

Directing

★ Intro & Meaning of Directing :

Directing is said to be a process in which the managers instruct, guide & oversee the performance of the workers to achieve predetermined goals.

Directing is said to be the heart of management process. Planning, Organizing, staffing, & etc. have got no importance if directing function does not take place.

It is also known as spine of Management.

★ Defination :

"Activating deals with the steps a manager takes to get subordinates and others to carry out plans".

"Directing is telling people what to do and seeing that they do it to the best of their ability."

★ Advantages of Directing :->

★ Models of Directing :->

Organisational Behaviour

→ Autocratic Model

→ Custodial Model

→ Supportive Model

→ Collegial Model

• Autocratic Model

Autocratic Model is the model that depends upon strength, power and formal authority.

In an autocratic organisation, the people (management/owners) who manage the task in an organisation have formal authority for controlling the employees who work under them. These lower-level employees have little control over the work function. Their ideas and innovations are not generally welcomed, as the key decisions are made at the top management level.

• Custodial Model

The custodial model is based around the concept of providing economic security for employees - through wages and other benefits - that will create employee loyalty and motivation.

In some countries, many professional companies provide health benefits, corporate cars, financial packaging of salary, and so on - these are incentives designed to attract and retain quality staff.

The underlying theory for the organization is that they will have a greater skilled workforce, more motivated employees, and have a competitive advantage through employee knowledge & expertise.

• Supportive Model

Unlike the two earlier approaches, the supportive model is focused around aspiring leadership.

It is not based upon control and authority [the autocratic model] or upon incentives [custodial Model], but instead tries to motivate staff through the manager-employee relationship and how employees are treated to day-to-day basis.

The intent of this model is to motivate employees through a positive workplace where their ideas are encouraged and often adapted. Therefore, the employees have some form of "buy-in" to the organization and its direction.

• Collegial Model

The collegial model is based around teamwork - everybody working as colleagues.

The overall environment and corporate culture need to be aligned to this model, where everybody is actively participating - is not about status and job titles - everybody is encouraged to work together to build a better organization.

The role of the manager is to foster this teamwork and create positive and energetic workplaces. In much regard, the manager can be considered to be the "coach" of the team. And as coach, the goal is to make the team perform well overall, rather than focus on their own performance, or the performance of key individuals.

• System Model

The final organisational model is referred to as the system model.

This is the most contemporary model of the five models discussed in this article. In the system model, the organisation looks at the overall structure and team environment, and considers that individuals have different goals, talents and potential.

The intent of the system model is to try and balance the goals of the individual with the goals of the organization.

Individuals obviously want good remuneration, job

security, but also want to work in a positive work environment where the organization adds value to the community and/or its customers.

The system of model should be an overall partnership of managers and employees with a common goal, and where everybody feels that they have a stake in the organization.