institute, there is certainly a difference. Ms Cook believes that leadership is a continuation of management. "A good manager is not necessarily always a great leader, but a good leader must always be a great manager first," she explains. "Leadership is more dynamic and requires strategic thinking, excellent communication and a clear vision."

Perhaps the distinction is clearer when you think about people recognised as great leaders, for example, politicians such as Churchill or Gandhi — nobody ever describes them as great managers but they were recognised as great leaders. A leader is expected to inspire, to

### Action: practice points

Reading is only one way to undertake CPD and the Society will expect to see various approaches in a pharmacist's CPD portfolio.

1. Think about the pros and cons of your natural management style.
2. Practise using a new style.
3. Next time you come across a tricky managerial issue, find a colleague with a different management style and discuss it.

### Evaluate

For your work to be presented as CPD, you need to evaluate your reading and any other activities. Answer the following questions: What have you learnt? How has it added value to your practice? (Have you applied this learning or had any feedback?) What will you do now and how will this be achieved?

motivate and to think and act strategically. According to Armstrong and Stephens,<sup>4</sup> key words associated with leadership are: change, vision, communication, proactive, high risk, aligning and motivational. Terms to describe management include: organising, planning, budgeting, rationality, control, reactive and risk avoidance.

Many pharmacists need to be good managers and some will need to be good leaders. Continuing professional development includes working on these skills.

### References

1. Worrall L. The business energy survey. London: Chartered Management Institute; 2004.
2. Blanchard K. Leadership and the one minute manager. London: HarperCollins; 1994.
3. Thomas, N. The John Adair handbook of management and leadership. London: Thorogood; 2004.
4. Armstrong M, Stephens T. A handbook of management and leadership. London: Kogan Page; 2005.

### Further reading

- Paley N. Manage to Win. London: Thorogood; 2005. This book contains sections on how to reinvent your managerial skills and how to use your staff to their full potential.

### Useful websites

- The Management Standards Centre ([www.management-standards.org.uk](http://www.management-standards.org.uk))
- The Chartered Management Institute ([www.managers.org.uk](http://www.managers.org.uk))